National Police Service Commission

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR 2025 - 2026

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VISION

A Professional, Accountable and Motivated Police Service

01



MISSION

To Transform Human Capital Management in The National Police Service for Efficient and Effective Service Delivery

02



CORE VALUES

- → ***Professionalism***
- → ***Equity***
- → ***Accountability***
- → ***Collaboration***
- → ***Integrity***

03

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ABBREVIATIONS AND ACCRONYMS

APLA	APPEALS, POLICY, AND LEGAL AFFAIRS COMMITTEE
APS	ADMINISTRATION POLICE SERVICE
BPU	BORDER POLICE UNIT
CBS	CHIEF OF THE ORDER OF THE BURNING SPEAR
CEO	CHIEF EXECUTIVE OFFICER
CHRP	CERTIFIED HUMAN RESOURCE PRACTITIONER
CS	CABINET SECRETARY
CSR	CORPORATE SOCIAL RESPONSIBILITY
DCI	DIRECTORATE OF CRIMINAL INVESTIGATIONS
DCEO	DEPUTY CHIEF EXECUTIVE OFFICER
DHCM	DIRECTORATE OF HUMAN CAPITAL MANAGEMENT
DIG	DEPUTY INSPECTOR GENERAL
EACC	ETHICS AND ANTI-CORRUPTION COMMISSION
EDMS	ELECTRONIC DOCUMENT MANAGEMENT SYSTEM
F, A & P	FINANCE, PLANNING, ADMINISTRATION, AND PROFESSIONAL DEVELOPMENT COMMITTEE
FIHRM	FELLOW OF THE INSTITUTE OF HUMAN RESOURSE MANAGEMENT
GPA	GROUP PERSONAL ACCIDENT
IAU	INTERNAL AFFAIRS UNIT
ICT	INFORMATION, COMMUNICATION AND TECHNOLOGY
IG	INSPECTOR GENERAL OF THE NATIONAL POLICE SERVICE
IPOA	INDEPENDENT POLICING OVERSIGHT AUTHORITY
IPSAS	INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS
IPPD	INTEGRATED PERSONNEL PAYROLL DATABASE
HCM	HUMAN CAPITAL MANAGEMENT
HR	HUMAN RESOURCE

HSC	HEAD OF STATE COMMENDATION
HTC	HIGHER TRAINING COURSE
KPS	KENYA POLICE SERVICE
KRAs	KEY RESULT AREAS
LSK	LAW SOCIETY OF KENYA
MBS	MORAN OF THE ORDER OF THE BURNING SPEAR
MDA	MINISTRIES, DEPARTMENTS, AND AGENCIES
M & E	MONITORING AND EVALUATION
ORP	OTHER RANKS PROMOTION
NGAO	NATIONAL GOVERNMENT ADMINISTRATION OFFICERS
NGEC	NATIONAL GENDER AND EQUALITY COMMISSION
NPS	NATIONAL POLICE SERVICE
NPSC	NATIONAL POLICE SERVICE COMMISSION
NPSDC	NATIONAL POLICE SERVICE DISCIPLINARY COMMITTEE
PE	PERSONNEL EMOLUMENTS
P, S, M&E	PLANNING, STRATEGY, MONITORING, AND EVALUATION
OGW	ORDER OF GRAND WARRIOR
PC	POLICE CONSTABLE
RPC	REGIONAL POLICE COMMANDER
SP	STRATEGIC PLAN
SOP	STANDARD OPERATING PROCEDURES
SRC	SALARIES AND REMUNERATION COMMISSION
UNODC	UNITED NATIONS OFFICE ON DRUGS AND CRIME
WIBA	WORK INJURY BENEFITS ACT

FOREWORD BY CHAIRPERSON



The Financial Year 2025/2026 was a defining period for the National Police Service Commission, marked by significant progress in strengthening the policy, legal and institutional foundations for professional policing. Guided by its constitutional mandate, the Commission advanced key reforms and strengthened collaboration with stakeholders to promote transparent, accountable and responsive human resource management within the National Police Service.

The enactment of the National Police Service Commission (Amendment) Act 2025 marked a significant milestone in strengthening the statutory framework for the welfare and wellbeing of members of the National Police Service. The amendment provides for mental health and wellness resources, including counselling, and for the establishment psychosocial support centers across the Counties. This provides an important foundation for a more structured and accessible approach to psychosocial support.

The Commission also developed and adopted National Police Service Commission (Recruitment and Appointment) Regulations, 2025. The Regulations replaced the 2015 framework and provide an updated basis for recruitment and appointment within the National Police Service, with emphasis on transparency, merit, standardization, inclusivity and accountability. The extensive public participation process, undertaken across 17 regions, demonstrated the Commission's commitment to consultation and public accountability in the development of its regulatory framework. The Regulations further provide for protection of personal data

collected during recruitment, reinforcing responsible use of technology in human resource management.

During the year, the Commission reviewed and realigned its Strategic Plan 2023 - 2027 to respond to emerging national priorities and legislative and policy frameworks. The review strengthened the strategic focus on recruitment and promotions and transfers, workforce alignment, discipline and accountability, welfare and wellness and institutional capacity. It has provided a clearer framework for aligning the Commission's constitutional mandate, priorities, performance targets and resource requirements.

The Commission continued to engage Parliament, Government institutions and strategic partners on matters within its constitutional mandate, including human resource management, remuneration and benefits, welfare, human resource systems, reform recommendations and resources required to discharge its functions effectively. These engagements reinforced the importance of sustained support for the effective discharge of the Commission's constitutional mandate.

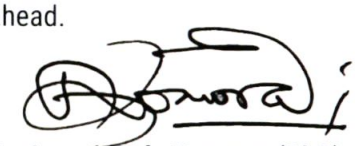
Notwithstanding these achievements, sustained institutional reform will require continued investment in people, systems, technology and financial resources. The expanded statutory responsibilities arising from the 2025 legislative reforms will require continued policy and budgetary support to strengthen services and institutional capacity.

Notwithstanding these achievements, sustained institutional reform will require continued investment in people, systems, technology and financial resources. The expanded statutory responsibilities arising from the 2025 legislative reforms will require continued policy and budgetary support to strengthen services and institutional capacity.

Looking ahead, the Commission will focus on consolidating the gains made in policy and regulatory reform, operationalizing the strengthened statutory framework for welfare and psychosocial support, modernizing and digitalizing of human resource systems, strengthening decentralized access to

Commission services, and implementing the strategic priorities arising from the review of the its Strategic Plan. The Commission will also continue to promote evidence -based decision-making and strategic partnerships in support of its constitutional mandate.

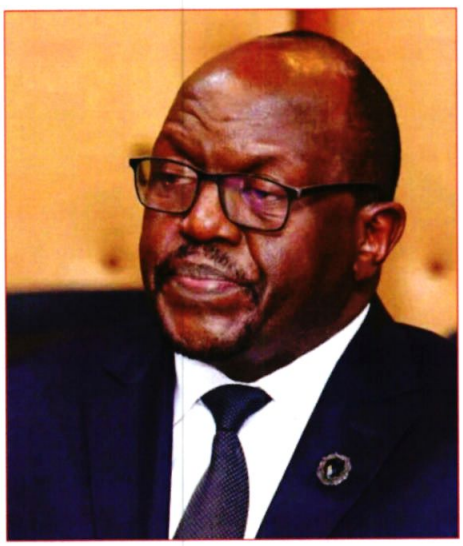
I wish to express my appreciation to the Executive, under the leadership of His Excellency the President, the two Houses of Parliament and the Judiciary for their continued engagement with the Commission. I also acknowledge the dedication of members of the National Police Service, the Commission Secretariat, development partners, stakeholders and members of the public. Their engagement and constructive participation have contributed to the advancement of policy and institutional reforms. I look forward to continued collaboration as the Commission consolidates these reforms and advances its mandate in the years ahead.



Dr. Amani Yuda Komora, (PhD), MBS, CHRP, FIHRM

CHAIRPERSON

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The reforms undertaken by the National Police Service Commission in recent years have created an increasingly important task for the secretariat: translating policy and legislative direction into functioning systems, processes and services. The Financial Year 2025/2026 therefore placed particular emphasis on implementation, institutional strengthening and the practical application of the Commission's strategic priorities.

As Accounting Officer, I am pleased to present the progress achieved during the year in strengthening human resource management, modernizing institutional systems, advancing digital transformation, implementing the new recruitment and appointment framework, and preparing for the expanded responsibilities arising from the National Police Service Commission (Amendment) Act, 2025.

The implementation of the National Police Service Commission (Recruitment and Appointment) Regulations, 2025 was an important undertaking during the year. The new regulatory framework required adjustments to processes, systems and implementation arrangements. Efforts focused on strengthening recruitment processes, applying technology, improving information management and aligning administrative arrangements with the framework.

Modernization of human resource management remained a key area of institutional development. Work continued to improve processes and systems, with digitization and automation helping to reduce manual processes, strengthen workflow and data integrity, and improve the timeliness and reliability of information for decision-making.

The expanded statutory responsibilities required institutional preparation, particularly in relation to mental health, counselling and psychosocial support. Planning and coordination focused on the staffing, infrastructure, service delivery arrangements and financial requirements necessary to progressively establish and strengthen these services. Counselling and wellness interventions continued, alongside engagements on the welfare and conditions of service of police officers.

The operating environment presented a number of challenges that affected the pace of implementation of core mandate functions. Going forward, our focus will be on consolidating the progress made and translating strategic priorities into measurable institutional results. We will strengthen strategic relationships and pursue opportunities for technical cooperation, knowledge exchange and complementary resources in support of priority areas.

I appreciate the Chairperson and Commissioners for their strategic leadership and guidance, and commend the staff for their commitment, professionalism and resilience throughout the year. I also acknowledge the cooperation of the National Police Service, Parliament, Government institutions, development partners and other stakeholders. Their support has contributed to the progress achieved during the year and will remain important as we consolidate these gains.



Peter Leley, EBS
CS/CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

The National Police Service Commission's FY 2025/2026 Annual Report highlights milestones in modernizing Kenya's policing landscape through enhanced oversight, strategic transparency, and effective human resource management. Despite leadership transitions, the fully constituted Commission advanced its mandate to drive institutional transformation and restore dignity to policing.

This report evaluates performance across the Commission's updated structural framework:

Chapter One details the establishment, mandate, functions, powers, and membership of the Commission, highlighting key legislative changes introduced under the National Police Service Commission (Amendment) Act, 2025.

Chapter Two outlines the strategic direction and Corporate Governance Structures driving internal operations.

Chapter Three: evaluates Organizational Performance and Milestones across the Commission's constituted committees and secretariat directorates, outlining core human resource functions, achievements alongside areas earmarked for further progress.

Chapter Four details the Counselling, Welfare, and Professional Development function that focuses on providing psychosocial support, career growth, and chaplaincy services to members of the National Police Service. These initiatives are boosted through the strategic presence of regional offices across the country, namely Nairobi, Mombasa, Kisumu, Garissa and Kakamega.

Chapter Five addresses Stakeholder Engagements, Partnerships and Linkages, illustrating how the Commission builds vital synergies with the Executive, Parliament, and development partners.

Chapter Six presents the audited Financial Report and Statements for the Financial Year 2025-2026 in compliance with statutory requirements.

Chapter Seven reviews the operational Challenges Encountered and provides strategic Recommendations to chart the organizational way forward.

CHAPTER

ONE: ESTABLISHMENT AND MANDATE OF THE COMMISSION

1.1 Establishment of the Commission

The National Police Service Commission is an independent Commission established under **Article 246 of the Constitution of Kenya, 2010**. This establishment was a key step in the country's constitutional and governance reforms. The Commission's creation was inspired by a need to transform the police service into a professional, accountable, and citizen-focused service. The National Police Service Commission Act, 2011; provides the legal framework for the Commission's operations. Its headquarters are in Nairobi and has established regional offices across the country.

1.2 Mandate of the Commission

The Commission draws its mandate under Article 246(3)(a)(b)(c) and 234(3)(c)(iv) of the Constitution of Kenya 2010 and operationalized through the National Police Service Commission Act 2011. In particular, the Commission exercises human resource management of the uniformed and civilian staff of the National Police Service.

The mandate of the Commission is stipulated under Article 246 (3) (a)(b)(c). The Commission shall;

i. Recruit and appoint 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 functions prescribed by national legislation.

1.3 Functions of the Commission

The functions of the National Police Service Commission are outlined in Section 10 of the National Police Service Commission Act, 2011; which spells out the following functions of the Commission:

1. In addition to the functions of the Commission under Article 246(3) of the Constitution, the Commission shall—
    a. On the recommendation of the Inspector-General develop and keep under review all matters relating to human resources policies of members of the Service;
    b. With the advice of the Salaries and Remuneration Commission, determine the appropriate remuneration and benefits for the Service and staff of the Commission;
    c. 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;
    d. Co-operate with other State agencies, departments or commissions on any matter that the Commission considers necessary;
    e. Provide for the terms and conditions of service and the procedure for recruitment and disciplinary measures for civilian members of the Service;
    f. Develop fair and clear disciplinary procedures in accordance with Article 47 of the Constitution;
    g. Investigate and summon witnesses to assist for the purposes of its investigations; Provided that—
        i. The Commission shall not undertake investigations on criminal matters;
        ii. Where, in the course of disciplinary investigations 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:

Provided that disciplinary proceedings by the Commission or the Inspector- General shall not be affected by any criminal or civil action commenced under paragraph (ii).

h. Exercise disciplinary control over persons holding or acting in office in the Service;

i. Promote the values and principles referred to in Articles 10 and 232 of the Constitution throughout the Service;

j. Hear and determine appeals from members of the Service on disciplinary matters relating to transfers, promotions and appointments;

k. Develop policies and provide oversight over training in the Service;

l. Approve training curricula and oversee their implementation;

m. Investigate, monitor and evaluate personnel practices of the Service;

n. 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;

o. Review and make recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the Service;

p. 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 with in the Service;

q. Receive complaints and recommendations from police associations registered in accordance with the applicable law;

r. Perform such other functions as are provided for by the Constitution, this Act or any written law.

1.4 Powers of the Commission

The powers of the Commission are provided under Section 11 of the National Police Service Commission Act, 2011; and states the following;

1. The Commission shall have all the powers necessary for the execution of its functions under the Constitution and this Act, and, without prejudice to the generality of the foregoing, the powers to-
    a. Gather, by any means it considers appropriate, any information and compel the production of such information as and when necessary;
    b. Interview persons for purposes of filling vacancies in the service taking into consideration gender, county and ethnic balancing;
    c. Manage and safeguard the assets of the commission;
    d. 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;
    e. Require the inspector-general to report on the implementation of the policies and procedures within the mandate on the commission;
    f. Conduct investigations on any matters within its mandate;
    g. Make recommendations to the government on any matter relating to the service and report on the action taken by the government on the recommendation;
    h. 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;
    i. Issue summons to witnesses; and
    j. Take lawful disciplinary action on any officer under its control.
2. In the performance of its functions, the Commission shall—

iii. Inform itself in such manner as it thinks fit;

iv. Receive written or oral statements; and

v. Not be bound by the strict rules of evidence.

1.5 National Police Service Commission (Amendment) Act, 2025

The Commission welcomed the National Police Service Commission (Amendment) Act, 2025 assented to by H.E. the President on Wednesday 15th October 2025, marking a major milestone in strengthening the welfare and mental health support systems for police officers across the country.

The amendment entrenches counselling and psychosocial support as a function of the Commission under Section 10 of the National Police Service Commission Act.

1. Empowers the Commission to establish psychosocial units and implement programmes that promote the mental health and overall wellbeing of officers.
2. Provides for the establishment of well-equipped psychosocial support centres in every county within police offices, camps, training colleges and communities ensuring accessible and continuous support.
3. Gives full legal effect to the Policy on Counselling and Welfare (2018), which enabled the deployment of professional counsellors and social workers across the nine regions.
4. Facilitates structured budgeting and reporting on welfare matters in line with Section 26(3)(f) of the Act.

Implementation will be carried out in close collaboration with the Inspector General of Police and other relevant stakeholders.

1.6 Composition of the Commission

The composition of the Commission is provided for under Article 246(2)(a) of the Constitution to include the following persons each appointed by the President:

i. A person who is qualified to be appointed as a High Court Judge;

ii. Two retired senior Police Officers; and

iii. Three persons of integrity who have served the Public with distinction

iv. The Inspector General of the National Police Service

v. Both the Deputy Inspectors-General of the National Police Service; DIG KPS and DIG APS

1.7 Members of the Commission



Dr. Amani Yuda Komora, PhD, MBS, CHRP(K), FIHRM
Chairperson



Prof. Collette A. Suda, PhD, FKNAS, CBS, EBS
Vice Chairperson



Benjamin Juma Imai, OGW
Commissioner



Peris Muthoni Kimani, MBS, OGW
Commissioner



Angeline Yiamiton Siparo, MA, EBS
Commissioner



Mr. Edwin Cheluget
Commissioner



Gilbert Masengeli.,CBS, MBS, OGW, SS, CFE
Commissioner



Douglas Kanja Kirocho.,MGH, CBS, OGW
Commissioner



Eliud Kipkoech Lagat., CBS, EBS, OGW, HSC, SS, ndc (K)
Commissioner



Peter Leley, EBS
Commission Secretary / CEO



Bernice Sialaal Lemedeket., EBS
Secretary Administration/ Accounting Officer, National Police Service



Mr. Amin Mohammed Ibrahim., CBS, EBS, OGW, ndc(K)
Director, Directorate of Criminal Investigations

CHAPTER

TWO: CORPORATE GOVERNANCE STRUCTURES

2.1 Introduction

The Commission's corporate and governance structure encompasses the mechanisms and frameworks that ensure it operates ethically, efficiently, and in the best interests of its stakeholders. It includes adhering to legal and constitutional provisions, upholding human rights, and promoting professionalism within the National Police Service, and involves robust decision-making processes, clear lines of responsibility, and mechanisms for oversight and accountability.

2.2 Commission Strategic Direction

The Commission has in place its strategic plan that covers the period 2023-2027. This plan is designed to guide the Commission's activities and ensure that it meets its strategic objectives effectively. The plan identifies nine key strategic goals that will direct the Commission's strategic initiatives. The following is an illustration of the Strategic Issues, Strategic Goal and Key Result Areas;

Table 2.21 Illustration of the Strategic Issue, Strategic Goal and KRAs

S/No.	Strategic Issue	Strategic Goal	Key Result Areas
1.	Low Police to Citizen Ratio	**SG 1:** Enhance Recruitments and Appointments (replace Expedite, ensure A is caps in Appointments)	**KRA 1:** Recruitments and Appointments
2.	Perceived malpractices in recruitment.		
3.	Stagnation in promotions and noncompliance to promotions and transfer regulations.	**SG 2:** Reengineer Promotions and Transfers	**KRA 2:** Promotions and Transfers
4.	Procedure and Delay in determination of fair disciplinary and appeal cases.	**SG 3:** Enhance Disciplinary Control and Accountability in NPS	**KRA 3:** Disciplinary Control and Appeals
5.	Low Staff morale and poor working conditions.	**SG 4:** Improve Welfare, Wellness and Motivation	**KRA 4:** Welfare, Wellness and Psychosocial Support
6.	Rising mental health and psychosocial support.		
7.	Inadequate Institutional Capacity.	**SG 5:** Strengthen Institutional Capacity of NPSC	**KRA 5:** Institutional Capacity

Subsequently, the Commission has aligned the strategic issues and the key result areas into strategic objectives, strategies, outcomes and outcome indicators whose implementation will lead to the fulfillment of its mandate.

2.3 Governance Principles

The National Police Service Commission remains deeply anchored in core values and institutional principles that unite Commissioners, staff, and partners under a cohesive culture and shared vision. These values serve as the ethical bedrock for strategic planning and execution, driving a culture of excellence, integrity, and robust corporate governance:

i. **Professionalism; Upholding high standards of competence, ethics and continuous improvement in all undertakings.**

ii. **Equity; Ensuring fairness, inclusivity and equal opportunity in all human capital decisions and processes.**

iii. **Accountability; Taking responsibility for actions, decisions and use of public resources while promoting transparency and oversight.**

iv. **Collaboration; Fostering effective partnerships and stakeholder engagement to achieve shared goals and improve policing outcomes.**

v. **Integrity; Demonstrating honesty, ethical conduct and consistency in upholding the rule of law and public trust.**

2.4 Governance Structure of the Commission

The Commission executes its functions through Committees each led by a Commissioner. These Committees are designed to ensure that the various functions of the Commission are handled effectively. Each committee focuses on specific areas of the police service's human resources and governance as well as emerging needs.

i. Executive Committee

This Committee reviews recommendations emanating from the functional Committees before presenting them to the Commission's meeting for deliberation. The Committee is Chaired by Dr. Amani Yuda Komora, (PhD), MBS, CHRP, FIHRM who is the Chairperson of the Commission.

ii. Recruitment, Appointment and Human Resource Audit Committee

This Committee provides strategic oversight of recruitment, appointments, and human resource audit processes to ensure that staffing decisions are guided by merit, transparency, fairness, and integrity.

The Committee is Chaired by Prof. Collette A. Suda, PhD, FKNAS, CBS, EBS serves as the Commission's Vice Chairperson, with membership that includes senior representatives from the National Police Service Commission, the Inspector General's Office, the Kenya Police Service, the Administration Police Service, and the Directorate of Criminal Investigations, ensuring a comprehensive and collaborative approach to its mandate.

COMMITTEE'S TERMS OF REFERENCE

The Terms of Reference are as follow: -

a. Coordinate and oversee the recruitment of members of the NPS.

b. Provide leadership in the management and coordination of appointments, confirmation, extension of services, redesignation, secondments and retirements within the NPS.

c. Coordinate the development, implementation and review of terms and conditions of service for NPS staff.

d. Overall payroll management of the members of the Service.

e. Undertake HR planning for all cadres in the National Police Service.

f. Develop and review Schemes of Service and job descriptions for NPS staff.

g. Coordinate the implementation, monitoring and review of NPS regulations relating to recruitment, appointment and HR audit.

h. Management of internship program in the Service.

i. Undertake and evaluate baseline surveys on gender and ethnic distribution across NPS ranks and recommend corrective interventions.

j. Conduct periodic audits of NPSC human resource actions and provide reports on emerging trends and recommendations.

k. Coordinate the development of guidelines for the formation and recognition of police associations.

l. Approve applications for engagement by police officers in trade and other business activities, in accordance with applicable laws and regulations.

m. Undertake any other function as may be assigned by the Commission.

iii. Promotions and Transfers Committee

The Promotions and Transfers Committee is tasked with management of promotions and transfers within the National Police Service, ensuring merit-based career progression and balanced transfers.

The Committee is Chaired by Commissioner Benjamin Juma Imai, OGW, with membership that includes senior representatives from the National Police Service Commission, the Inspector General's Office, the Kenya Police Service, the Administration Police Service, and the Directorate of Criminal Investigations. This collaborative structure ensures all decisions are made with input from the key stakeholders.

COMMITTEE'S TERMS OF REFERENCE

The Terms of Reference are as follow: -

a. Coordinates the provision of recommendations on promotions and transfers in the National Police Service for Uniformed and Civilian staff.

b. Initiates and oversees the implementation as well as review of the promotions and transfers policies and regulations.

c. Monitors and exercise oversight over transfers and promotions in the National Police Service in order to ensure that they meet the criteria as prescribed in the relevant laws and regulations.

d. Maintains a skills inventory in the National Police Service.

e. Conducts promotional interviews for members of the National Police Service.

f. Any other function assigned to the Committee by the Commission.

iv. Counselling, Welfare and Professional Development Committee

The Counselling, Welfare and Professional Development Committee is mandated to provide leadership and oversight in developing, implementing and monitoring welfare, counseling and professional development programmes for members of the National Police Service.

The Committee is Chaired by Commissioner Angeline Yamiton Siparo, MA, EBS, with membership that includes senior representatives from the National Police Service Commission, the Inspector General's Office, the Kenya Police Service, the Administration Police Service, and the Directorate of Criminal Investigations.

COMMITTEE'S TERMS OF REFERENCE

The Terms of Reference are as follow: -

a. Develop, operationalize and oversee the implementation of the NPS Staff Welfare Scheme, including insurance, medical schemes and other staff support initiatives.

b. Coordinate the development, management, monitoring and evaluation of welfare programmes for NPS officers.

c. Develop and oversee policies, guidelines and initiatives for the provision of counselling and psychosocial support services within the NPS.

d. Coordinate and provide guidance on the establishment and strengthening of chaplaincy and peer-support programmes.

e. Initiate and oversee policies and frameworks for managing officers injured in the course of duty, including retirement and compensation packages.

f. Undertake research and provide recommendations on emerging welfare and psychosocial needs of NPS officers.

g. Facilitate partnerships and collaborations with stakeholders to strengthen welfare and counselling services for NPS officers.

h. Oversee the development, management, monitoring and evaluation of training and professional development programmes for NPS officers.

i. Coordinate the implementation, monitoring and review of NPS regulations relating to welfare, counselling, housing and chaplaincy.

   i. Welfare Policy 2018

   ii. Psychological Counselling policy 2018

   iii. Housing policy 2018

   iv. Training policy 2018

   v. Chaplaincy policy 2018

j. Undertake any other function assigned to the Committee by the Commission.

v. Disciplinary Control Committee

The Disciplinary Control Committee is mandated to ensure disciplinary control, handle disciplinary matters and ensure adherence to discipline procedures in the National Police Service.

The Committee is Chaired by Commissioner Peris Muthoni Kimani, MBS, OGW, with membership that includes key representatives from the National Police Service Commission, the Inspector General's office, the Directorate of Criminal Investigations, the Internal Affairs Unit, and relevant stakeholders.

COMMITTEE'S TERMS OF REFERENCE

The Terms of Reference are as follow: -

a. Recommend review of the policies, regulations, guidelines and procedures on Discipline matters in the NPS.

b. Conduct public inquiries and publish the outcome of such inquiries on matters related to the commission mandate.

c. Oversee and promote compliance with the disciplinary procedures in the Service.

d. Review and recommend confirmation of disciplinary sanctions under section 89 (6) of the NPS Act i.e. restitution, stoppage of salary increments, reduction in rank and dismissals from the NPS.

e. Establish and compose the NPS committee for the purpose of hearing and determining disciplinary proceedings for an officer of the rank of Assistant Superintendent and above.

f. To recommend disciplinary action against an officer who commits a criminal offense.

g. Oversee and provide reports on the implementation of the NPSC policies and regulations.

h. Undertake any other function assigned to the Committee by the Commission.

vi. Appeals, Policy, and Legal Affairs Committee

The Appeals, Policy, and Legal Affairs Committee, is at the forefront of the Commission's legal and policy framework.

The Committee is Chaired by Commissioner Mr. Edwin Cheluget, with membership that includes senior representatives from the National Police Service Commission, the Inspector General's Office, the Kenya Police Service, the Administration Police Service, and the Directorate of Criminal Investigations.

COMMITTEE'S TERMS OF REFERENCE

The Terms of Reference are as follow: -

a. Oversee the Implementation of policy, procedures and frameworks governing appeals to the commission.

b. Conduct hearings, public inquiries and make recommendations/ determinations on appeals and complaints received by the Commission

c. Coordinate and oversee research and surveys to inform policy development within the Commission.

d. Develop and review policies and procedures to mainstream cross-cutting issues, including gender, human rights, conflict of interest and anti-corruption measures.

e. Develop and review the schedule of penalties for disciplinary offences in the NPS in line with the National Police Service Act and related laws.

f. Provide leadership on legal affairs, including legal reviews, litigation, complaints management and case management involving the Commission and the NPS.

g. Monitor and evaluate the handling of all complaints to ensure fairness, transparency and timely resolution.

h. Lead the development, review and harmonization of all policies, regulations, guidelines, procedures and processes under the Commission's mandate

i. Facilitate the publication of outcomes of inquiries and other legal or policy matters in line with the Commission's mandate.

j. Undertake any other function as may be assigned by the Commission.

vii. Finance, Planning, Administration, and Professional Development Committee

The Finance, Planning, Administration, and Professional Development Committee Chaired by Peter Leley, EBS who serves as the Chief Executive Officer and Commission Secretary. It draws its membership from the Commission's senior management including Deputy CEO Finance, Planning and Administration, Deputy CEO Human Resource Management, Director Human Resource among others. The Committee is responsible for overseeing the National Police Service Commission's internal administration, financial planning, and professional growth initiatives. The committee's

work is guided by the Commission's strategic plan and focuses on building internal capacity to enhance service delivery.

COMMITTEE'S TERMS OF REFERENCE

The Terms of Reference are as follow: -

a. Coordinate and oversee implementation of change management and reforms of the NPSC Secretariat;

b. Exercise oversight on the implementation of the budget and resource mobilization for NPSC and oversee its implementation;

c. Oversee implementation of overall NPSC communication and ICT strategy;

d. Monitoring and Evaluation of the implementation of strategic plan;

e. Review job descriptions/ specifications for NPS and NPSC staff;

f. Review, monitor and evaluate training policies for NPS and NPSC;

g. Evaluate training curricula, recommend for approval and oversee implementation;

h. Oversee the implementation of integrity and corruption prevention, policies and standards for both NPS and NPSC;

i. Exercise oversight over the administration and management of the NPSC;

j. Any other function assigned to the Committee by the Commission.

viii. Audit and Risk Management Committee

a. The Audit Committee gives oversight to the operations of the Commission for better corporate governance in line with the law

b. Keeping track of potential risks and put in place appropriate risk mitigation strategies/measures.

c. Any other function assigned to the Committee by the Commission

CHAPTER

THREE: ORGANIZATIONAL PERFORMANCE AND MILESTONES

3.1 Introduction

In the financial year 2025/2026, the Commission achieved notable progress in fulfilling its Constitutional mandate and responsibilities. Committees and departments implemented work plans designed for this period, and this section accounts their performance by outlining policy and programmatic milestones accomplished across thematic areas.

3.2 Recruitment, Appointment and Human Resource Audit Committee

The Recruitment, Appointment and Human Resource Audit Committee plays a central role in advancing the National Police Service Commission's constitutional mandate of building a professional, accountable, and service-oriented Police Service.

The Committee engaged in the following activities to enhance efficiency in the management of human resource in the NPS:

i. Confirmation in appointment.

The Commission approved confirmation in appointment for One Thousand and Sixty-Five (1065) civilian staff officers from the NPS who had successfully completed the probation period.

ii. Wealth Declaration

The Commission received the duly completed Wealth Declaration Forms from the National Police Service (NPS) and constituted a team to analyze the submissions. Following reconciliation, analysis, and verification of the declarations

submitted by officers in Job Group K and above, it was established that a total of ninety-three thousand, seven hundred and eighty 93,780 forms were submitted and verified.

iii. Training on Electronic Pension Management Information System (e-PMIS)

The National Treasury's state department of Public Investments and Assets Management is in the process of conducting a national roll-out of the Electronic Pension Management Information System (e-PMIS) pursuant to the Treasury Circular No. 7 of 2026.

In order to facilitate effective implementation, coordination and oversight, the Commission nominated seven (7) trainers from the NPS to undergo the training. Consequently, the Commission also nominated one representative to the Steering Committee.

iv. Delinking of Public Finance Management officers

The Commission, through the Public Service Commission (PSC), has undertaken the process of delinking seventy-four (74) Public Finance Management (PFM) officers who are currently under the administration of the National Treasury but deployed to the National Police Service (NPS). This transition marks a significant milestone in advancing the National Police Service C (NPS) financial autonomy, in line with Article 245 of the Constitution of Kenya and the recommendations of the Ransley and Waki Reports. The appointment of the Principal Administrative Secretary & Accounting Officer of the National Police Service established the necessary legal and administrative framework for the transfer of the PFM function from the PSC to the NPS, thereby strengthening the Commission's institutional independence, enhancing financial governance and accountability, and enabling it to fully discharge its constitutional mandate.

v. Finalization of the Implementation of Phase II Review of Remuneration Structure under the 4th Remuneration Cycle for Uniformed Officers of the National Police Service

The Committee successfully reviewed the third phase which was implemented with effect from 1st July, 2026. The focus of this exercise is to ensure aligning the new pay grades and basic salary structure for the uniformed and non-uniformed members of the National Police Service.

This process was undertaken in line with the National Taskforce on Improvement of the Terms and Conditions of Service and other Reforms for members of the National Police Service, Kenya Prisons Service and National Youth Service which recommended review of basic salary increase of 40% for the lowest rank for uniformed officers and reducing progressively to 3% for the highest rank. The Commission's circular Ref No. NPSC/1/1/11/Vol. IV/33 dated 16th July, 2026 was issued to implement the new pay grades.

vi. Implementation of the New Grading and Remuneration Structure for Civilian Members of the NPS

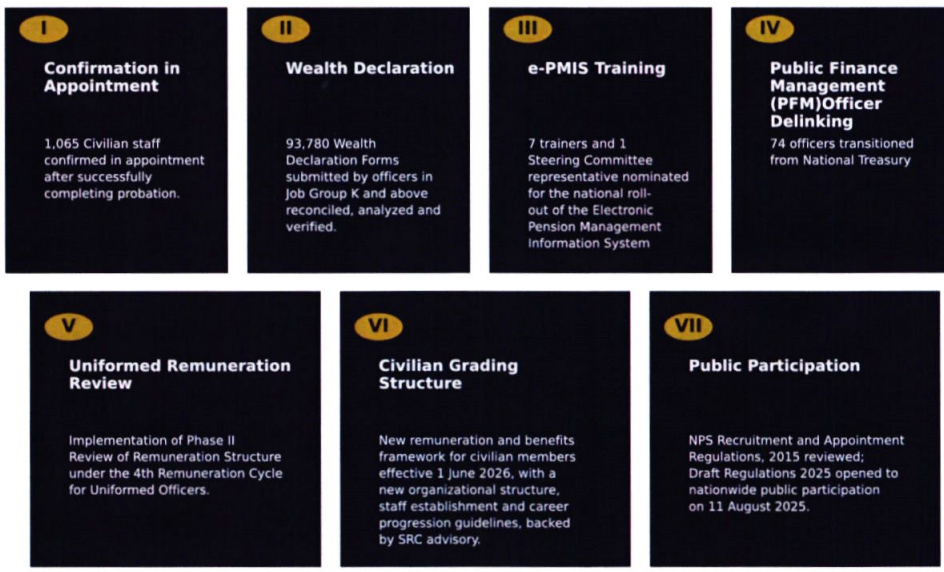
The Commission successfully implemented the remuneration and benefits framework for Civilian Members of the National Police Service (NPS), effective 1st June 2026, in accordance with the approved circular. The implementation follows the recommendations of the National Taskforce on the Improvement of Terms and Conditions of Service, which led to the establishment of a distinct grading and remuneration structure for civilian members. This reform was further supported by the approval of an organizational structure, staff establishment, career progression guidelines, and an advisory from the Salaries and Remuneration Commission (SRC) authorizing implementation of the new remuneration structures.

The implementation marks a significant milestone in strengthening human resource management, enhancing career progression, reducing career stagnation, and promoting equitable remuneration for civilian staff.

vii. Public Participation on Review of The NPS Recruitment and Appointment Regulations, 2025

The Committee also spearheaded the review of the NPS Recruitment and Appointment Regulations, 2015 and subsequent placement of a call for Public Participation on the Draft Recruitment and Appointment Regulations 2025 in government newspapers; the Commission on 11th August, 2025 organized a public participation exercise across the country to gather input from the citizens on their views on the new NPS draft Regulations on Recruitment and Appointment, 2025.

Key Achievements of the Committee in FY 2025/2026

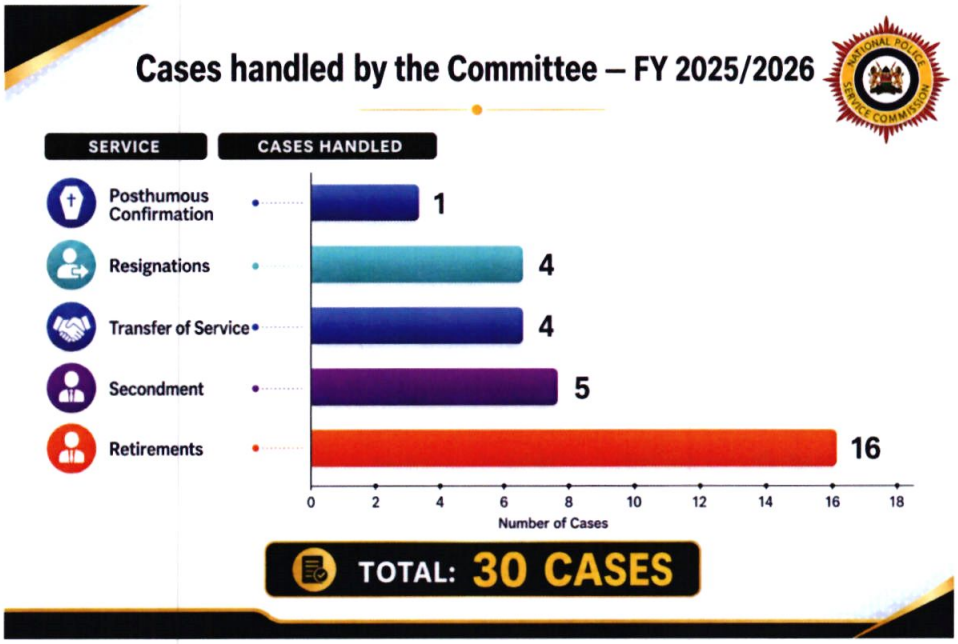


OTHER FUNCTIONAL AREAS

The Recruitment, Appointment and Human Audit Committee has the role to undertake any other functions assigned to it by the Commission. It takes up the role of handling matters retirements, secondments, and transfers of service, confirmations and translation of terms of employment. The cases finalized in the financial year 2025/2026 are as shown below:

Table 3.21 Recruitment, Appointment and Human Resource Audit Committee Cases Finalized for FY 2025/2026

S/NO	ACTIVITY	CASES HANDLED
1.	Retirements	16
2.	Secondment	5
3.	Transfer of Service	4
4.	Resignations	4
5.	Posthumous Confirmation	1



3.3 Promotions and Transfers Committee

The Promotions and Transfers Committee Oversees the promotion and transfer of members of the Service. The Committee ensures that promotions and transfers are based on merit, performance, and the needs of the service. The Committee ensures fairness and transparency in the decision-making regarding career progression and movement within the service. The Committee engaged in activities for the financial year 2025/2026 with the following achievements.

Table 3.31 Promotions and Transfers Committee Planned Activities and Achievements FY 2025/2026





For the Financial Year 2025/2026, certain planned activities by the Committee were not implemented following the suspension of the Commission's mandate by the High Court. These activities, central to human resource management within the National Police Service, remain pending until the mandate is reinstated. These include:

1. **Promotion Processing:** Processing promotions for both uniformed and nonuniformed NPS officers was halted.

2. **Transfer Processing:** Transfers for uniformed and nonuniformed officers were not carried out.

3. **Promotion Interviews:** Scheduled promotion interviews for gazetted officers were suspended.

3.4 Disciplinary Control Committee

The Disciplinary Control Committee manages complaints against police officers and oversees disciplinary actions. The Committee Investigate misconduct, abuse of power, or any other violations by police officers. It ensures that disciplinary procedures are conducted fairly and that appropriate actions, including dismissals or penalties, are taken when necessary. The Committee engaged in activities for the financial year 2025/2026 with the following achievements.

1. **Review of SSOs – Chapter 30**: Successfully deliberated on areas of review to reconstitute the composition of ORP membership to reflect the face of NPS.

2. **Review of Discipline and Appeals Regulations**: Initiated review of the NPSC Discipline and Appeals Regulations, 2015.

3. **Sentencing Guidelines**: Proposed sentencing and award of punishment guidelines to standardize disciplinary outcomes.

4. **Additional Offences Guidelines**: Drafted proposals for additional offences against discipline and corresponding punishment guidelines.

5. **Disciplinary Hearings**: Through its subordinate body, the National Police Service Disciplinary Committee, received and summarized three cases against senior officers of the rank of ASP and above. Cases are awaiting determination.

6. **Disciplinary Control Committee Meetings**: Summarized a total of 124 cases, which remain pending determination.

Table 3.41 Disciplinary Cases from the Rank of ASP and Above

DISCIPLINARY CASES OF OFFICERS FROM THE RANK OF ASP AND ABOVE		
Description	**Number of Cases**	**Status Summary**
These are recommendations of disciplinary action against senior officers resulting from investigations by the IAU, DCI or IPOA.	**Five (5)**	Cases summarized awaiting hearing by the National Police Service Discipline Committee and final approval by the Commission.

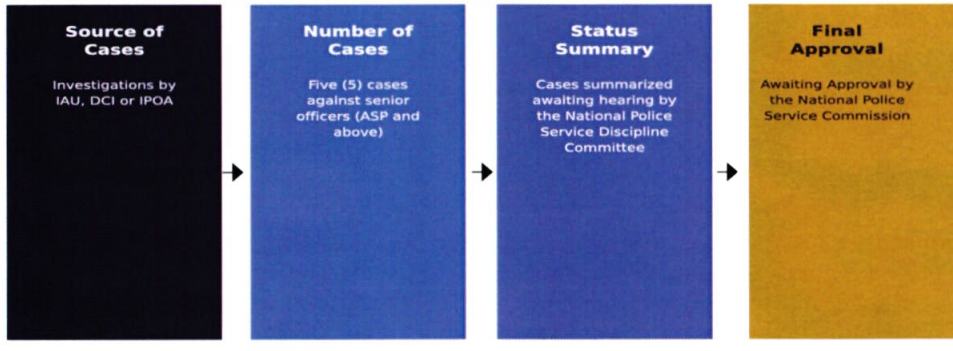
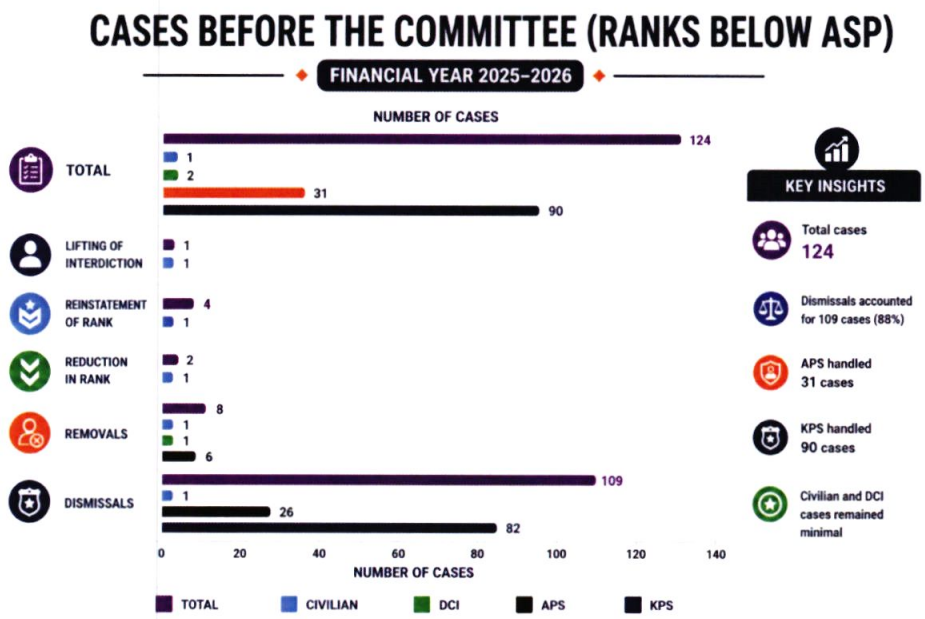


Table 3.42 Disciplinary Cases Below Rank of ASP

SERVICE	DISMISSALS	REMOVALS	REDUCTION IN RANK	REINSTATEMENT OF RANK	LIFTING OF INTERDICTION	TOTAL
KPS	82	6	1	1	0	**90**
APS	26	1	1	3	0	**31**
DCI	0	1	0	0	1	**2**
CIVILIAN	1	0	0	0	0	**1**
TOTAL	**109**	**8**	**2**	**4**	**1**	**124**



3.5 Appeals, Policy, and Legal Affairs Committee

The Appeals, Policy, and Legal Affairs Committee plays a critical role in ensuring compliance with the law and advising on legal matters affecting the Service. It monitors the Commission's adherence to legal frameworks and provides guidance on matters of law, particularly in relation to disciplinary cases, policy changes, and human rights issues.

During the Financial Year 2025/2026, the Committee engaged in activities aimed at strengthening appeals processes, refining legal frameworks, and supporting policy leadership. Despite challenges arising from the suspension of the Commission's mandate by the High Court and pending court cases, the Committee advanced its mandate and recorded notable achievements.

1. **Appeals Oversight:** Oversaw the implementation of policies, procedures, and frameworks governing appeals. Progress included the development of standalone Appeal Regulations under planned activities.

2. **Litigation Services:** Defended the Commission in at least 105 active cases, concluded 80 cases by December 2025, and managed 25 cases with outstanding court awards requiring compliance.
3. **Legal Advisory:** Provided legal advisory and support to all Commission Committees.
4. **Complaints Handling:** Received, resolved, and processed 161 complaints ranging from police inaction and brutality to human resource management issues under Article 246 of the Constitution.
5. **Policy Development:** Developed 15 policies pending publication and oversaw the review of the NPSC (Recruitment and Appointment) Regulations, 2015.
6. **Public Participation:** Facilitated nationwide public participation and stakeholder engagement on the revised NPSC (Recruitment and Appointment) Regulations, 2025.
7. **Legislative Input:** Submitted public comments to the National Assembly and Senate on over 20 proposed Bills, including amendments to the NPSC Act, Conflict of Interest Bill, and Public Service Human Resource Bills.
8. **Standing Orders Review:** Drafted comments on proposed amendments to Service Standing Orders under the police reforms framework, implementing recommendations of the Maraga Taskforce Report.
9. **Gender inclusivity:** Participated in meetings convened by the Office of the Woman Rights Advisor to the President, addressing gender and inclusivity in public service.

COMPLAINTS MANAGEMENT

The Commission receives complaints from members of the public, police officers and institutions on behalf of individuals or groups. The complaints range from police misconduct, corruption, abuse of office, police inaction, and criminal activity to human resource processes including recruitment, transfers, promotions, and discipline. It is worth noting that majority of the complaints received by the Commission are human resource related hence within the mandate of the Commission. Complaints outside the ambit of the Commission necessitate concerted efforts between the Commission

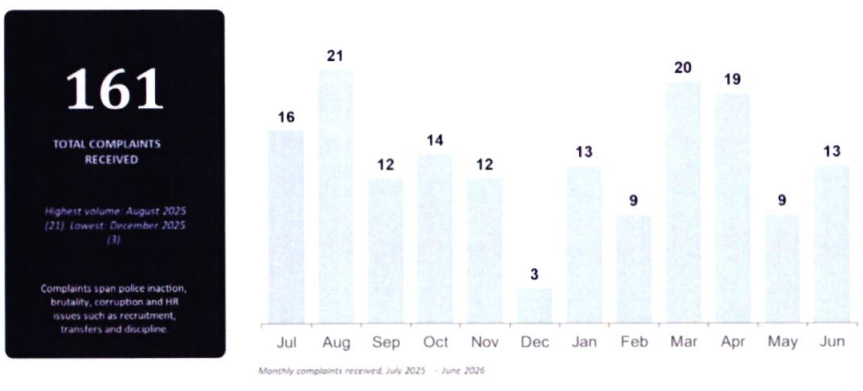
and related agencies, the key one being the National Police Service. The role of the National Police Service in complaints management is to inquire into the complaints and revert with findings and/ or recommendations to enable further action by the Commission, where applicable.

Table 3.51 Summary of Complaints Received for FY 2025/2026

Month	Number of Complaints Received
July 2025	16
August 2025	21
September 2025	12
October 2025	14
November 2025	12
December 2025	3
January 2026	13
February 2026	9
March 2026	20
April 2026	19
May 2026	9
June 2026	13
Grand Total	**161**

COMPLAINTS MANAGEMENT

Complaints Received — FY 2025/2026



3.6 LITIGATION/CASE MANAGEMENT

The management of litigation is a core function of the Directorate of Legal Services in safeguarding the constitutional and statutory mandate of the Commission. In the discharge of its functions under Article 246 of the Constitution, the Commission is frequently involved in litigation arising from the exercise of its mandate relating to the recruitment, appointment, confirmation, promotion, transfer, disciplinary control, removal and other human resource functions concerning members of the National Police Service.

Further, as an independent constitutional commission established under Article 248 and guided by the objects set out in Article 249 of the Constitution, namely to protect the sovereignty of the people, secure the observance by all State organs of democratic values and principles, and promote constitutionalism, the Commission is often called upon to defend the constitutionality of its decisions and actions in courts of law. The Commission also institutes or participates in proceedings involving constitutional interpretation, enforcement of fundamental rights and freedoms, judicial review, commercial disputes, procurement matters and other civil proceedings affecting its mandate.

The Directorate of Legal Services is responsible for the management of all litigation involving the Commission. Its responsibilities include receiving and reviewing pleadings, advising the Commission on legal risks and litigation strategy, representing the Commission before courts and tribunals, instructing and supervising external counsel where necessary, preparing pleadings and submissions, managing appeals, monitoring compliance with court orders, and providing regular litigation status reports and strategic legal briefs to the Commission, the Chief Executive Officer and the Head of Appeals, Policy and Legal Affairs.

During the period under review, the Commission managed eighty-two (82) active court cases. The Employment and Labour Relations Court accounted for the highest proportion of matters at 43%, reflecting the Commission's constitutional mandate over the human resource management of members of the National Police Service. The High Court accounted for 27% of the active caseload, followed by the Chief Magistrates' Court (20%), the Court of Appeal (10%), and the Supreme Court (1%). This distribution demonstrates that the majority of litigation handled by the Directorate continues to arise from the Commission's human resource functions, with a significant number of constitutional and appellate matters involving the interpretation and protection of the Commission's constitutional mandate.

a. Cases Handled

During the period under review, the Commission managed a total of **164 litigation matters**, comprising **80 active cases** and **84 concluded cases**, demonstrating the Directorate's continued efforts to resolve matters while effectively managing an active litigation portfolio.

Of the **80 active cases**, the Employment and Labour Relations Court accounted for the largest share, with **35 matters (43.8%)**, reflecting the Commission's constitutional mandate over the human resource management of members of the National Police Service. The High Court accounted for **22 matters (27.5%)**, followed by the Chief Magistrates' Court with **16 matters (20.0%)**, the Court of Appeal with **8 matters (10.0%)**, and the Supreme Court with **1 matter (1.3%)**. The distribution of cases across the various courts demonstrates that the Commission's litigation continues to be predominantly employment and constitutional in nature, with a significant number of matters involving the interpretation and protection of its constitutional mandate.

Figure 1 and demonstrates that the Commission's litigation continues to be predominantly employment and constitutional in nature, with a significant number of matters involving the interpretation and protection of its constitutional mandate.

Figure 2 illustrates the overall litigation portfolio, showing the relationship between active and concluded cases during the period under review. The slightly higher number of concluded cases reflects the Directorate's continued efforts to expedite the resolution of litigation while effectively managing ongoing matters.

Figure 1:Distribution of the Commission's Active Court Cases

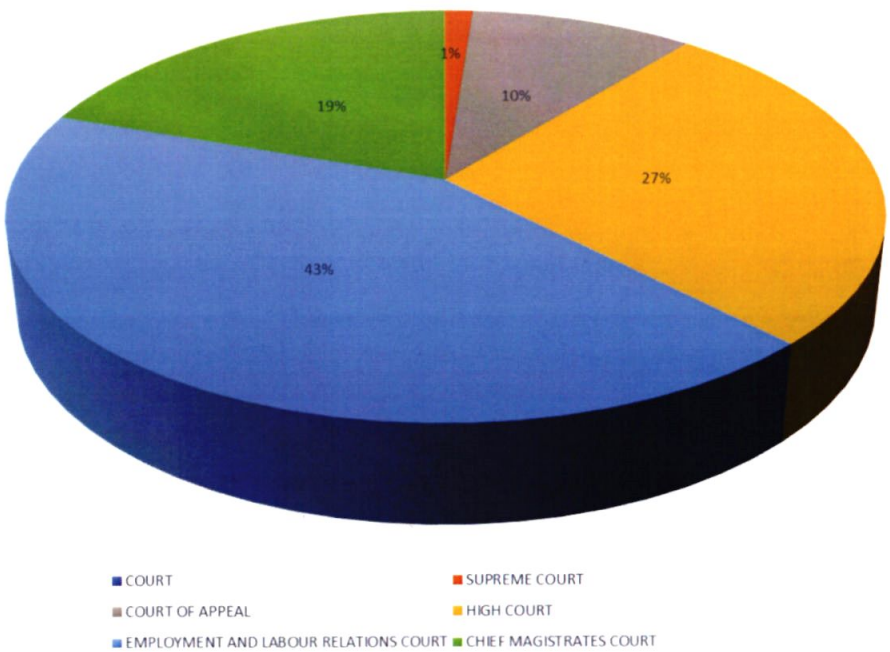
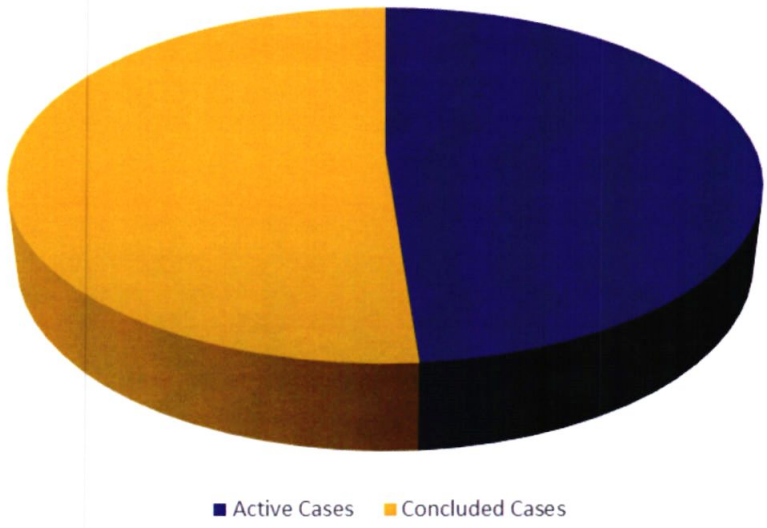


Figure 2:Case Portfolio



3.7 Finance, Planning, Administration, and Professional Development Committee

The Finance, Planning, Administration, and Professional Development Committee's work is guided by the Commission's strategic plan and focuses on building internal capacity to enhance service delivery.

The Committee engaged in activities for the financial year 2025/2026 with the following achievements.

1. **Recruitment and Appointment of Staff:** Successfully recruited and appointed 149 new staff members, expanding the Commission's workforce and capacity to deliver on its mandate.
2. **Recruitment of Audit Committee Chairperson and Members:** Completed the recruitment process for the Audit Committee Chairperson and members, strengthening oversight and accountability mechanisms.
3. **Preparation of Annual Performance Evaluation Budget:** Prepared and finalized the Annual Performance Evaluation (PE) Budget, ensuring alignment with the Commission's strategic priorities and fiscal discipline.

4. **Processing of Monthly Staff Salaries and Benefits:** Ensured timely processing of monthly staff salaries and benefits, maintaining consistency and reliability in employee compensation.
5. **Decentralization and Equipping of Regional Offices**: Oversaw the decentralization and equipping of NPSC regional offices in Mombasa, Nairobi, Kisumu, Kakamega, and Garissa, enhancing service accessibility and operational efficiency.
6. **Annual AllStaff Appraisal:** Conducted the annual allstaff appraisal exercise, promoting performance accountability and professional growth across all departments.

Table 3.61 Finance, Planning, Administration, and Professional Development Committee Achievements



3.8 ICT Directorate

The ICT Directorate has made significant progress over the past year in enhancing the Commission's technological infrastructure and services. focus was placed on automating core processes, strengthening network capabilities, and ensuring compliance with data protection regulations. The Directorate engaged in activities for the financial year 2025/2026 with the following achievements.

1. **Development of the Police Recruitment System:** Automated the police recruitment process, improving transparency, efficiency, accountability, and reporting.
2. **Upgrade of the Civilian Staff Recruitment Portal:** Enhanced user experience, accessibility, and system performance for civilian recruitment.
3. **ICT Infrastructure Modernization:** Procured and deployed desktops, laptops, enterprise servers, storage devices, and printers, improving system performance and staff productivity.
4. **Managed Printing Services Contract:** Implemented a managed printing services contract to ensure secure, continuous, and efficient printing operations.
5. **Board Management Solution:** Digitized board processes through secure document sharing, agenda management, and decision tracking, strengthening corporate governance.
6. **Network Infrastructure Upgrade:** Improved network reliability, security, and connectivity to support Commission operations.
7. **Enhancement of Regional Office Infrastructure**: Strengthened ICT infrastructure in regional offices by deploying equipment that enabled reliable access to Commission systems and enhanced communication.
8. **Strengthened ICT Service Delivery:** Maintained high availability of ICT systems, provided technical support, and ensured continuity of digital services throughout the reporting period.

Table 3.71 ICT Directorate Achievements



3.9 Records Management

The Records Management Department is tasked with managing the Commission's records from creation and storage to digitization and disposal. For the Financial Year 2025/2026, its activities were strategically aligned with the core mandate of enhancing efficiency, accessibility, and security in recordkeeping. The Directorate engaged in activities for the financial year 2025/2026 with the following achievements.

1. **Systems and Infrastructure**: Automated 66% of records processes, improving reliability and operational speed. Three new storage cabinets were acquired to guarantee safe custody of records, while two regional postal address boxes were established to strengthen communication and accessibility.

2. **Training and Compliance**: Sensitized 32 officers on the Electronic Management System (EMS), reinforcing adherence to established standards and procedures. The Department also processed 93,780 NPS wealth declarations, underscoring its commitment to transparency and accountability.

3. **HR Case Processing**: Recorded notable progress in handling 70 appeals and 144 complaints, alongside 25 promotion cases, 21 disciplinary matters, and 23 transfers. Additionally, 11 employment and 27 internship cases were

successfully managed, reflecting the Department's dedication to responsive and timely human resource support.

3.10 Supply Chain Management

During Financial Year 2025/2026, the Procurement Department positioned to deliver an integrated programme of planning, sourcing, contracting and systems modernization activities in full compliance with the Public Procurement and Asset Disposal Act, 2015. The Department engaged in activities for the financial year 2025/2026 with the following achievements.

1. **Requests for Quotations (RFQs)**: Successfully processed and concluded all Requests for Quotations within the legal framework and timelines, ensuring timely acquisition of goods and services.

2. **Tendering Processes**: Conducted tendering processes for goods, works, and services in full compliance with the Public Procurement and Asset Disposal Act, 2015, promoting fairness and competitiveness.

3. **Contract Management**: Prepared and managed procurement contracts for awarded tenders and quotations, facilitating timely implementation of projects and service delivery.

4. **Electronic Government Procurement (eGP) System**: Supported the implementation of the eGP System, progressively migrating procurement activities to the digital platform for enhanced efficiency and accountability.

5. **Staff Capacity Building**: Strengthened staff capacity and competency through participation in eGP training, improving proficiency in electronic procurement processes.

Despite challenges relating to system performance and delays in procurement plan approval, the Department remained committed to delivering efficient, transparent and accountable procurement services in support of the Commission's mandate.

Continued investment in system improvements, timely planning and staff capacity development will further enhance procurement efficiency and service delivery.

3.11 Administration Department

The Administration Department continued to strengthen institutional operations and support service delivery through improved asset management, infrastructure development, and staff capacity enhancement. During the Financial Year 2025/2026, the Department focused on efficiency, safety, and accountability in administrative functions, ensuring optimal utilization of resources and a conducive working environment across the Commission.

1. **Asset Register Maintenance**: Successfully prepared and maintained an updated asset register, fully uploaded on IFMIS to strengthen accountability and transparency.
2. **North Rift Regional Office Establishment**: Oversaw the establishment and operationalization of the NPSC North Rift Regional Office in Eldoret, including site inspection, fitout, furnishing, and handover documentation.
3. **Staff Training**: Conducted training for administrative staff and drivers, enhancing service delivery and operational competence.
4. **Unified IFMIS Asset Register**: Cleaned up and captured all Commission assets in the Unified IFMIS Government Asset Register, ensuring accurate asset tracking.
5. **Security and Access Control**: Enhanced security and access control measures within Commission offices, safeguarding personnel and assets.

3.12 Planning, Strategy, Monitoring and Evaluation

The Department plays a central role in strengthening accountability, transparency, and strategic alignment across the Commission. During the Financial Year 2025/2026, it advanced its mandate by ensuring compliance with statutory reporting timelines, producing governance benchmarks, and fostering evidencebased decisionmaking. The Department recorded notable achievements that reinforced institutional performance and positioned the Commission to contribute effectively to national and continental priorities.

1. **Baseline Report**: Produced a Baseline Report on Status of Compliance with National Values and Principles of Governance under Articles 10 and 232 of the Constitution, serving as a benchmark for future evaluations.

2. **Statutory Compliance**: Ensured timely submission of the Annual Report and Annual Workplan, reinforcing accountability and transparency in performance reporting.

3. **National Cohesion and Values Report**: Prepared and submitted the National Cohesion and Values Report to the Directorate of Cohesion and National Values.

4. **Performance Contracts**: Developed NPSC Performance Contracts, ensuring measurable accountability across departments.

5. **Strategic Alignment**: Aligned Commission priorities with global frameworks such as African Union (AU) Agenda 63 and national plans including Bottom-Up Economic Transformation Agenda (BETA), Medium Term Expenditure Framework (MTEF IV) and Vision 2030.

6. **Monitoring and Evaluation**: Monitored workplans and performance contracts to gather implementation data and derive measures for improvement.

7. **Employee Satisfaction Surveys**: Conducted surveys with the medical service provider and on GPA, WIBA, and Group Life Insurance Cover, generating datadriven evidence to guide policy formulation, decision making and resource allocation.

8. **Stakeholder Engagement**: Fostered collaboration with government agencies, development partners, and civil society to strengthen institutional capacity. These includes the Inter Agency Collaboration on Data and Learning, coordinated by the International Justice Mission (IJM).

9. **Resource Mobilization**: Advanced initiatives to secure resources for program implementation and sustainability.

3.13 Audit Department

During Financial Year 2025/2026, the Audit Department provided independent and objective assurance and advisory services aimed at strengthening governance, risk management, and internal control systems within the Commission.

Table 3.121 Audit Department Achievements



The Department successfully implemented key planned activities, including systems audits, payroll audits, Value for Money audits, asset verification exercises, and reviews of committee reports, thereby contributing to improved accountability, transparency, and compliance with applicable laws, regulations, and Commission policies.

CHAPTER

FOUR: COUNSELLING, WELFARE, PROFESSIONAL DEVELOPMENT, AND REGIONAL ADVANCEMENT

4.1 Introduction

The National Police Service Commission is committed to enhancing personnel welfare and institutional capacity as a cornerstone for optimal service delivery. Through the dedicated interventions of the Counselling, Welfare & Professional Development Committee alongside our Regional Offices, the Commission fosters a supportive environment that prioritizes the psychosocial well-being and continuous growth of its workforce.

By decentralizing these critical support systems, the Commission ensures that essential human resource services, mental health interventions, and career progression frameworks are accessible and effectively responsive to the distinct needs of officers across all regions.

Sustained investment in mental health support and professional advancement provides a platform for building resilience, sharpening technical competencies, and promoting ethical conduct within the National Police Service.

4.2 Counselling, Welfare & Professional Development Committee

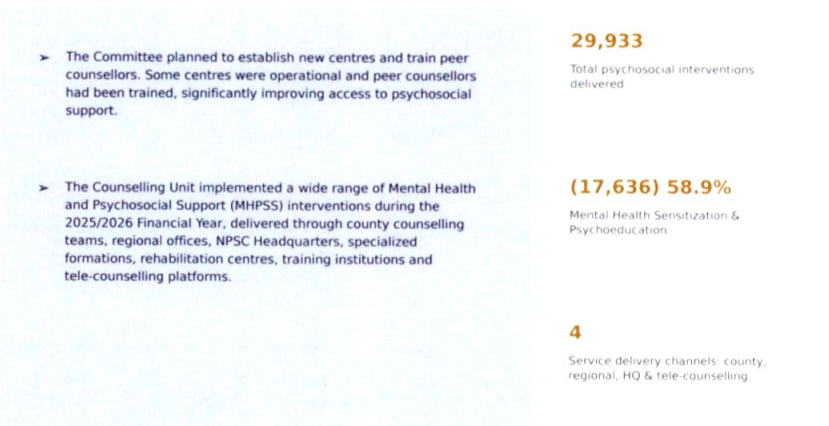
The Counselling, Welfare and Professional Development Committee ensures that psychosocial support, career growth and staff welfare initiatives are effectively coordinated to enhance the wellbeing, morale and productivity of officers. It

also fosters partnerships and innovations that strengthen chaplaincy, peer-support and training systems across the Service.

COMMITTEE PLANNED ACTIVITIES AND ACHIEVEMENTS

During the 2025/2026 financial year, the Committee set out to expand counseling services, strengthen welfare programs, enhance professional development and foster partnerships to support the wellbeing and career growth of officers.



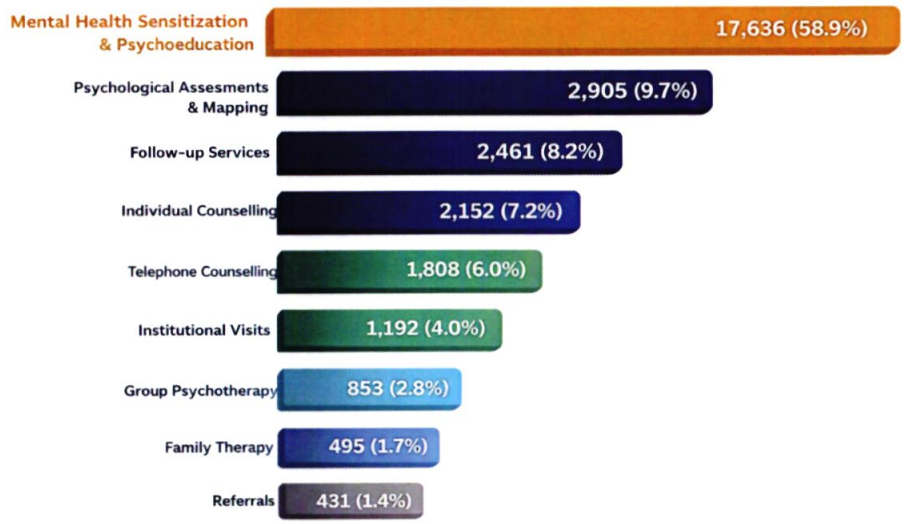


For the Financial Year 2025/2026 the Committee prioritized expanding counselling and psychological support, strengthening welfare programmes, enhancing professional development, and fostering strategic partnerships.

Table 4.21 Counselling Psychosocial Interventions

Service	Total	% of Total
Mental Health Sensitization & Psychoeducation	17,636	58.9%
Psychological Assessments & Mapping	2,905	9.7%
Follow-up Services	2,461	8.2%
Individual Counselling	2,152	7.2%
Telephone Counselling	1,808	6.0%
Institutional Visits	1,192	4.0%
Group Psychotherapy	853	2.8%
Family Therapy	495	1.7%
Referrals	431	1.4%
Total Services	**29,933**	**100%**

The distribution of services demonstrates that preventive interventions accounted for the majority of counselling activities, with psychoeducation alone representing nearly three-fifths of all interventions. This reflects deliberate investment in mental health promotion, awareness creation and stigma reduction as sustainable strategies for improving psychological wellbeing across the National Police Service.



Preventive psychoeducation accounts for nearly three-fifths of all interventions delivered

These achievements demonstrate increasing awareness of mental health services among police officers and continued institutionalization of psychosocial support within the Service.

Table 4.22 Counselling, Welfare and Professional Development Committee Activities for the FY 2025/2026

S/No.	Activity	Output	Status Summary
1.	Tax Exemption and extension of Services	12	Cases processed
2.	Medical Assessment	14	Ongoing pending convening of the medical Board
3.	Payment of final dues	6	Pending before committee for recommendations
4.	Finalization of the Endowment Fund	1	A draft framework is in place for establishment of a Widows/ widowers and orphans of fallen officers' endowment fund
5.	Development of policies on; HIV/AIDS, Drugs and Substance Abuse,	4	The Committee successfully deliberated on and developed. Drafts in place pending stakeholder participation

S/No.	Activity	Output	Status Summary
6.	Prevention of Sexual Harassment at the work place Suicide prevention policy		
7.	Review of existing policies; NPS Counselling Policy (2018) Housing policy (2018) Training policy (2018) Chaplaincy policy (2018) Welfare Policy (2018)	5	Ongoing pending review
8.	Establishment of wellness centers in regions and counties	2	Ongoing pending assignment of budget

4.3 Nairobi Region

The Nairobi Region serves six key sub counties: Kasarani, Embakasi, Gigiri, Starehe, Dagoretti, and Central.

Over the Financial Year 2025/2026, the team has successfully expanded its reach and provided critical psychosocial interventions to officers and their families.

The team's performance data for the year highlights substantial engagement across three core performance areas:

1. **Counselling Services:** A total of 642 cases were handled, spanning individual counselling, family therapy, tele-counselling/toll-free line support, and group psychotherapy.
2. **Awareness and Prevention:** A total of 3,574 cases were reached through targeted mental health sensitization and psychoeducation programs.
3. **Psychosocial Support Services:** A total of 1,762 cases were managed under comprehensive care, including mapping, assessments, visits (home, hospital), referrals, and follow-ups.

During the reporting period, the Nairobi Regional Office demonstrated significant growth in addressing the psychological needs of officers and their families. Some of the key achievements are:

1. **Service Expansion:** Supported a significantly larger number of officers across sub-counties, meeting the rapidly growing demand for counselling services.
2. **Awareness and Psychoeducation:** Increased awareness of psychological well-being and delivered psychoeducation sessions across the region.
3. **Therapy Delivery:** Provided robust individual and family therapy sessions, both face-to-face and via tele-counselling, ensuring continuity during field deployments.
4. **Mental Health Support:** Responded to growing requests for additional sessions, reinforcing officers' well-being and operational efficiency.
5. **Assessment and Follow-up:** Conducted comprehensive psychosocial assessments, regular station visits, and structured follow-ups to monitor recovery.
6. **Collaboration:** Strengthened partnerships with stakeholders to enhance holistic service delivery and referred clients for specialized care when necessary.
7. **Professional Development**: Actively participated in clinical supervision sessions, reinforcing competence, ethical practice, and service quality.

4.4 Coast Region

For the Financial Year 2025/2026 the Coast Regional Office advanced its mandate by strengthening institutional relationships, enhancing public engagement, and expanding service delivery to police officers and the wider community. Some of the key achievements are:

1. **Courtesy Visits:** Conducted 21 courtesy visits across the year to build synergy and strengthen stakeholder relationships.
2. **Public Participation:** Facilitated sessions in Kwale and Mombasa to collect views and feedback on the draft police recruitment regulation of 2025.

3. **Case Processing:** Received and processed 547 matters from the NPS and other stakeholders, bringing HR services closer to officers.
4. **Counselling Services:** Delivered 763 counselling and psychosocial support services to officers and their families, reinforcing mental wellness.
5. **Customer Service Week:** Successfully conducted the FY2025/26 Customer Service Week event to appreciate outstanding performance in the NPS.
6. **Sensitization Programmes:** Reached 21 targeted groups with sensitization activities to raise awareness of the Commission and its strategic positioning.

4.5 Garissa Region

For the Financial Year 2025/2026 the Garissa Regional Office advanced its mandate by sensitizing officers on the NPSC's constitutional mandate, strengthening psychosocial support, and expanding service delivery to police officers and their families in hardship areas. Some of the key achievements are:

1. **Sensitization:** Reached 345 police officers with awareness sessions on the NPSC's constitutional mandate, functions, and roles.
2. **Counselling Services:** Delivered 73 counselling and psychosocial support sessions through telephone, family, ADA, individual, group, and PFA approaches, with uptake increasing due to psychoeducation.
3. **Mapping and Referrals:** Conducted 265 mapping exercises, visits, follow-ups, assessments, and referrals for uniformed and non-uniformed officers in distress.
4. **Supervision Sessions:** Successfully carried out 31 individual, group, telephone, and face-to-face supervision sessions to reinforce professional competence.
5. **Service Uptake:** Recorded a steady increase in counselling and psychosocial service uptake across the North Eastern Region, positively impacting officers and their dependents.

6. **Collaboration:** Strengthened working relationships with service commanders, extending services to Garissa, Madogo, Iftin, Benea, Bangal, Bura East, Sankri, and Raya Police Stations, as well as Main, Women, and Medium Prisons.

4.6 Kakamega Region

For the Financial Year 2025/2026 the Kakamega Regional Office advanced its mandate by promoting awareness of the Commission's constitutional functions, strengthening partnerships with regional stakeholders, and enhancing psychosocial support for police officers. Some of the key achievements are:

1. **Sensitization on Mandate and Functions:** Conducted sensitizations on the Commission's mandate, functions, and strategic role, creating visibility and awareness across the region. These engagements helped capture HR issues and concerns from police officers and sensitized both officers and the general public on the proposed online police recruitment.

2. **Stakeholder Synergy:** Strengthened collaboration and working relationships between the Commission's leadership and regional commanders. Visits by the Commission Chair and Commissioners provided opportunities to discuss regional priorities and reaffirm commitment to collaborative service delivery.

3. **Counselling and Mental Wellness:** Conducted sensitization forums on counselling and mental wellness, enabling psychosocial support to reach officers in rural settings and offering counselling services to promote emotional resilience and well-being.

4.7 Kisumu Region

For the Financial Year 2025/2026 the Kisumu Regional Office made notable progress in advancing the Commission's mandate and strengthening decentralized service delivery across the Nyanza and Western regions. The following achievements were recorded:

1. **Enhanced Visibility**: The Commission's presence and decentralized HR services were widely acknowledged by police officers and civilian staff, with awareness levels reaching approximately 60%.

2. **Mandate Sensitization**: Officers were sensitized on the Commission's mandate, functions, and strategic role, enabling them to better understand grievance channels and differentiate between oversight institutions.

3. **Stakeholder Engagement**: Awareness forums created opportunities for active exchanges with stakeholders, including community-based organizations and youth groups, on reforms being undertaken by the Commission.

4. **Counselling and Mental Wellness**: Sensitization and training sessions improved uptake of counselling services, contributing to a reduction in suicidal cases and prompting requests for more counsellors across counties.

5. **Gender-Based Violence Awareness**: Outreach programmes reached 800 female police officers, equipping them with knowledge to counter violence in a civic and professional manner.

6. **Financial Literacy Training**: Over 2,500 officers were trained on financial management to reduce stress and mental health challenges during service and retirement.

7. **Office Relocation**: The office moved to more spacious and secure premises, improving service delivery and providing dedicated space for counselling services.

8. **Psychosocial Support:** Officers injured during operational duties in Migori, Homabay, Siaya, and Kisumu counties received psychosocial and mental health services to ease trauma and reinforce resilience.

CHAPTER

FIVE: STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS AND LINKAGES

5.1 Introduction

The National Police Service Commission continues to strengthen strategic partnerships and stakeholder engagement as a key enabler in the delivery of its constitutional mandate. Through sustained collaboration with Government institutions, oversight bodies, development partners and other stakeholders, the Commission promotes coordinated approaches to police human resource management, governance and institutional reforms.

Regular consultations and collaborative engagements provide a platform for sharing knowledge, addressing emerging issues, aligning priorities, and strengthening inter-agency cooperation. These partnerships enhance accountability, improve service delivery, support evidence-based decision-making, and contribute to the realization of a professional, accountable and people-centered National Police Service.

5.2 Engagements Under the Executive Office of the President

Inspection of the Police Housing Project

The Chief Executive Officer of the National Police Service Commission, Mr. Peter Leley, joined H.E. President William Ruto during an inspection of the ongoing Police Housing Project at Kilimani Police Station, Nairobi.

The project comprises of 540 housing units and forms part of the Government's comprehensive police reform agenda aimed

at improving the welfare, morale, and operational efficiency of police officers. The inspection reaffirmed the Government's commitment to enhancing working and living conditions for members of the National Police Service.



President William Ruto arrives for an inspection visit of the Kilimani Police Station Housing Project on 9th July 2025.

Presentation of the Online Police Recruitment System

As part of the implementation of the Online Police Recruitment System (PRS), a technical team from the Commission, led by CEO Mr. Peter Leley, presented the system to representatives from the Office of the Chief of Staff and Head of the Public Service.

The presentation highlighted the end-to-end recruitment process, including application submission, shortlisting, assessment, selection and appointment. The team also outlined the allocation formula for recruitment slots across recruitment centres and the legal framework underpinning the system.

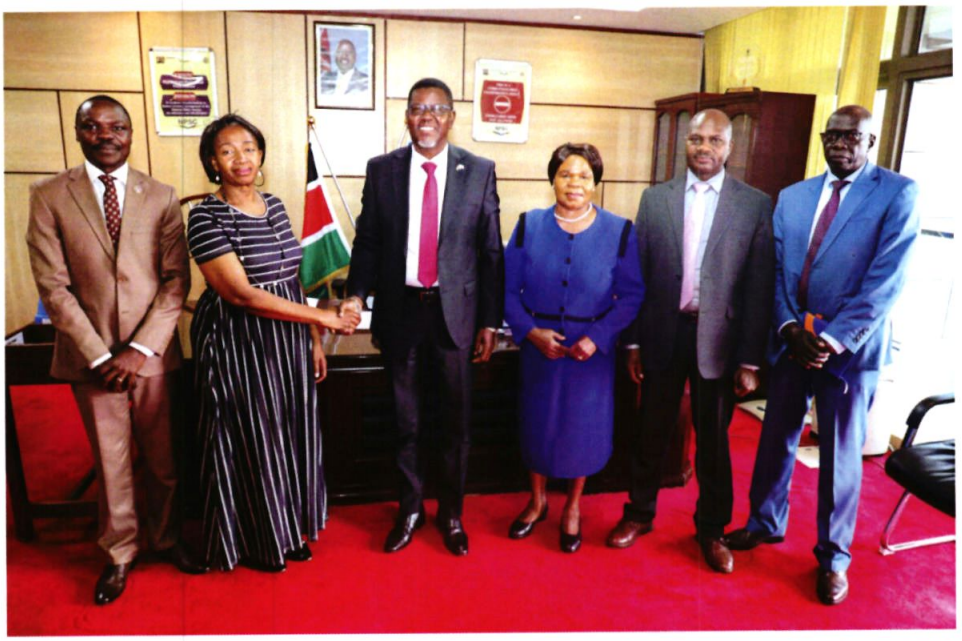


***NPSC making its presentation** on the newly developed online police recruitment system to representatives from the Office of the Chief of Staff and Head of The Public Service on 30th June, 2026.*

NADCO 10-Point Agenda Consultations

The Commission participated in consultative engagements with the Committee overseeing the implementation of the National Dialogue Committee (NADCO) Report and the 10-Point Agenda, led by Dr. Agnes Zani.

The consultations formed part of a nationwide stakeholder engagement process aimed at addressing Kenya's social, economic, and political priorities. Discussions focused on reviewing progress made in implementing the 10-Point Agenda, identifying emerging challenges, and exploring opportunities to strengthen policy implementation, particularly in the areas of internal security, governance, and coordination of national programmes.



NPSC Chairperson Dr. Amani Yuda Komora receives Dr. Agnes Zani to the NPSC offices during their consultative meeting on 22nd January, 2026.

5.3 Parliamentary Engagements

Appearance Before the Public Accounts Committee (PAC)

The National Police Service Commission appeared before the National Assembly Public Accounts Committee to respond to audit queries raised by the Auditor-General for the financial year ended 30th June, 2023.

During the session, Chief Executive Officer Mr. Peter Leley underscored the need to fully operationalize the Commission's constitutional human resource mandate, including the transfer of the police payroll to the Commission. He noted that this would strengthen constitutional compliance, enhance accountability, and improve operational efficiency.



NPSC CEO Peter Leley flanked by NPSC Vice-Chairperson Prof. Collette A. Suda and commissioner Edwin Cheluget when appearing before the Public Accounts Committee on 16th July, 2025.

Update on Recruitment of 10,000 Police Constables

The Commission appeared before the National Assembly Departmental Committee on Administration and Internal Security to brief Members on the planned recruitment of 10,000 police constables.

Chairperson Dr. Amani Komora informed the Committee that the exercise would be conducted under the Recruitment and Appointment Regulations, 2025, supported by a comprehensive implementation roadmap.



NPSC Chairperson Dr. Amani Yuda Komora (far left), NPS IG Douglas Kanja, NPSC CEO Peter Leley, NPSC Vice-Chairperson Prof. Collette A. Suda, NPSC Commissioner Edwin Cheluget, DCI Director Mohammed Amin, and NPSC Commissioner Benjamin Imai during their appearance before the Departmental Committee on Administration and Internal Security on 9th September, 2025.

Presentation of the Recruitment and Appointment Regulations, 2025

The Commission engaged the National Assembly Committee on Delegated Legislation during its consideration of the proposed Recruitment and Appointment Regulations, 2025.

The Commission outlined the legal framework governing police recruitment and emphasized that the Regulations seek to institutionalize transparent, accountable, merit-based, and technology-driven recruitment within the National Police Service.



NPSC Chairperson Dr. Amani Yuda Komora and Vice Chairperson Prof. Collette Suda address the National Assembly. Committee on Delegated Legislation during deliberations on the proposed Recruitment and Appointment Regulations, 2025, on 23rd September, 2025.

Engagement on Police Housing and Officer Welfare

The Commission appeared before the Departmental Committee on Administration and Internal Security to discuss initiatives aimed at improving police officers' welfare, with particular emphasis on housing.

The Commission highlighted ongoing reforms to enhance access to dignified and affordable housing through institutional housing projects and improved housing allowances, in line with the Government's Affordable Housing Programme under the Bottom-Up Economic Transformation Agenda (BETA). The engagement was held jointly with the National Police Service and the State Department for Housing and Urban Development.



NPSC Deputy CEO John Wambugu (centre) addresses the National Assembly Departmental Committee on Administration and Internal Security during a discussion on the welfare and housing of police officers on 6th November, 2025.

Senate Briefing on Compensation for Officers Injured in the Line of Duty

The Commission appeared before the Senate Standing Committee on National Security, Defence and Foreign Relations to provide progress updates on compensation for police officers injured while on duty.

The Commission presented the status of claims processed through the Social Health Authority (SHA), including settled, pending and declined cases. It reported an improvement in the settlement rate from 52 per cent to 65 per cent, with more than 1,200 claims successfully processed.



NPSC Chairperson Dr. Amani Yuda Komora during the appearance before the Senate Standing Committee on National Security, Defence and Foreign Relations on 20th November, 2025.

Presentation of the 2026 Budget Policy Statement

The Commission submitted its 2026 Budget Policy Statement to the Departmental Committee on Administration and Internal Security.

The presentation outlined strategic priorities including digitization of Commission services, decentralization of human resource management, strengthening counselling and wellness programmes, implementation of the Maraga Taskforce Report, automation of HR processes, police recruitment, the Staff House Mortgage Scheme and vehicle leasing to improve service delivery.



NPSC Chairperson Dr. Amani Yuda Komora addresses the National Assembly Departmental Committee on Administration and Internal Security when the NPSC made its submissions on the 2026 Budget Policy Statement on 23rd February, 2026.

Presentation of Supplementary Budget Estimates for FY 2025/2026

The Commission presented its Supplementary Budget Estimates for the Financial Year 2025/2026 to the Departmental Committee on Administration and Internal Security.

The submission sought additional funding for key programmes, including Human Resource Management, Counselling and Wellness Services, and Administrative Operations, to facilitate effective implementation of the Commission's constitutional mandate.



NPSC Chairperson Dr. Amani Yuda Komora addresses the National Assembly Departmental Committee on Administration and Internal Security when the Commission submitted its Supplementary Estimates for the Financial Year 2025/2026 on 11th May, 2026.

Submissions on Non-Practising Allowance for Police Legal Officers

The Commission appeared before the Departmental Committee on Administration and Internal Security to provide clarification on the payment of the non-practising allowance for uniformed legal officers.

The Commission explained that eligibility is restricted to officers formally appointed or re-designated to the legal services cadre who meet the prescribed statutory requirements, including admission to the Roll of Advocates and possession of a valid practising certificate.



NPSC Chairperson Dr. Amani Yuda Komora and Deputy CEO John Wambugu when the Commission made its presentation to the Departmental Committee on Administration and Internal Security regarding the payment of non-practicing allowance for uniformed officers of the Service on 7th April, 2026.

Presentation of FY 2026/2027 Budget Estimates

The Commission presented its Financial Year 2026/2027 Budget Estimates before the Departmental Committee on Administration and Internal Security.

The presentation highlighted funding priorities aimed at strengthening human resource management, digitizing Commission services, decentralizing service delivery, automating recruitment and HR processes, expanding psychosocial counselling and wellness programmes, and enhancing police welfare through improved housing, medical support, and other employee welfare initiatives.



Commissioner Angeline Siparo with the CEO when the Commission presented its Financial Year 2026/27 Budget Estimates before the National Assembly Departmental Committee on Administration and Internal Security on 11th May, 2026.

5.4 Engagements with Ministries and State Departments

Consultative Meeting with the Cabinet Secretary for Interior and National Administration

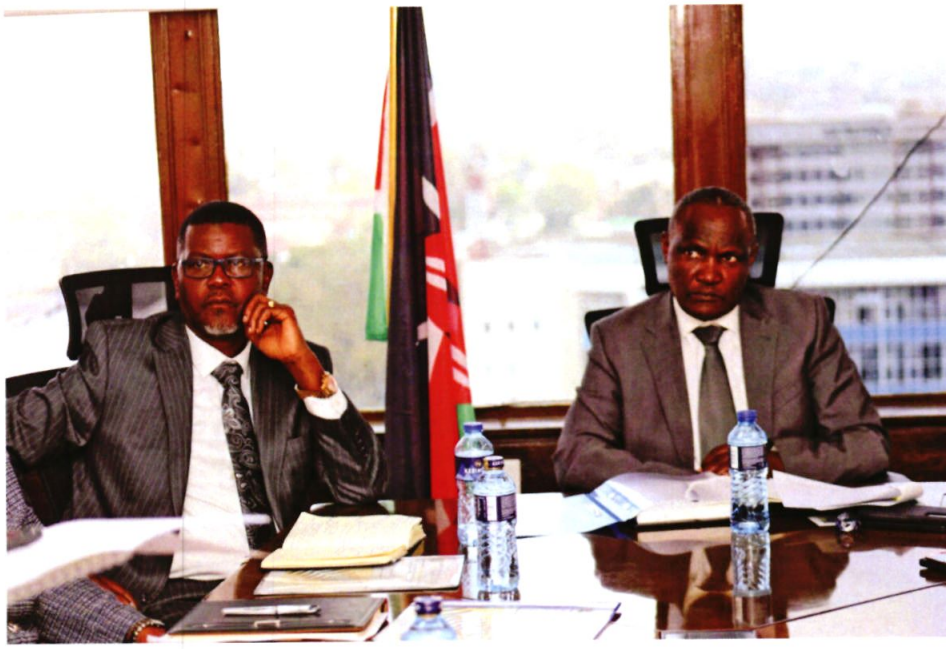
The Commission held a consultative meeting with the Cabinet Secretary for Interior and National Administration to discuss matters relating to its constitutional mandate, police welfare, staffing levels, and preparations for the forthcoming police recruitment exercise.

The meeting brought together the Commission leadership, the Inspector General of Police, Deputy Inspectors General, and the Director of Criminal Investigations, reaffirming inter-agency collaboration in advancing security sector reforms.

Courtesy Meeting with the Cabinet Secretary for the National Treasury and Economic Planning

Commission Chairperson Dr. Amani Komora paid a courtesy call on the Cabinet Secretary for the National Treasury and Economic Planning, Hon. John Mbadi.

Discussions focused on the Commission's preparedness for the police recruitment exercise and the need for adequate budgetary support to implement key constitutional and strategic programmes.



NPSC Chairperson Dr. Amani Yuda Komora and Cabinet Secretary for the National Treasury and Economic Planning, Hon. John Mbadi when NPSC paid the latter a courtesy call on 15th September, 2025.

Audit Entry Meeting

The Commission hosted an audit entry meeting with the Office of the Auditor-General, led by CEO Mr. Peter Leley.

The meeting underscored the importance of audits in promoting transparency, accountability, prudent management of public resources, and institutional integrity. The Commission reaffirmed its commitment to supporting the audit process while sustaining its record of sound financial management.



NPSC CEO Peter Leley chairing the audit entry meeting with the Office of the Auditor-General on 22nd September, 2025.

Launch of the Office of the Auditor-General Academy

Chairperson Dr. Amani Komora participated in the launch of the Office of the Auditor-General Academy at the Kenya School of Government.

The Academy is expected to strengthen public sector auditing through enhanced research, innovation, professional development, and capacity building in public finance management.



NPSC Chairperson Dr. Amani Yuda Komora (fifth right) when he joined key stakeholders at the official launch of the Office of the Auditor-General academy held at the Kenya School of Government, Lower Kabete, on 1st December 2025.

Seventh Annual Commemorative Service for Fallen Heroes

The Commission participated in the Seventh Annual Commemorative Service honoring officers of the National Police Service and Kenya Prisons Service who lost their lives in the line of duty.

During the event, the Commission reaffirmed its commitment to enhancing police welfare, including initiatives to establish an endowment fund to support the families of fallen officers.



NPSC Chairperson Dr. Amani Yuda Komora lays a wreath during the 7th Annual Commemorative Service honouring the Fallen Heroes of the National Police Service (NPS) and Kenya Prisons Service (KPS) on 4th December, 2025.

Launch of the Public Service Commission Strategic Plan 2025–2029

Chairperson Dr. Amani Komora and CEO Mr. Peter Leley attended the launch of the Public Service Commission Strategic Plan 2025–2029 and Service Charter.

The event highlighted Government efforts to strengthen professionalism, accountability, innovation, and citizen-centered service delivery across the public service.



NPSC Chairperson Dr. Amani Yuda Komora and CEO Peter Leley receiving the Public Service Commission Strategic Plan 2025-2029 during its launch at KICC on 26th February, 2026.

National Steering Committee on Security Sector Reforms

The Commission participated in a meeting of the National Steering Committee on Security Sector Reforms, chaired by the Principal Secretary for Interior.

The Commission presented progress made in implementing the recommendations of the National Taskforce on Police and Prison Reforms (Maraga Taskforce), including initiatives on remuneration, mental health and psychosocial support, modernization of human resource management systems, and proposed legislative reforms.



NPSC Chairperson Dr. Amani Yuda Komora during meeting of the National Steering Committee on Security Sector Reforms on 25th March, 2026.

Multi-Agency Retreat on Police Salary Review

The Commission convened a multi-agency retreat in Naivasha to advance implementation of the National Taskforce recommendations on the review of basic salaries for uniformed police officers.

The retreat brought together representatives from the National Police Service, the Salaries and Remuneration Commission, and the State Department for Public Service and Human Capital Development to validate the proposed salary structure and related human resource instruments in support of ongoing police reforms.



***NPSC CEO Peter Leley with representatives** from the National Police Service, the Salaries and Remuneration Commission, and the State Department for Public Service and Human Capital Development, during the multi-agency retreat on Police salary review in Naivasha on 1st April, 2026.*

Induction of Internal Affairs Unit Officers

The Commission facilitated an induction session for newly deployed officers of the Internal Affairs Unit (IAU) at the National Police Leadership Academy, Ngong.

The training covered the Commission's constitutional mandate, legal and policy framework, strategic direction, and oversight role in human resource management within the National Police Service, equipping officers with a deeper understanding of the Commission's functions.



***NPSC Deputy Director of Human Capital Management Okinda Obor** leads a session during the induction of then newly deployed Internal Affairs Unit (IAU) officers at the National Police Leadership Academy in Ngong on 7th August, 2025.*

5.5 Development Partners and Civil Society Engagements

NPSC Trains Public Participation Teams on Draft Recruitment Regulations

The Commission trained teams tasked with facilitating public participation on the Draft National Police Service Commission (Recruitment and Appointment) Regulations, 2025. The Legal Directorate guided participants on stakeholder engagement, moderation of public forums and the key provisions of the draft Regulations to ensure meaningful public participation.

The initiative aims to enhance transparency and enable stakeholders and members of the public to provide informed feedback before the Regulations are finalized.



The Legal Department trains teams tasked with facilitating public participation on the Draft National Police Service Commission (Recruitment and Appointment) Regulations, 2025

NPSC Participates in the Launch of IPOA Strategic Plan 2025–2030

Commission Chairperson Dr. Amani Komora joined stakeholders during the launch of the Independent Policing Oversight Authority (IPOA) Strategic Plan 2025–2030 at the Kenyatta International Convention Centre (KICC).

The Chairperson commended IPOA for its commitment to strengthening police accountability and reaffirmed the Commission's dedication to transparent, merit-based and inclusive police recruitment. The Strategic Plan outlines priorities including police accountability, public trust, strategic partnerships, institutional effectiveness and knowledge management.

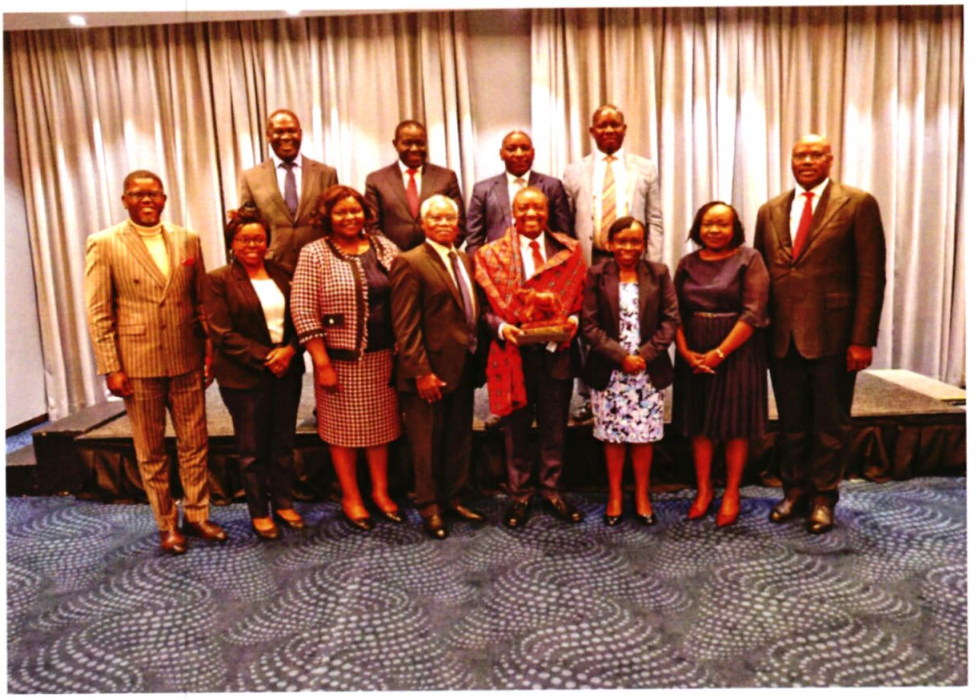


Commission Chairperson Dr. Amani Komora (third from the left seated) poses for a group photo with other stakeholders during the launch of IPOA Strategic Plan

NPSC Participates in Forum of Constitutional Commissions and Independent Offices

Commission Chairperson Dr. Amani Komora participated in a meeting of Chairpersons of Constitutional Commissions and Heads of Independent Offices held in Nairobi.

The forum deliberated on cross-cutting issues affecting the operations, coordination and effectiveness of Constitutional Commissions and Independent Offices, emphasizing collaboration in strengthening constitutional governance and improving public service delivery.



Commission Chairperson Dr. Amani Yuda Komora (far left) with Chairpersons of Constitutional Commissions and Heads of Independent Offices during a meeting in Nairobi on 7th November, 2025

NPSC Participates in Stakeholder Forum on State Officers' Remuneration and Benefits

Chairperson Dr. Amani Komora and CEO Peter Leley participated in a stakeholder engagement forum convened by the Salaries and Remuneration Commission (SRC) on the proposed remuneration and benefits framework for State Officers serving in Constitutional Commissions and Independent Offices under the Fourth Remuneration and Benefits Review Cycle.

The forum provided an opportunity for stakeholders to present key concerns, including retention of insurance benefits, clarity on terms of service, post-tenure entitlements, enhanced public participation, improved support for lower cadre officers, workload management and loan security mechanisms.



Commission Chairperson Dr. Amani Yuda Komora addresses stakeholders during a forum convened by the Salaries and Remuneration Commission (SRC) on the proposed remuneration and benefits framework for State officers serving in Constitutional Commissions and Independent Offices

NPSC Engages Stakeholders During Public Participation Forums Across 17 Regions

The Commission conducted public participation forums in 17 regions across the country to collect views from stakeholders and members of the public on the Draft Recruitment and Appointment Regulations, 2025.

Led by Commissioners and the Chief Executive Officer, the forums provided an inclusive platform for stakeholders to review the draft Regulations and submit recommendations aimed at strengthening transparency, accountability and merit-based recruitment within the National Police Service.

REPUBLIC OF KENYA

National Police Service Commission

PUBLIC PARTICIPATION AND RECEIPT OF WRITTEN MEMORANDA ON: - THE DRAFT NATIONAL POLICE SERVICE COMMISSION (RECRUITMENT AND APPOINTMENT) REGULATIONS, 2025

Pursuant to the provisions of Section 28 of the National Police Service Commission Act, CAP 85, the National Police Service Commission, has developed Draft National Police Service Commission (Recruitment and Appointment) Regulations, 2025.

The Draft Regulations 2025, aim at providing standardized framework for the recruitment of members of the Service, promoting transparency and merit-based selection.

The Commission invites stakeholders and the public to submit their views through written memoranda.The Memoranda may be sent to the Commission Secretary/CEO, National Police Service Commission, P.O Box 47363 - 00100, Nairobi or hand-delivered to the National Police Service Commission offices at CBK Pension Towers building, 6th floor Harambee Avenue or emailed to regulations@npsc.go.ke to be received on or before **11th August 2025.**

The Commission has further organized public participation fora to be held across the country in designated regions on **11th August 2025 from 9am to 1pm** at the specified venues in the schedule below:

S/NO.	COUNTIES	TOWN	VENUE
1.	Murang'a, Nyeri,Kirinyaga, Laikipia	Nyeri	Ruring'u Social Hall
2.	Embu, Tharaka Nithi,Meru ,Isiolo	Embu	Talent Academy
3.	Machakos, Makueni, Kitui	Machakos	Machakos Social Hall
4.	Nakuru, Nyandarua, Baringo	Nakuru	Kenya Redcross Hall
5.	Bomet, Kericho, Kisii, Narok, Nyamira	Bomet	St. Bakhita Conference Centre
6.	Uasin Gishu,Nandi, Elgeiyo Marakwet, Trans Nzoia,West Pokot	Eldoret	County Hall
7.	Kakamega, Vihiga, Bungoma	Kakamega	Magharibi Hall
8.	Kisumu, Busia, Homa Bay, Siaya, Migori	Kisumu	Mama Grace Onyango Social Hall
9.	Mombasa, Kwale	Mombasa	Tononoka Social Hall
10.	Samburu	Maralal	Maralal Vocational Training Centre
11.	Tana River, Lamu, Taita Taveta,Kilifi	Malindi	D'Goose Centre
12.	Nairobi, Kiambu,Kajiado	Nairobi	KICC
13.	Garissa	Garissa	Government Guest House Social Hall
14.	Marsabit	Marsabit	Catholic Social Hall
15.	Wajir	Wajir	Wajir ICT Hall
16.	Mandera	Mandera	Amara Blue Conference Hall
17.	Turkana	Lodwar	St. Michael Conference Hall

The Draft National Police Service Commission (Recruitment and Appointment) Regulations 2025, can be accessed from the Commission's website https://www.npsc.go.ke/ under Resources-Publication.

Peter Leley, EBS, CHRP(K).
CS/ Chief Executive Officer
National Police Service Commission
CBK Pension Towers, 9th Floor
Harambee Avenue
P.O Box 47363-00100 NAIROBI.
Email: regulations@npsc.go.ke Tel: 0709 099 000

Consultative Meeting with the United Nations Office on Drugs and Crime (UNODC)

The National Police Service Commission Chief Executive Officer, Mr. Peter Leley, held a consultative meeting with representatives of the United Nations Office on Drugs and Crime (UNODC) at the United Nations Office at Nairobi (UNON).

The meeting focused on strengthening collaboration, enhancing institutional capacity, and exploring strategic partnership opportunities to support the Commission's

mandate and improve service delivery. The engagement reaffirmed the shared commitment of the Commission and UNODC to advancing effective governance, institutional development, and capacity building within the policing sector.



NPSC CEO Peter Leley (third from left) pose for photo with representatives of the United Nations Office on Drugs and Crime (UNODC) during a consultative meeting at the United Nations Offices in Nairobi.

5.6 Courtesy Calls

NPSC Strengthens Collaboration with the Office of the Data Protection Commissioner

A delegation from the National Police Service Commission, led by Deputy Chief Executive Officer John Wambugu, paid a courtesy call on Data Commissioner Immaculate Kassait, SC, MBS, at the Office of the Data Protection Commissioner (ODPC).

The meeting focused on strengthening data protection measures as the Commission transitions to the Online Police Recruitment System. Both institutions reaffirmed their commitment to promoting secure, transparent and legally compliant management of personal data in line with the Data Protection Act, 2019.

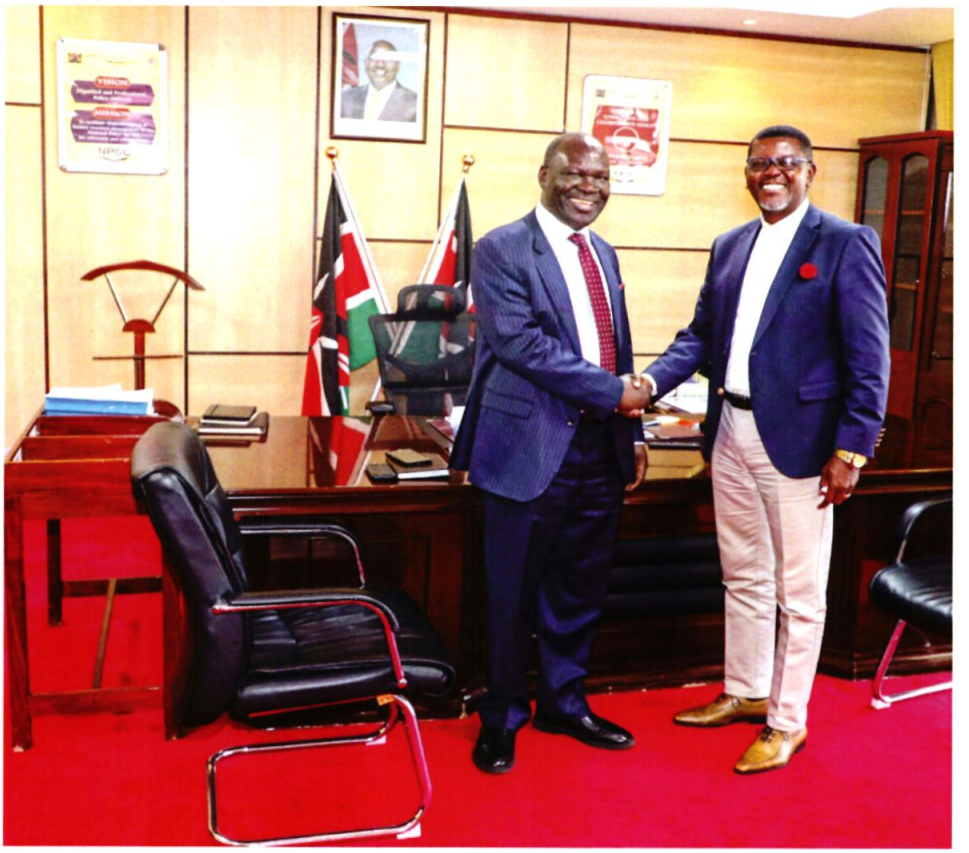


NPSC Deputy Chief Executive Officer John Wambugu (seated, second from left) with officials from the National Police Service Commission and the Office of the Data Protection Commissioner during a courtesy call on Data Commissioner Immaculate Kassait at Britam Towers.

Salaries and Remuneration Commission (SRC) Chairperson Pays Courtesy Call on NPSC Chairperson

Commission Chairperson Dr. Amani Komora hosted the Chairperson of the Salaries and Remuneration Commission, Mr. Sammy Chepkwony, for a courtesy call at the Commission offices.

The discussions centered on strengthening inter-agency collaboration, promoting institutional synergy and advancing shared national goals. Both leaders reaffirmed their commitment to enhancing governance, equity, transparency and efficiency in public service.



NPSC Chairperson Dr. Amani Yuda Komora (right) welcomes Salaries and Remuneration Commission (SRC) Chairperson Mr. Sammy Chepkwony during a courtesy call at the Commission Offices, CBK Pension Towers.

Institute of Human Resource Management (IHRM) Leadership Pays Courtesy Call on NPSC Chairperson

The National Chairman of the Institute of Human Resource Management, CHRP Odero Philip Dalmas, and Executive Director Quresha Abdullahi paid a courtesy call on NPSC Chairperson Dr. Amani Komora.

The IHRM leadership congratulated the Chairperson on his leadership and contribution to the human resource profession. The meeting explored opportunities for collaboration between IHRM and the Commission in advancing human resource management and professional development.



NPSC Chairperson Dr. Amani Yuda Komora receives a gift from IHRM Executive Director Quresha Abdullahi during a courtesy call by the IHRM leadership.

NPSC Conducts Regional Courtesy Visits to Strengthen Service Delivery

As part of a series of regional visits across the Rift Valley, Nyanza and Western regions, the Commission, led by Chairperson Dr. Amani Yuda Komora, paid a courtesy call on the Rift Valley Regional Commissioner, represented by the County Commissioner Wycliffe Opiyo, alongside regional security leadership in Nakuru County.

The visit was followed by consultative engagements with police officers at the K9 Dog Unit to discuss human resource matters, assess the effectiveness of decentralized Commission services and identify priority areas for improving service delivery.

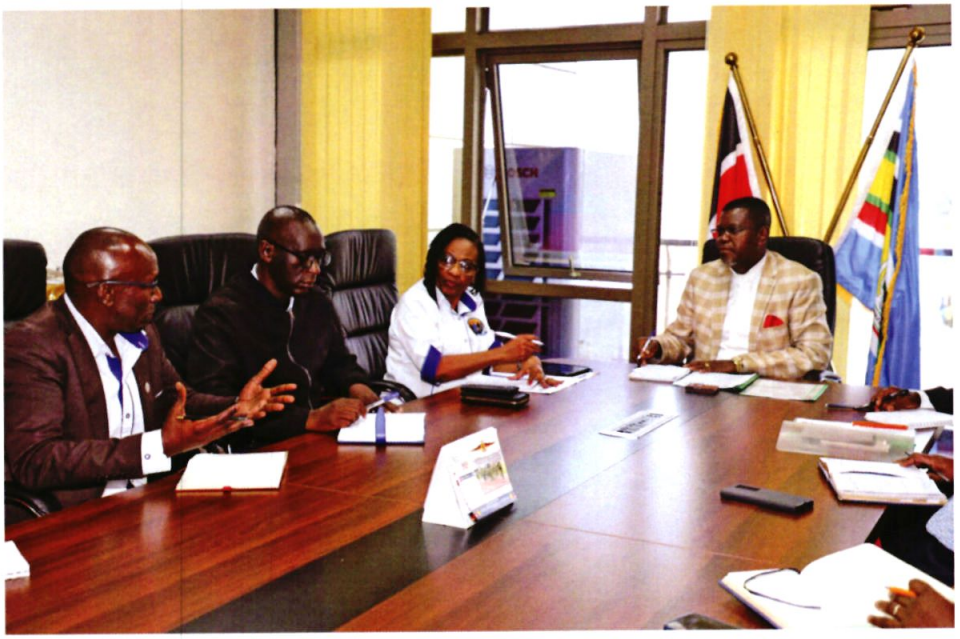


NPSC Chairperson Dr. Amani Yuda Komora (centre) with members of the delegation and regional security officials during the Commission's visit to Nakuru County as part of its regional engagements

College of Human Resource Management (CHRM) Officials Pay Courtesy Call on NPSC

Commission Chairperson Dr. Amani Yuda Komora hosted officials from the College of Human Resource Management (CHRM), led by CHRP Margaret Kinyanjui, for a courtesy call at the Commission headquarters.

The meeting explored areas of partnership in specialized training, leadership development, workforce capacity building, HR governance, performance management, professional certification and research collaboration to strengthen institutional capacity and service delivery.



NPSC Chairperson Dr. Amani Yuda Komora engages officials from the College of Human Resource Management (CHRM), led by CHRP Margaret Kinyanjui, during a courtesy call at the Commission's offices in Nairobi.

CHAPTER

SIX: FINANCIAL REPORT AND STATEMENTS FOR THE FINANCIAL YEAR 2025-2026

6.1 Introduction

Section 81 (1) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the Accounting Officer for a National Government Entity shall prepare financial statements in respect of that entity. Section 81 (3) requires the financial statements so prepared to be in a form that complies with relevant accounting standards as prescribed by the Public Sector Accounting Standards Board of Kenya from time to time. The Accounting Officer in charge of the National Police Service Commission is responsible for the preparation and presentation of the entity's financial statements, which give a true and fair view of the state of affairs of the entity for and as at the end of the financial year ended on June 30, 2026.

This responsibility includes:

i. maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period;

ii. maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity;

iii. designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring

that they are free from material misstatements, whether due to error or fraud;

iv. safeguarding the assets of the entity;

v. selecting and applying appropriate accounting policies; and

vi. making accounting estimates that are reasonable in the circumstances.

The Accounting Officer in charge of the National Police Service Commission accepts responsibility for the entity's financial statements, which have been prepared on the Cash Basis Method of Financial Reporting, using appropriate accounting policies in accordance with International Public Sector Accounting Standards (IPSAS). The Accounting Officer is of the opinion that the National Police Service Commission's financial statements give a true and fair view of the state of entity's transactions during the financial year ended June 30, 2026, and of the entity's financial position as at that date. The Accounting Officer in charge of the National Police Service Commission further confirms the completeness of the accounting records maintained for the National Police Service Commission, which have been relied upon in the preparation of the entity's financial statements as well as the adequacy of the systems of internal financial control.

The Accounting Officer in charge of the National Police Service Commission confirms that the commission has complied fully with applicable Government Regulations, and that the commission's funds received during the year under audit were used for the eligible purposes for which they were intended and were properly accounted for. Further the Accounting Officer confirms that the commission's financial statements have been prepared in a form that complies with relevant accounting standards prescribed by the Public Sector Accounting Standards Board of Kenya

Approval of the Financial Statements

The Commission's financial statements were approved on 15th August, 2026 and signed by:



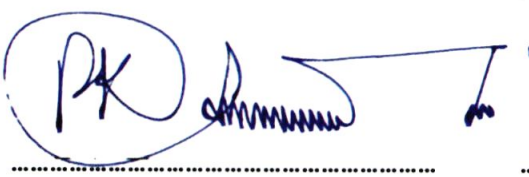
Peter Leley, EBS

Accounting Officer

6.2 Statement of Financial Performance for the year ended 30th June 2026

	Notes	Period Ended June 30, 2026	Period Ended June 30, 2025
		Kshs	Kshs
Revenue from non-exchange transactions			
Transfers from Exchequer	6	1,388,689,301	999,150,162
Total revenue		**1,388,689,301**	**999,150,162**
Expenses			
Employee costs	7	690,522,323	672,188,915
Use of goods and services	8	447,683,704	366,400,454
Transfers to other Government Entities	10	5,000,000	-
Depreciation and amortization expense	9	31,050,639	771,780
Total expenses		**1,174,256,667**	**1,039,361,149**
Surplus/Deficit for the Year		**214,432,634**	**- 40,210,987**
Net Surplus/Deficit		**214,432,634**	**- 40,210,987**

The Financial Statements set out on pages 1 were signed by:





Peter Leley, EBS

Accounting Officer

National Police Service Commission

CPA Eric Nyaga

Head of Accounting Unit

ICPAK M/No: 18635

6.3 Statement of Financial Position as at 30th June 2026

	Notes	Period Ended June 30, 2026	Period Ended June 30, 2025
		Kshs	Kshs
Assets			
Current Assets			
Cash and Cash Equivalents	11	14,826,338	14,695,149
Receivables from Exchange Transactions	12	1,628,627	-
Receivables from Non-Exchange Transactions	13	1,509,709	1,511,084
Inventories	14	13,198,076	2,420,656
Total Current Assets		**31,162,750**	**18,626,888**
Non-Current Assets			
Property, Plant and Equipment	16	165,236,608	15,363,915
Total Non- Current Assets		**165,236,608**	**15,363,915**
Total Assets (a)		**196,399,358**	**33,990,803**
Liabilities			
Current Liabilities			
Trade and Other Payables	17	2,503,569	54,122,166
Refundable Deposits & Prepayments	18	14,421,083	14,421,083
Current Provision	19	2,455,998	2,453,861
Total Current Liabilities		**177,018,708**	**70,997,110**
Non-Current Liabilities			
Non-Current Provisions		-	2,028,015
Total Non- Current Liabilities		**-**	**2,028,015**
Total Liabilities (b)		**19,380,650**	**73,025,125**
Net Assets (a-b)		**177,018,708**	**(39,034,322)**
Represented by:			
Accumulated Surplus		**177,018,708**	(39,034,322)
Net Assets		**177,018,708**	**(39,034,322)**

The financial statements set out on pages 2 were signed by:

Peter Loley, EBS
Accounting Officer
National Police Service Commission

CPA Eric Nyaga
Head of Accounting Unit
ICPAK M/No: 18635

6.4 Statement of Change in Net Assets for the Year ended 30th June 2026

	Accumulated Surplus	Revaluation Surplus	Capital Fund	Total
As At 30th June 2024 *(previous FY)* ***cash basis***	**4,980,686**	-	-	**4,980,686**
Adjustments: to recognize assets & liabilities				
provisions	(2,028,015)	-	-	(2,028,015)
Trade payables – pending bills	(1,596,172)	-	-	(1,596,172)
As at 1st July 2024	**1,356,499**	-	-	**1,356,499**
Surplus/Deficit for the period	(40,210,987)	-	-	(40,210,987)
Returns to exchequer	(2,600,488)	-	-	(2,600,488)
As At 30th June 2025	**(41,454,976)**	-	-	**(41,454,976)**
Adjustments: to recognize assets & liabilities				
Inventory as at 1st July 2025	2,420,656			2,420,656
As At 1st July 2025*(current FY)*	**-39,034,320**	-	-	**-39,034,320**
Return to Exchequer	(257,360)	-	-	(257,360)
Surplus/ deficit for the year	214,432,634	-	-	214,432,634
Prior year trade payables adjustment due to overcast	1,877,756			1,877,756
As at June 30, 2026	**177,018,710**	-	-	**177,018,710**

Note:

Prior year trade payables adjustment due to overcast; ***Kshs 1,877,456***

The balance is made up of Kshs 281,584 initially recorded erroneously as a payable for cloud computing services and Kshs 1,596,171.85 electricity bill at CBK Pension house double counted erroneously.

6.5 Statement of Cash Flows for the year ended 30th June 2026

		Insert Current FY	Insert comparative FY
	Notes	Kshs	Kshs
Cash flows from operating activities			
Receipts			
Transfers from exchequers		1,388,689,301	999,150,162
Total receipts		**1,388,689,301**	**999,150,162**
Payments			
Employee costs		692,548,201	669,735,054
Use of goods and services		509,829,218	307,663,227
Transfers to other Government entities		5,000,000	-
Total payments		**1,207,377,419**	**977,398,281**
Net cash flows from/(used in) operating activities	20	**181,311,882**	**21,751,881**
Cash flows from investing activities			
Purchase of PPE		(180,923,332)	(16,135,695)
Net cash flows from/(used in) investing activities		**(180,923,332)**	**(16,135,695)**
Cash flows from financing activities			
Return to Exchequer		(257,360)	(2,600,488)
Net cash flows from financing Activities		**(257,360)**	**(2,600,488)**
Net increase/(decrease) in cash & Cash equivalents		**131,189**	**3,015,698**
Cash and cash equivalents at 1 July	21	14,695,149	11,679,452
Cash and cash equivalents at 30 June	21	**14,826,338**	**14,695,150**

6.6 Statement of Comparison of Budget and Actual amounts ended 30th June 2026 Recurrent and Development Combined

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable (cash) Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
Receipts						
Exchequer releases	1,390,844,291	64,554,358	1,455,398,649	1,388,689,301	66,709,348	95 %
Total Receipts	**1,390,844,291**	**64,554,358**	**1,455,398,649**	**1,388,689,301**	**66,709,348**	**95 %**
Payments						
Compensation of employees	751,614,305	(9,000,000)	742,614,305	692,548,201	50,066,104	93 %
Use of goods and services	482,266,586	43,554,358	525,820,944	518,725,511	7,095,433	**99 %**
Acquisition of PPE	156,963,400	30,000,000	186,963,400	177,342,800	9,620,600	95 %
Total Payments	**1,390,844,291**	**64,554,358**	**1,455,398,649**	**1,388,616,512**	**66,782,137**	**95 %**
Surplus	-	-	-	**72,788**	**-72,788**	

The entity financial statements were approved on 15 August 2026 2026 and signed by:

.....

Peter Leley, EBS

Accounting Officer

National Police Service Commission

.....

CPA Eric Nyaga

Head of Accounting Unit

ICPAK M/NO: 18635

6.7 Statement of Comparison of Budget and Actual amounts: Recurrent

Receipt/ Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	A	b	c=a+b	d	e=c-d	f=d/c %
Receipts						
Exchequer releases	1,390,844,291	64,554,358	1,455,398,649	1,388,689,301	66,709,348	95 %
Total Receipts	**1,390,844,291**	**64,554,358**	**1,455,398,649**	**1,388,689,301**	**66,709,348**	**95 %**
Payments						
Compensation of employees	751,614,305	(9,000,000)	742,614,305	692,548,201	50,066,104	93 %
Use of goods and services	482,266,586	43,554,358	525,820,944	518,725,511	7,095,433	**99 %**
Acquisition of PPE	156,963,400	30,000,000	186,963,400	177,342,800	9,620,600	95 %
Total Payments	**1,390,844,291**	**64,554,358**	**1,455,398,649**	**1,388,616,512**	**66,782,137**	**95 %**
Surplus	-	-	-	**72,788**	**-72,788**	
Surplus						

6.8 Budget Execution by Programmes and Sub-Programmes for FY 2025/2026

Programme/Sub-programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	Kshs	Kshs	Kshs	Kshs	Kshs
Programme 1					
Human Resource Management	760,652,308	(9,000,000)	751,652,308	701,445,943	50,206,355
Administration & standard setting	425,619,016	43,554,358	469,073,374	458,208,052	10,965,322
Counselling Management Services	204,572,967	30,000,000	234,572,967	228,962,517	5,610,450
Total	**1,390,844,291**	**64,554,358**	**1,455,398,649**	**1,388,616,512**	**66,782,137**

6.9 Overview of Financial Statements

These financial statements have been prepared in accordance with the Public Finance Management Act, 2012 and with the International Public Sector Accounting Standards (IPSAS) including transitional provisions under IPSAS 33.

For the purpose of these financial statements, the National Police Service Commission has been categorized as a Schedule 1 national government MDA in line with Section 4 of the Public Finance Management Act, 2012 read together with Regulation 211 (2) of the Public Finance Management (National Government) Regulations, 2015. Schedule 1 national government entities include Ministries, Departments, Agencies, constitutional institutions and independent offices. MDAs are reporting entities whose primary objective is to provide policy and coordination of government services.

The use of public resources by MDAs is primarily governed by Chapter 12 of the Constitution, the relevant Appropriation Act, the Public Finance Management Act, of 2012, and the Public Procurement and Disposal Act, of 2015.

These financial statements were authorized for issue by the Accounting Officer on 15th August, 2026.

Guiding note during the transition period:

The National Police Service Commission has taken advantage of the transitional provisions under IPSAS 33 and therefore these 2nd year financial statements are transitional financial statements and ***property, plant and equipment*** *of the financial statements have not been recognized in full as the National Police Service Commission has taken advantage of the transition provisions outlined in IPSAS 33*

CHAPTER

SEVEN: CHALLENGES AND RECOMMENDATIONS

This chapter summarizes the key challenges faced by the Commission during the 2025–2026 financial year, analyzes their impact on core programs, and provides actionable recommendations to enhance operational efficiency, transparency, and mandate delivery.

7.1 Challenges Encountered in the Financial Year

1. **Litigation and Court Cases**: Ongoing litigation and pending court cases involving the Commission diverted resources, delayed implementation of key activities, and created uncertainty regarding the exercise of aspects of the Commission's mandate.

2. **Financial and Resource Constraints**: Inadequate funding and delayed release of resources affected implementation of planned activities, outreach programmes, training and field operations.

3. **Operational and Technological Inefficiencies**: Reliance on manual processes, case backlogs, inadequate ICT infrastructure, and emerging cybersecurity risks slowed service delivery and constrained digital transformation.

4. **Human Resource and Capacity Gaps**: Staff shortages, skills gaps and vacancies in critical positions constrained effective execution of the Commission's mandate.

7.2 Recommendations and Way Forward

In light of the challenges encountered during the Financial Year 2025/2026, the Commission proposes the following recommendations to strengthen institutional capacity, enhance service delivery and ensure effective execution of its mandate.

1. **Litigation Management:**

The Office of the Attorney-General should strengthen and facilitate timely legal support to the Commission in the management of litigation and court proceedings affecting its mandate, including timely provision of legal advice and coordinated representation, to minimize delays and resource implications of prolonged proceedings.

2. **Adequate and Predictable Financing:**

The National Treasury should provide adequate and predictable funding commensurate with the Commission's Constitutional and statutory mandate, including the additional responsibilities arising from the National Police Service Commission (Amendment) Act, 2025, and facilitate timely release of approved resources. Parliament should continue to support the Commission through appropriate consideration of its budgetary requirements.

3. **Digital Transformation and ICT Infrastructure**

The National Treasury and relevant ICT institutions should support the Commission in upgrading ICT infrastructure, strengthening cybersecurity and information management systems and automating priority processes through the provision of necessary financing, technical capacity and infrastructure required for the Commission's digital transformation.

4. **Human Resource Capacity**

The National Treasury should support the Commission in addressing critical staffing and skills gaps by facilitating the filing of essential vacancies and consideration of additional human resource requirements arising from the Commission's expanding mandate.

5. **Strategic Partnerships and Technical Cooperation**

Development partners, Government institutions and oversight and accountability bodies should strengthen collaboration with the Commission through technical cooperation, knowledge exchange, capacity development and complementary resources in priority areas within the Commission's mandate. Such support should complement Government

financing of the Commission's core functions.

Way Forward

Going forward, the Commission will focus on consolidating ongoing reforms and translating its strategic priorities into measurable institutional results. Particular attention will be given to strengthening institutional capacity, securing adequate resources, advancing digital transformation, addressing mandate-related legal and operational challenges, deepening strategic partnerships. These priorities will be reflected in the Commission's annual plans, budgets and performance management processes.



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