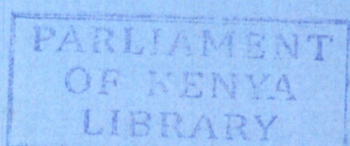
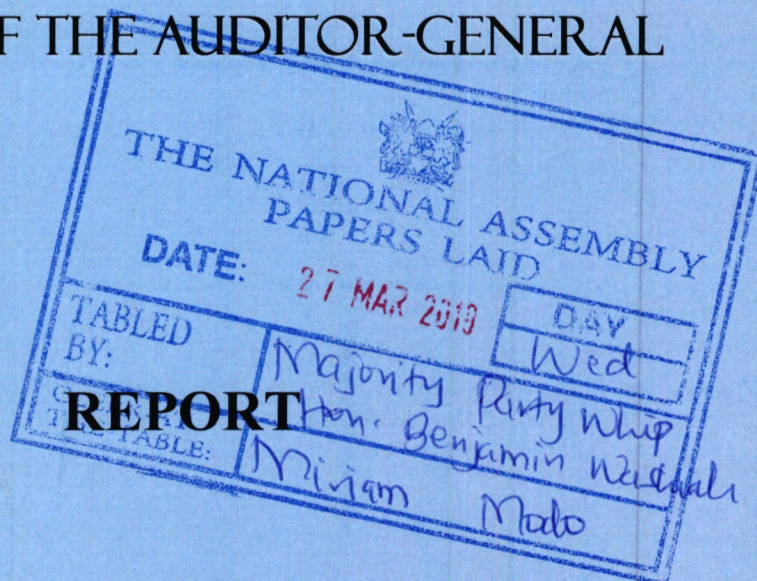


REPUBLIC OF KENYA



OFFICE OF THE AUDITOR-GENERAL



REPORT

OF

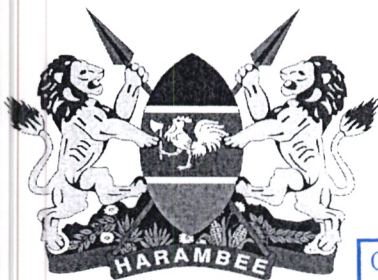
THE AUDITOR-GENERAL

ON

**THE FINANCIAL STATEMENTS OF
SALARIES AND REMUNERATION
COMMISSION**

**FOR THE YEAR
ENDED 30 JUNE 2018**





OFFICE OF THE AUDITOR GENERAL
P. O. Box 30084 - 00100, NAIROBI
REGISTRY

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Salaries & Remuneration
Commission
Rewarding productivity

SALARIES AND REMUNERATION COMMISSION

DRAFT ANNUAL FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED JUNE 30, 2018

Prepared in accordance with the Accrual Basis of Accounting Method under the International
Public Sector Accounting Standards (IPSAS)

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KEY COMMISSION INFORMATION AND MANAGEMENT

(a) Background Information

Salaries and Remuneration Commission (SRC) is established under Article 230 of the Constitution of Kenya (CoK 2010) to:

- i. Set and regularly review the remuneration and benefits of all State Officers; and
- ii. Advise the National and County Governments on the remuneration and benefits of all other Public Officers

The Statute Law (Miscellaneous Amendments) Act 2018 which came into force with effect from 21st May 2018, changed the terms of the Commissioners from Part Time to Full time.

(b) Functions of the Commission

In addition to the powers and functions of the Commission under Article 230 (4) of the CoK 2010, the Commission is mandated by the Salaries and Remuneration Commission Act, 2011 to:

- a) Inquire into and advise on the salaries and remuneration to be paid out of public funds;
- b) Keep under review all matters relating to the salaries and remuneration of Public Officers;
- c) Advise the national and county governments on the harmonization, equity and fairness of remuneration for the attraction and retention of requisite skills in the public sector;
- d) Conduct comparative surveys on the labour markets and trends in remuneration to determine the monetary worth of the jobs of Public Officers;
- e) Determine the cycle of salaries and remuneration review upon which Parliament may allocate adequate funds for implementation;
- f) Make recommendations on matters relating to the salary and remuneration of a particular State or Public Officer;
- g) Make recommendations on the review of pensions payable to holders of Public Offices; and
- h) Perform such other functions as may be provided by the Constitution or any other written law. The Commission under the Act Section 12 is further compelled to comply with the principle of equal remuneration to persons for work of equal value.

(c) Key Management

The routine management of the Commission is carried out by the Commission Secretariat which is headed by the Commission Secretary, doubling as the Chief Executive Officer; and the Directors.

(d) Fiduciary Management

During the fiscal year ended 30th June 2018, the following members of the management team were charged with direct fiduciary responsibility:

- i. Mrs Anne Gitau - Commission Secretary
- ii. Ms Margaret Njoka - Director, Corporate Services
- iii. Ms Grace Ogembo - Director, Remuneration Analysis
- iv. Mr John Monyoncho - Director, Research Compliance Policy and Planning

(e) Fiduciary Oversight Arrangements

- i. Technical SASE Committee of the Commission
- ii. Technical GIPE Committee of the Commission
- iii. Corporate Services Committee of the Commission
- iv. Audit Committee of the Commission
- v. Legal Committee of the Commission

(f) Commission Headquarters

Williamson House, 4th Ngong Avenue, 6th floor
P.O. Box 43126-00100
Tel: +254 2710071/73, Nairobi, Kenya
E-mail: info@src.go.ke; Website: www.src.go.ke

(g) Principal Bankers

Central Bank of Kenya
Haile Selassie Avenue
P.O. Box 60000, City Square 00200
Nairobi, Kenya

(h) Independent Auditors

Auditor General
Kenya National Audit Office, Anniversary Towers, University Way
P. O. Box 30084, GPO 00100
Nairobi, Kenya

(i) Principal Legal Adviser

The Attorney General, State Law Office, Harambee Avenue
P.O. Box 40112, City Square 00200
Nairobi, Kenya

I. THE COMMISSIONERS



Mrs. Sarah J. C. Serem, CBS

Sarah Serem holds a Master of Business Administration (MBA) in Human Resource Management and a Bachelor of Arts degree (Sociology & Political Science), both from the University of Nairobi. An experienced HR practitioner, Sarah, has over 30 years' experience in human resource management. Prior to her current appointment, Sarah worked at Kenya Post Office Savings Bank for over 20 years as Head of Human Resource. She also serves as a council member of University of Eastern Africa, Baraton and a Board member of Adventist Development and Relief Agency (ADRA), Somalia and International. ADRA is one of the leading non-governmental relief and development agencies in the world, operating in over 120 countries.



Mr. Daniel O. Ogutu, EBS

Daniel Ogutu holds an MBA from Eastern and Southern Africa Management Institute (ESAMI) and Maastricht School of Management, and a Bachelor OF Education Degree from Kenyatta University. He has over 20 years of working experience in human resource management and development.



Mrs. Serah Kinyua, MBS

Serah Kinyua holds a Master's Degree in Public Administration (MPA) from University of Connecticut-USA and Bachelor's Degree in Literature in English, Political Science and Philosophy from Makerere University. She served as a Chief Human Resource Manager at the Teacher Service Commission (TSC) between 1997 and 2002. She has also served at the Task Force Reviewing Labour Laws representing the teaching service.



Hon. Peter O. Aringo, EGH

Peter Aringo holds a Master's Degree from the University of Toronto, Canada. He is a long serving public figure who has served as a Cabinet Minister in the Ministries of Information and Broadcasting, 1980-1982; Environment and Natural Resources-1982; Labour, 1985-1986; Education, 1986-1991; Manpower Development-1991; and as an Assistant Minister for Education in 1979-1980.



Mrs. Jacqueline Mugo (EBS)

Jacqueline Mugo holds a Bachelor of Law Degree (LLB, Hons) from University of Nairobi. She is the Executive Director/Chief Executive of the Federation of Kenya Employers (FKE), and an advocate of the High Court of Kenya. Mrs. Mugo serves as Secretary General Business Africa, and is a member of the Governing Body of the International Labour Organization (ILO), the International Organization of Employers, Trustee National Social Security Fund, Higher Education Loans Board (HELB) and National Industrial Training Authority (NITA). She has over 30 years of experience in senior executive positions in the public and private sectors.



Mr. Jason Namasake, EBS

Jason Namasake holds a Bachelor of Law Degree (LLB, Hons) from the University of Dar-es-salaam, and a Master's Degree (LLM) from the University of London. He is an advocate of the High Court of Kenya and a lecturer at the Catholic University of Eastern Africa (CUEA). Previously, Mr. Namasake worked at FKE for 26 years, where he served in the Task Force Reviewing Labour Laws in 2000. He also served as a member of the Akiwumi Tribunal to review terms and conditions of service for Members of Parliament and staff of the National Assembly in 2009, and lectured at the University of Nairobi (1974–1980).



Mrs. Sellestine Kiuluku, EBS

Sellestine Kiuluku holds a Master's Degree in Business Administration (Strategic Management) from ESAMI and Maastricht School of Management-Netherlands. She holds a Bachelor of Education Degree from Kenyatta University and is a Certified Public Secretary (CPS-K). She is the Director of Human Resources and Administration at Independent Electoral and Boundaries Commission (IEBC). Prior to the above appointments, she served as the Director of Human Resources and Administrative Services with the Nairobi Water Company. Mrs. Kiuluku also worked as the Chief Human Resources and Administration Manager with the National Water Conservation and Pipeline Corporation (NWCP). She has also served the National Museums of Kenya (NMK) as Principal Administrative Officer, and as a Personnel Officer with Agricultural Development Corporation (ADC).



Brig. (Rtd) Samuel N. Kirugi, EBS

Brig. (Rtd) Samuel N. Kirugi holds a Master's Degree in Education and a Bachelor of Education Degree both from the University of Nairobi. He retired from the Kenya Defence Forces in January 2004 after 25 years of service, having gained wide experience in command, training, logistics and human resource administration for which he was awarded the Moran of Burning Spear (MBS) in 1994. Since retirement, he has worked with the Armed Forces Pay Review Board (AFPRB).



Mrs. Anne Elizabeth Owuor, EBS

Anne Owuor holds a Master of Science Degree in Audit Management & Consultancy and a Post Graduate Diploma in Audit Management & Consultancy both from the University of Central England, Birmingham. She is a Certified Public Accountant, a Fellow of Institute of Certified Public Accountants of Kenya (ICPAK), a Certified Internal Auditor and has Certification in Risk Management Assurance. She is in the Program Oversight Committee on the Global Accountancy Development of the Global International Federation of Accountants. Mrs. Owuor retired from Kenya Power in 2015, having worked for 25 years in different managerial positions in Finance, Internal Audit and Commercial Services as well as being the Gender Coordinator. Previously, she worked in the Office of the President (OP), Public Service Commission (PSC), and served as a member of The International Public Sector Accounting Standards Board.



Mr. Isaiah Kubai, MBS

Isaiah Kubai holds a Bachelor of Law Degree from the University of Nairobi in 2005, and a Diploma in Law from Kenya School of Law in 2007. Previously, he acquired a Diploma in Social Science (Industrial Relations) from Ruskin College (Oxford) in 1983. He is a lawyer by profession, with a bias in industrial law, and has been a practicing advocate of the High Court of Kenya since 2008. Alongside his responsibilities as a Commissioner, Mr. Kubai has been a board member of Central Organization of Trade Unions (COTU) since 2003, a teacher of paralegal training for trade unions since 2005, a council member in the Directorate of Industrial Training (DIT) since 2001, and a member of several banks and other financial institutions.



Mr. James Muhoro, MBS

James Muhoro holds a Bachelor's Degree in Literature in English, Political Science, and Philosophy from University of Nairobi. He joined the Civil Service (Provincial Administration) in 1978 rising to the position of District Commissioner. He moved to the Central Government from 1991 as Senior Assistant Secretary and rose to the position of Senior Deputy Secretary. In his wide career of service, Mr. Muhoro served as Ag. Director of Kenya Marine and Fisheries Research Institute (KMFRI), Mombasa, from 1999 to 2000. He helped in setting up the Interim Independent Boundaries Commission from 2009 to 2010, as the Chief Executive Officer and also the National Police Service Commission from 2012 to 2013.



Dr. Kamau Thugge, EBS

Dr. Kamau Thugge holds a Doctor of Philosophy (PhD) in Economics and Master of Economics both from John Hopkins University; and a Bachelor of Arts (Economics) Degree from Colorado College, USA. Dr. Thugge is currently the Principal Secretary at The National Treasury. He has previously worked in the Ministry of Finance as Head of Fiscal and Monetary Affairs Department, Economic Secretary and as Senior Economic Advisor. Before joining the Ministry of Finance, he worked with the International Monetary Fund (IMF) as Economist/Senior Economist and Deputy Division Chief.



Mr. Njee Muturi

Njee Muturi holds a Bachelor of Law Degree (LLB, Hons) from Poona University, Symbiosis College, and Bachelor of Arts (Economics & Political Science) Degree from Poona University, Nowrosjee Wadia College, India. Mr. Muturi is currently the Solicitor General, State Law Office. He is also a Partner at Muturi, Gakuo & Company. He has previously worked in the Office of Deputy Prime Minister as Director-Coordination, and as KANU's Executive Director.



**Mrs. Anne R.
Gitau, MBS**

Anne R. Gitau is the Commission Secretary and CEO, having been appointed in June 2015. She served as the Deputy Commission Secretary from May 2012 to March 2014, and was appointed as the Ag. Commission Secretary in March 2014. Anne has a Master's Degree in Business Administration from the University of Nairobi and a Bachelor of Education degree from Egerton University. She is currently pursuing a PHD in Business studies at the University of Nairobi, School of Business. Previously, Anne worked at the Higher Education Loans Board (HELB), Industrial Development Bank, and Hawkins Associates.

II. MANAGEMENT TEAM



Anne R. Gitau
Commission (MBS)
Secretary/CEO

Anne R. Gitau is the Commission Secretary and CEO, having been appointed in June 2015. She served as the Deputy Commission Secretary from May 2012 to March 2014, and was appointed as the Ag. Commission Secretary in March 2014. Anne has a Master's Degree in Business Administration from the University of Nairobi and a Bachelor of Education degree from Egerton University. She is currently pursuing a PHD in Business studies at the University of Nairobi, School of Business. Previously, Anne worked at the Higher Education Loans Board (HELB), Industrial Development Bank, and Hawkins Associates.



Margaret Njoka
Director, Corporate
Services

Margaret Njoka is the Director of Corporate Services. She holds a Master of Arts degree in Business Administration and Bachelor of Commerce (Accounting) degree both from Kenyatta University. She is a Certified Public Accountant (K), Credit Management Professional and a qualified Human Resource and Administration practitioner.

Ms. Njoka has over 15 years of experience in finance and human resource and has been in senior management in both public and private sectors. Previously, she has worked at Tourism Fund in Finance and Human Resource Management, Brookside Dairy Ltd and Nairobi Women's hospital.



Grace Ogembo
Director Remuneration
Analysis

Grace Ogembo is the Director of Remuneration Analysis. She holds a Master of Arts Degree in Economic Policy Management from Makerere University and a Bachelor of Arts Degree from University of Nairobi.

Previously, Ms. Ogembo worked as Deputy Chief Economist at the Permanent Public Service Remuneration Review Board (PSRRB), Ministry of State for Public Service; and as Principal Economist at the Macro Economic Planning Department at the Ministry of Planning and National Development.



John K. Monyoncho
Director, Research
Compliance Policy and
Planning

John Monyoncho is currently pursuing a PhD degree at the University of Nairobi in Global Business Management. He holds an MBA in Finance and Bachelor's Degree in Economics from the University of Nairobi, and a Bachelor of Science Degree in Statistics from Poona University (India). Mr. Monyoncho has over 20 years of experience in senior management in both public and private sector having worked with Kenya National Bureau of Statistics (KNBS) where he rose to the position of Principal Economist/Statistician before moving to the Permanent Secretary's Office, as a Technical Assistant. He has also worked as a Technical manager STATCAP with the Kenya Integrated Household Budget Survey project, a World Bank project housed at the KNBS, for seven years before joining the Commission in 2013.

III. CHAIRPERSON'S STATEMENT

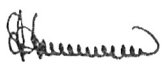
The 2017-18 fiscal year marks the end of term for the first team of SRC commissioners. It has been a pleasure, and I am quite honoured to have served as the first Chair of the Salaries and Remuneration Commission during its formative years. Allow me a few words of thanks to my Commissioners for their diligence throughout the years, immense contribution and teamwork. Unpacking the expansive mandate of SRC was not a walk in the park.

The six months (July- December, 2017) prior to tour of duty completion have been quite busy. Indeed, the thrust and main focus of the Commission has been to finalize the Job Evaluation (JE) for the public sector. The exercise was a major project that the Commission undertook in an effort to address the salary structure of the public sector. In order to attain this noble objective, the Commissioner made a point, right from the time the exercise was launched by H.E. President Uhuru Kenyatta, to actively engage stakeholders, so that there is a sense of ownership of the process and results of the JE.

As we move to the tail end of the exercise, this has been more apparent and has seen the Commission, in the last six months, step up stakeholder engagements, especially on the question of the JE grading structure, salary structure and handling appeals on the JE results. The Commission also held several consultative meetings with the National Treasury and employing institutions to lay the foundation for smooth implementation of the JE results.

This would not have been achieved without the cooperation and support of the stakeholders who have walked with us throughout the life of the Commission, as we embarked on the path to address and set the right the public sector salary structure which, for decades, has been marked with inequity, unfairness and widespread disparity. My sincere and heartfelt thanks to all of you.

I would lastly like to acknowledge the team of dedicated staff led by the CEO/CS, Anne Gitau. The small team of 70 staff has been doing a wonderful job handling such an expansive mandate. It is as professional and capable a group of workers, as I have ever been associated with. What a team! Thanks for the fine job that you do.



Sarah J. C. Serem, CBS (Mrs)
Chairperson

IV. REPORT OF THE CHIEF EXECUTIVE OFFICER/COMMISSION SECRETARY

The 2017/18 Financial Year coincided with the completion of the first six-year term for SRC Commissioners. Despite the Commissioners' term ending in December 2017, the Commission was busy throughout the year with a number of key activities. This included the completion of Job Evaluation for the Public Service, the initiation of a Public Wage Bill Management Study and a wrap up of the activities of the term of the first Commission which were captured in the End of Term of the Commission Report of December, 2017.

Since 2015, one of the Commission's major project was Job Evaluation for the Public Service which was structured as follows: Civil Service; County Government; Commercial State Corporations; Service and Regulatory State Corporations; Constitutional Commissions, Independent Offices and Teaching Service; Discipline Services; and Public Universities, Research and Tertiary Education Institutions. During the year, this project was successfully completed and advisories given to various institutions for implementation. The Commission initiated an appeal process for institutions that were not satisfied with the grading and salary structure. Appeal cases have since been received, compiled and analyzed ready for deliberation in the 2018/2019 Financial Year.

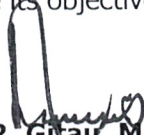
In collaboration with the World Bank, the Commission embarked on a study on Public Wage Bill Management to provide a better understanding of the key wage bill management challenges and to provide clear and appropriate policies to strengthen the fiscal affordability and sustainability of the wage bill, both at the National and County Governments, in line with constitutional requirements. This study is envisaged to assist in benchmarking Counties, Ministries, Departments and Agencies (MDAs) against each other on wage bill policies with the aim of streamlining wage bill management and practices. The specific objectives of the wage bill management study were:

- (i) To establish control measures towards managing public wage bill;
- (ii) To establish wage determination practices in the counties and ascertain compliance;
- (iii) To establish HRM policies and practices on wage management; and
- (iv) To make recommendations based on the findings of the study that will guide future policy formation.

The Commission believes that institutionalizing compliance checks and surveys will enhance adherence to advisories issued and further build stakeholder cohesion.

In an effort to increase the Commission's engagement with its stakeholders, the Commission undertook capacity building sessions for 47 County Executive Committees (CECs) Members in charge of Finance, Directors of Planning and Budgets, HR Managers and Accountants in liaison with Commission for Revenue Allocation (CRA) during their Consultative Workshops on the Expenditure Ceilings for County Governments for FY 2018/19. This has greatly assisted in building compliance to SRC's advisories.

I would like to thank the former Chairperson, Commissioners and the Secretariat for their collective effort in propelling SRC towards meeting its mandate. I am also deeply indebted to our stakeholders at both the National and County Governments, and our Development Partners for the support granted to the Commission which went a long way in enabling the Commission achieve its objectives for the year.


Anne R. Gitau, MBS (Mrs)
Commission Secretary/CEO

V. CORPORATE GOVERNANCE STATEMENT

The Objects of the Salaries and Remuneration Commission, other Commissions and the Independent Offices are stipulated under Article 249 of the Constitution of Kenya. In fulfilment of the objects, the Commissioners assume the ultimate responsibility in ensuring that the Commission is accountable to the public and complies with the highest standards of corporate governance.

The Commission believes in embracing Corporate Governance through creation of the right corporate culture and values. The Commission exercises due care in ensuring that the management of the Commission affairs is carried out in the best interest of the government and the public. The Commissioners and the management possess a range of requisite skills, qualifications and experience to manage the Commission and work in compliance with the provision of Chapter Six of the Constitution of Kenya.

Responsibilities

In recognition of their ultimate responsibility on the Commission affairs, the commissioners' focal point to guide their decisions and actions is based on a foundation of good governance, and on the Commission's core values which are integrity, objectivity, accountability and transparency and teamwork.

The roles and responsibilities of the Commissioners include, but not limited to the following:

- Formulation and approval of the Commission's vision, mission, core values, strategy and work plans;
- Approval of annual budget and the final financial statements; and
- Approval of operational policies and manuals.

Role of the Chairperson

The Commission is chaired by the Chairperson who is appointed by the President of the Republic of Kenya in accordance with provisions of Article 230 (2) of the Constitution and Section 4 of the Salaries and Remuneration Act, 2011.

The Chairperson is responsible for the overall Commission's leadership and its effectiveness; ensures that key tasks of the Commission are properly understood by the Commissioners and the Secretariat; and assumes overall responsibility for all the Commission's decisions, severally with other Commissioners.

Role of the Commission Secretary

The Commission Secretary is appointed by the Commission in accordance with Section 16 of the Salaries and Remuneration Act, 2011. The Commission Secretary doubles as the Secretary to the Commission and the head of the Commission Secretariat. The Commission Secretary is responsible for the overall leadership and day-to-day management of the Commission's operations; efficient and effective management of the Secretariat; performance management, operational controls, ethical conduct, and good corporate governance.

Commission Structure and Composition

The Commission is composed of the Chairperson, ten members, who are all appointed by the President of the Republic of Kenya and three ex-officio members who are representatives of the Government ministries.

Functions of the Commission are carried out under a defined structure made up of the Full Commission, defined and/or ad hoc Committees which facilitate the discharge of the Commission's mandate. The Committees assist the Commission in its responsibilities and obligations in ensuring that there are independent oversights of internal controls and risk management.

Commissioners' Remuneration

The Commission and its Committees meet regularly in accordance with annual schedules. All Members of the Commission are paid a sitting allowance for the meetings they attend up to a maximum of 8 meetings per month. In this financial year, members were also paid task force allowance for meetings attended on Job Evaluation for the Public Service carried out during the year under review. The JE project was completed in 2017/18 Financial Year. The Chairperson of the Commission and the members, with exception of three ex-officio members who are representatives of Government institutions, are also paid a monthly retainer through the consolidated fund by The National Treasury. The retainer and the allowance (commuter) paid out of the Consolidated Fund are not recognized in these financial statements.

Commission Meetings and Commission Committees

During the year, the Commission held a total of 66 meetings and committee meetings as reflected in the table below.

No.	Name	COMM	ARC	SASE	GIPE	CS	LEG
1	Mrs Sarah J. C. Serem, EBS	17	N/a	N/a	N/a	N/a	3
2	Mr Daniel O. Ogutu, MBS	18	N/a	N/a	9	8	N/a
3	Mrs Sellestine A.M. Kiuluku, MBS	21	N/a	N/a	8	8	2
4	Mrs Jacqueline Mugo, MBS	11	N/a	N/a	7	8	N/a
5	Mrs Serah N. Kinyua, HSC	16	N/a	9	N/a	8	1
6	Mr Jason A.N. Namasake, MBS	20	N/a	9	N/a	11	4
7	Mr John Gechaga	10	N/a	N/a	N/a	10	N/a
8	Mr Njee Muturi/Ms. Christine Agimba	7	2	N/a	5	N/a	3
9	Mr Isaiah Kubai, MBS	13	5	N/a	12	2	2
10	Mr James Maina Muhoro, OGW	17	N/a	N/a	12	2	N/a
11	Mrs Anne E. Owuor, HSC	20	6	8	N/a	1	2
12	Brig. (Rtd) Samuel N. Kirugi, MBS	19	6	9	N/a	2	3
13	Hon. Peter Oloo Aringo, EGH	20	N/a	9	N/a	10	N/a
14	Dr. Kamau Thugge EBS/Mr. Francis Anyona	1	3	6	N/a	N/a	N/a
Total Meetings Held		24	6	9	12	11	4

Key:

COMM.	-	Commission/Plenary meetings
ARC	-	Audit, Risk and Compliance Committee
SASE	-	Social, Agriculture, Security and Environment Committee
GIPE	-	Governance, Infrastructure, Public Administration Energy Committee
CS	-	Corporate Services Committee
LEG	-	Legal Committee
N/A	-	Not applicable, the Commissioner is not a member of the Committee

The Commission has a structured system of operation made up of committees to assist it in discharging its mandate, responsibilities and obligations. The Commission delegates specific functions to selected Committees with defined formal terms of reference, without abdicating its ultimate responsibility. The terms of reference clearly identify matters reserved for the Full Commission and Committees. The Committees make recommendations to the Full Commission, for consideration and adoption/resolution.

The membership and chairmanship of the Commission Committees is regularly reviewed by the Commission, which is responsible for filling any vacancies. The Commission is cognizant that members collectively have sufficient qualifications and experience to fulfil the duties of the respective Committees. The elected Chairpersons appraise the Full Commission meetings of their activities on a regular basis, through oral and/or written reports. The agenda items for the Commission meetings are set in consultation with the Chairpersons of the Committees.

a. Audit, Risk, and Compliance Committee

The Audit, Risk and Compliance Committee was chaired by Mr Isaiah Kubai during the year under review. Other members were: Mrs Serah Kinyua, Dr Kamau Thugge, Mr James Muhoro, Mrs Anne Owuor, Mr Jason Namasake, Brig. (Rtd) Samuel Kirugi and Mr Njee Muturi. The mandate of this Committee was to examine internal and external audit reports, review the Commission's financial statements, risks and internal controls and compliance. The Committee held six (6) meetings during the year.

b. Corporate Services Committee

The Corporate Committee was chaired by Hon. Oloo Aringo. Other members were: Mr Daniel Ogutu, Mrs Sellestine Kiuluku, Mrs Jacqueline Mugo, Mr John Gechaga, Mr Njee Muturi and Mrs Serah Kinyua. The mandate of this Committee included, but not limited to, providing oversight and governance on issues pertaining to administration, human resource management and financial services. The Committee held eleven (11) meetings during the year.

c. Public Administration, Infrastructure, Governance and Energy Sectors (GIPE) Technical Services Committee

The GIPE Committee was chaired by Mr Daniel Ogutu. The other members were: Mrs Sellestine Kiuluku, Mr Isaiah Kubai, Mrs Jacqueline Mugo, Mr James Muhoro, Mr Njee Muturi and Mr John Gechaga. The Committee was in charge of reviewing remuneration submissions from institutions within the Public Administration, Infrastructure, Governance and Energy Sectors. The Committee held twelve (12) meetings.

d. Social, Agriculture, Security, and Environment (SASE) Technical Services Committee

The SASE Committee was chaired by Mrs Anne Owuor. The other members were: Brig. (Rtd) Samuel Kirugi, Dr Kamau Thugge, Mrs Serah Kinyua, Hon. Oloo Aringo, and Mr Jason Namasake. The Committee is in charge of reviewing remuneration submissions from institutions within Social, Agriculture, Security and Environment Sectors. The Committee held nine (9) meetings during the year under review.

e. Legal Committee

The Committee was chaired by Mr Jason Namasake. The other members were: Mr Njee Muturi, Mrs Jacqueline Mugo, Mrs Ann Owuor, and Mr Isaiah Kubai. The Committee deliberated on legal matters touching on the Commission's mandate, and made recommendations to the Commission. The mandate of this committee was to deliberate on legal issues touching on the Commission's mandate and report to the Full Commission. The Committee held four (4) meetings during the year.

Job Evaluation (JE) Task Force Committees

The job evaluation task force committees were constituted during the year 2014/15 to oversee the job evaluation exercise. They were formed in recognition of the fact that JE exercise was not only complex and enormous, but also entailed activities that were over and above the normal Commission's activities of remuneration review. A total of 55 JE meetings were held. The exercise came to an end during the year.

Statement of Compliance and Conflict of Interest

Conscious of its responsibilities to members, service providers, suppliers, creditors, employees and society, the Commissioners issued a statement at the end of the year confirming that they have complied with the law, conducted their affairs in accordance with the best principles and practices of corporate governance, and that to the best of the Commission and management's knowledge, no person, employee or agent acting on behalf of the Commission with the knowledge of authority of the Commission or management, committed any offence under the Prevention of Corruption Act or indulged in any unethical behavior in the conduct of the Commission's business, or been involved in money laundering, or any practice or activity contrary to national laws or international conventions.

Code of Conduct

Each Commissioner derives his or her authority and position from a legitimate nomination procedure. However, on becoming a member, each Commissioner becomes bound by the overriding fiduciary duty to act in good faith in pursuit of the best interests of the Commission members as a whole. In the discharge of their duties, Commissioners operate within the framework of a collective Commission. In order to enable the Commissioners to operate effectively and in the best interest of the Commission, all Commissioners observe rules and regulations governing the conduct of Commissioners as contained in the Commission manual.

Risk Management

The Commissioners are committed to a process of Enterprise Risk Management that guides in the identification of strategic and operational risks through a structured, systematic, proactive and integrated process. This is done through a risk management framework which enables management to focus in a comprehensive and holistic manner on all risks faced by the Commission. A risk management policy established by the Commission is one of the important steps in ensuring that management identifies and manages all risks and Commissioners provide oversight as well as policy direction in managing risks.

a. Risk Management Structure and Roles

Risk management on an enterprise wide basis requires an integrated approach between the various risk-related specialists, department and staff. The risk management structure of the Commission comprises of the Audit Committee, the management team and a risk committee at the Secretariat level composed of representatives from each department.

b. Role of the Audit Committee

The Commission has established committees among them the audit committee, whose mandate is to implement and monitor implemented risk management framework established by the Commission. The Committee also ensures that risk management system implemented by management meets the requirements set out in the policy.

c. Role of Internal Audit and Risk

In addition to implementation of risk management framework, the Commission has an independent internal audit and risk department whose function is to provide independent assurance to the Commission and management through structured audits, reviews, testing and other techniques, carrying out risk based audits, reporting on effectiveness and efficiency of risk management process as well as reporting on Commission's compliance with the risk policy. Continuous risk assurance audits were conducted during the year to review the Commission's risk status. A review of the strategic and operational risk registers was undertaken.

d. Role of Management Team

The Management team's role in risk management is that of implementing the risk framework established by the Commissioners. In addition, the management receives and approves the quarterly reports on operational risk management issues, reports any strategic risks identified to the Audit Committee and the Commission. The management team also approves risk mitigating actions to be taken by the Secretariat's risk committee and contributes to the development of the Risk Management System and arranges internal audits on the risk management process at appropriate intervals on behalf of the Commission.

e. Risk Categories

The Commission has identified and categorized risks as follows:

- Strategic risks: These arise out of the Commission's strategic plan
- Financial risks: They are associated with the financial aspect of the Commission

- Operational risks: These are risks associated with the operations of the Commission
- Legal and regulatory risks: Legal risks can arise from non-compliance with the legal and regulatory requirements.

f. Risk Training and Awareness

The Commission's commitment to risk management has also been evidenced by the awareness and continuous training given to the members of the Commission, management and the staff of the Commission throughout the year.

VI. MANAGEMENT DISCUSSION AND ANALYSIS

1. Strategic Direction

The first strategic plan (2013/2014 -2017/2018) for SRC was published in August 2013. It is the primary planning tool that provides a framework within which the Commission has developed its strategies, objectives, activities and expected output/outcome. The strategic plan articulates the vision, mission and core values of the Commission. The strategies and outputs/outcomes that the Commission hope to achieve are anchored on the thematic areas of policy and legal framework; remuneration and benefits management; compliance; institutional capacity; corporate image and stakeholder engagement.

2. Operational Performance Analysis

The activities that were implemented by the Commission cut across five thematic areas. The strategic themes are the key performance areas in which the Commission prioritizes to excel at in order to achieve its mandate and deliver value to its customers. The Commission themes are grouped in the following categories:

- (i) Policy and legal framework;
- (ii) Remuneration and benefits;
- (iii) Compliance;
- (iv) Corporate image and stakeholders' engagement; and
- (v) Institutional capacity.

The following activities were identified for implementation during the financial year and were successfully carried out:

a. Public Sector Job Evaluation

The Commission addressed some key issues concerning pay determination through conclusion of the Public Sector Job Evaluation. The JE Exercise enabled the Commission to facilitate the development and implementation of an equitable and harmonized remuneration and benefits structure for the Public Service, and establish systems for proper management of public wages. Further, JE has created a platform for stabilization of wages in both public and private sectors through determination of the true worth of jobs in the Public Service and the development of commensurate pay structures. Through JE, a logical and defensible hierarchy of Public Sector jobs has been established to which a fair and consistent compensation structure can be designed based on job content. Subsequently, the Public Service has enabled significant progress towards establishing an effective and efficient system for human resources allocation.

In addition, during the exercise, the Commission revised and developed Job Descriptions whenever necessary. Following release to respective institutions of the job grades arising from JE, the Commission completed a salary survey in support of development of a salary structure. Thereafter, salary structures for respective Public Service institutions were developed and communicated.

The JE exercise was finalized in the seven (7) outlined sectors:

- i) The Civil Service (21 Ministries);
- ii) Service & Regulatory State Corporations (104 Institutions);

- iii) Commercial & Strategic State Corporations (50 Institutions);
- iv) County Governments (47 Counties)
- v) Constitutional Commissions, Independent Offices & Teaching Services (18 Institutions)
- vi) Public Universities, Research & Tertiary Educational Institutions
- vii) Disciplined Services

b. Collective Bargaining Agreements (CBAs)

In the FY 2017/2018, a harmonized review cycle for CBAs across the Public Sector was released for planning and implementation purposes. This has enabled institutions to plan remuneration reviews using an approach that is programmed and facilitates proper planning. Further, the Commission released comprehensive guidelines for CBA reviews to enable registration at the Employment and Labour Relations Court. The guidelines have ensured that only affordable and sustainable CBAs have been approved for registration. This has in effect reduced industrial unrest arising out of non-implementation of registered CBAs.

Several CBAs were entered in line with the SRC guidelines including the Teachers CBA for the period 2017–2021, Doctors CBA for the period 2017–2021, the Civil Servants CBA for the period 2017 – 2021, the National CBA for the Universities’ unions for the period 2013 – 2017, several internal CBAs for the Universities Councils for the period 2013 – 2017 and those of State Parastatals including Kenya Power, Ken Gen, Bomas of Kenya, National Cereals and Produce Board, Kenya Literature Bureau among others. In addition, FY 2017/2018 marked the inclusion of the Commission in the Employment and Labour Relations Court Act, a recognition of the Commission’s role in economic matters of the Court.

c. Pension

The Commission addressed pension laws that require harmonization and prepared a draft report that identified gaps and areas in the prevailing legislation that require to be addressed. The Department was required in FY2017/2018 to carry out a study to assess the suitability and adequacy of service gratuity, but due to constraints in funding, they developed the tool for data collection but did not undertake the study.

d. Review of Remuneration and Benefits Structures

The Commission analyzed and reviewed 225 cases on Remuneration and Benefits Structures from various Public Service institutions, and communicated the Commission’s advisory on the same through letters and circulars. Of importance is the review of remuneration and benefits for State Officers in the executive in the National Government; Senate and National Assembly; County Government; Constitutional Commissions and Independent Offices.

e. Research

During the year,, the Commission undertook research in the area of comparative studies that aimed at improving stakeholders’ acceptance of the Commission’s mandate, vision and decision-making through fair decisions on public sector remuneration and benefits. The studies included the development of a framework on Annual Salary Review, and a research paper on Consolidated Salary Structure in the Public Sector. The Commission completed two reports, namely: *Determinants of Annual Salary Increments in the Public Sector*, and *Annual Salary Review Framework*. The Commission also prepared a concept paper on *Consolidated Salary Structure in the Public Service*.

f. Wage Bill Model

In order to reduce variances in aggregate wage bill from the Medium Term Expenditure Framework (MTEF) and make the wage bill fiscally sustainable, the Commission planned to develop and fully implement a Wage Bill Forecasting Model. In the year under review, the Commission developed a comprehensive questionnaire, and collected and collated data for all IPPD institutions, namely: the civil service, counties and commissions. Plans are in place to finalize data collection and operationalize the model during the 2018/2019 Financial Year. The models will help the Commission in analyzing various scenarios of public sector employment, remuneration and benefits and therefore help in wage bill projects for different financial years.

The Commission analyzed various scenarios of public sector employment, remuneration and wage bill levels and produced quarterly wage bill bulletins that provide a snapshot of public wage bill trends, and act as a quick reference point when making remuneration and benefits decisions.

g. Baseline Study

In 2017/2018 financial year, a draft Concept Paper on *Comparative Analysis on Attraction and Retention of Requisite Skills in the Public Service* was completed. The report will be finalized in 2018/2019 financial year through collection and analyzing primary data on factors influencing attraction and retention of requisite skills in selected institutions. The study aimed at understanding the strategies for attracting and retaining requisite skills in the public sector. The outcome of this study is to increase the levels of attraction and retention of the best skills in the public sector for improved productivity.

h. Rewarding Productivity

The Commission developed a draft framework for rewarding productivity and performance in the public sector. Recognition of productivity and performance is in line with one of the four constitutional principles that are to be observed by the Commission in the processing of setting and advising on public sector remuneration and benefits.

i. Compliance

Compliance function helps the Commission to track the implementation progress of SRC Circulars and Advisories, and recommend corrective measures in case any implementation anomaly is established. The Commission also undertakes the sensitization of stakeholders on its Circulars and Advisories.

During the year, the Commission collected data for compliance checks, and wage bill management study in 32 County Governments, and 80 State Corporations. Stakeholder capacity building on SRC Advisories was carried out for Bomet County Assembly; Laikipia Executive during the Governor's Human Resource roundtable; CECs Members in charge of Finance/Planning and Budgets from each of the 47 Counties, HR Managers and Accountants during CRA Consultative Workshop on the Expenditure Ceilings for County Governments For 2018/19 FY; and Uasin Gishu County Assembly Service Board.

A risk compliance matrix was updated and information shared with the Office of the Controller of Budget for appropriate remedial actions that are aimed at enhancing compliance to Commission Circulars and Advisories.

3. Financial Performance Analysis

a. Revenue

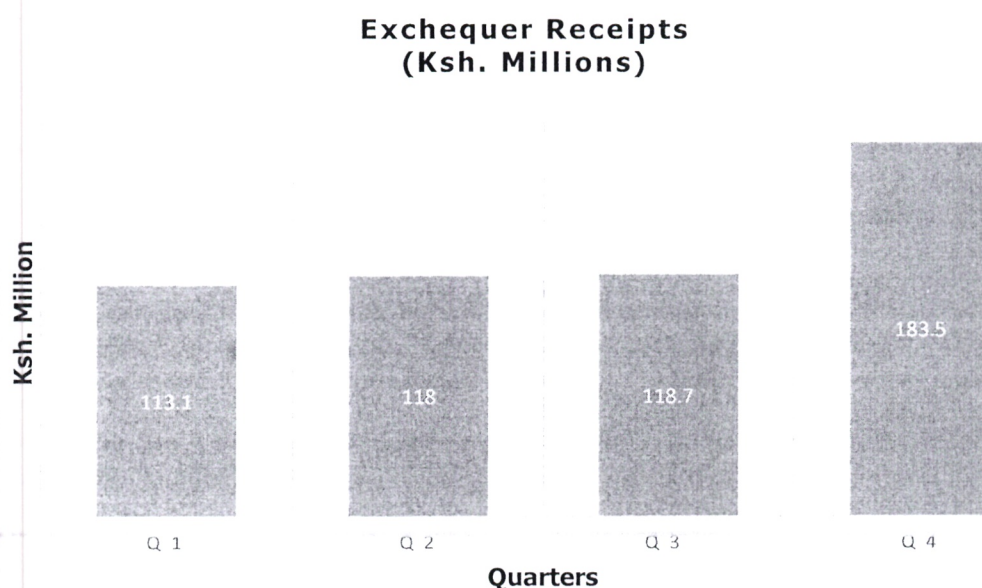
In the Financial Year 2017/18, the Commission had a total revised budget of **Kshs 628.5M** made up of **Kshs 546.0M** as per the printed estimates and an additional **Kshs 82.5M** in supplementary estimates, representing a **15.1%** increase over the original budget. The commission had a budget of **Kshs. 556.3M**, representing a budget increment of **13%** in the year under review.

The Commission received exchequer receipts amounting to **Kshs. 533.3M** representing **84.9%** of the total annual revised estimates (**Kshs. 628.5M**). This translated to 4% decline in exchequer receipts compared to **Kshs. 555.6M** received in a similar period of 2016/17.

The Commission is solely financed by exchequer releases from the National Treasury. The amounts were released to the Commission on a quarterly basis as shown in Table 1.

Table1: Statement of Receipts of Revenue Estimates from the National Treasury

Quarter	Q1	Q2	Q3	Q4	Total
Kshs (Million)	113.1	118.0	118.7	183.5	533.3



b. Expenditure

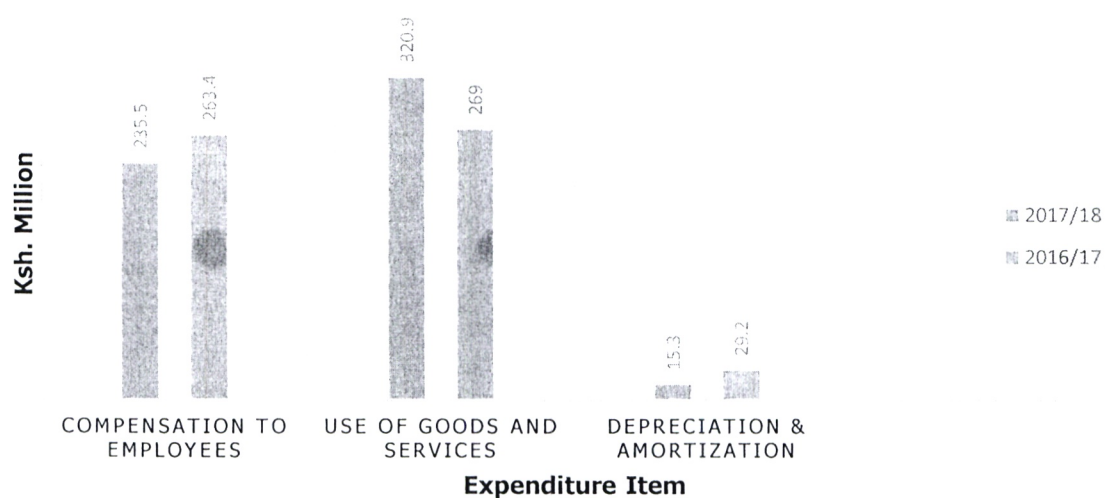
The Commission incurred **Kshs. 571.7M** in total expenditure and provisions for the year under review compared to **Ksh. 561.6M** in the previous year. Of the **Kshs. 556.4M**, **Kshs. 235.5M** was spent on compensation to employees, **Kshs. 320.9M** on use of goods and services and **Ksh. 15.3M** on depreciation of assets.

Table 2 represents the comparative expenditure levels for the financial years 2017/18 and 2016/17.

Table 2: Comparative Expenditure Items for 2017/18 and 2016/17

Expenditure Item	2017/18	2016/17
	Kshs Million	Kshs Million
Compensation to Employees	235.5	263.4
Use of Goods and Services	320.9	269.0
Depreciation & Amortization	15.3	29.2
Total	571.7	561.6

Comparative Expenditure for 2017/18 and 2016/17



c. Budget Performance

Budget performance for the FY 2017-2018 was **84.5%** indicating a slight decline in comparison to the last FY 2016-17, which was **95.6%**.

Table 3 represents overall budget performance for the FY 2017/18 in comparison to FY 2016/17.

Table 3: Overall Budget Performance for the FY 2017/18 in Comparison to FY 2016/17

Expenditure Item	FY 2017/18			FY 2016/17			Growth
	Budget	Expend.	Absorption	Budget	Expend.	Absorption	
Compensation to Employees	243.7	235.5	96.6%	234.1	232.9	99.5%	(2.9%)
Use of Goods and Services	384.8	320.9	83.4%	322.3	298.0	92.5%	(9.1%)
Gross	628.5	556.4	88.5%	556.4	530.9	95.4%	(12%)

VII. REPORT OF THE COMMISSIONERS

Members of the Commission submit their annual report together with the audited financial statements for the year ended June 30, 2018, which show the state of affairs of the Commission.

Principal Activities

The principal activities of the Commission continue to be:

- i) Inquire into and advise on the salaries and remuneration to be paid out of public funds;
- ii) Keep under review all matters relating to the salaries and remuneration of Public Officers;
- iii) Advise the national and county governments on the harmonization, equity and fairness of remuneration for the attraction and retention of requisite skills in the public sector;
- iv) Conduct comparative surveys on the labour markets and trends in remuneration to determine the monetary worth of the jobs of Public Officers;
- v) Determine the cycle of salaries and remuneration review upon which Parliament may allocate adequate funds for implementation;
- vi) Make recommendations on matters relating to the salary and remuneration of a particular State or Public Officer;
- vii) Make recommendations on the review of pensions payable to holders of Public Offices; and
- viii) Perform such other functions as may be provided by the Constitution or any other written law.

The Commission under the Act Section 12 is further compelled to comply with the principle of equal remuneration to persons for work of equal value.

Results

The results of the Commission's financial performance for the year ended June 30, 2018 are set out on pages 1 to 3.

Commissioners

The members of the Commission who served during the year are shown on the pages iii to v.

Auditors

The Office of the Auditor General is responsible for the statutory audit of the Commission and in accordance to section 81(4) (a) of the Public Finance Management Act, 2012.

Anne R. Gitau, MBS (Mrs)
Commission Secretary

Date:.....

VIII. STATEMENT OF COMMISSION'S RESPONSIBILITIES

The Public Finance Management Act 2012, requires the Commissioners to prepare financial statements in respect of the Commission, which give a true and fair view of the state of affairs of the Commission at the end of the financial year and the operating results of the Commission for that year. The Commissioners are also required to ensure that the Commission keeps proper accounting records which disclose with reasonable accuracy the financial position of the Commission. The Commissioners are also responsible for safeguarding the assets of the Commission.

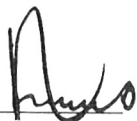
The Commissioners are responsible for the preparation and presentation of the Commission's financial statements, which give a true and fair view of the state of affairs of the Commission as at the end of the financial year ended on June 30, 2018. This responsibility includes: (i) maintaining adequate 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 Commission; (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 Commission; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The Commissioners accept responsibility for the Commission's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act and the State Corporations Act. The Commissioners are of the opinion that the Commission's financial statements give a true and fair view of the state of Commission's transactions during the financial year ended June 30, 2018, and of the Commission's financial position as at that date. The Commissioners further confirm the completeness of the accounting records maintained for the Commission, which have been relied upon in the preparation of the Commission's financial statements as well as the adequacy of the systems of internal financial control.

Nothing has come to the attention of the Commissioners to indicate that the Commission will not remain a going concern for at least the next twelve months from the date of this statement.

Approval of the Financial Statements

The Commission's financial statements were approved by the Commission on 28/09/2018 and signed on its behalf by:



Anne R. Gitau, MBS (Mrs)
Commission Secretary



Margaret Njoka (Ms)
Director, Corporate Services

REPUBLIC OF KENYA

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P.O. Box 30084-00100
NAIROBI

OFFICE OF THE AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL ON SALARIES AND REMUNERATION COMMISSION FOR THE YEAR ENDED 30 JUNE 2018

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of Salaries and Remuneration Commission set out on pages 1 to 20 which comprise the statement of financial position as at 30 June 2018, and the statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual amounts for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Salaries and Remuneration Commission as at 30 June, 2018, and its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) and comply with Salaries and Remuneration Act, 2011 of the Laws of Kenya

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of Salaries and Remuneration Commission in accordance with ISSAI 30 on Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, are of most significance in the audit of the financial statements. There were no Key Audit Matters to report in the year under review.

Report of the Auditor-General on the Financial Statements of Salaries and Remuneration Commission for the year ended 30 June 2018

REPORT ON LAWFULNESS AND EFFECTIVENESS IN USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, I confirm that, nothing has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis of Conclusion

The audit was conducted in accordance with ISSAI 4000. The standard requires that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements are in compliance, in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7 (1) (a) of the Public Audit Act, 2015, based on the audit procedures performed, I confirm that, nothing has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

The audit was conducted in accordance with ISSAI 1315 and ISSAI 1330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal control, risk management and governance were operating effectively, in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standard (Accrual Basis) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Commission's ability to continue as a going concern disclosing, as applicable, matters related to sustainability of services and using the applicable basis of accounting unless

the management either intends to cease operations of the Commission, or have no realistic alternative but to do so.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

Those charged with governance are responsible for overseeing the Commission's financial reporting process.

Auditor-General's Responsibilities for the Audit

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement and weakness when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

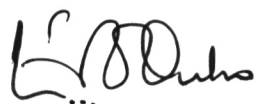
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances and for the purpose of giving an assurance on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern or to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the

auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Commission to cease to continue as a going concern or to sustain its services.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Commission to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

I communicate with the management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that are identified during the audit.

I also provide management with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.



FCPA Edward R. O. Ouko, CBS
AUDITOR-GENERAL

Nairobi

29 January 2019

IX. STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2018

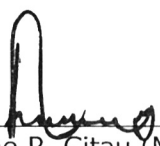
		2017-2018	2016-2017
	Notes	Kshs	Kshs
REVENUE			
I Revenue from Non-Exchange Transactions			
Exchequer Transfers	3	533,329,480	555,650,000
		533,329,480	555,650,000
II Revenue from Exchange Transactions			
Other Income	4	306,144	136,146
		306,144	136,146
Total Revenue		533,635,624	555,786,146
EXPENDITURE			
Employee Benefits	5	266,313,782	263,413,760
Board Expenses	6	28,070,612	58,877,179
General Expenses	7	129,848,023	121,730,840
Depreciation & Amortization	8	15,335,559	29,162,657
Repairs & Maintenance	9	5,899,174	6,306,677
Contracted Services	10	133,975,676	87,325,016
Total Expenses		579,442,826	566,816,128
Surplus/(Deficit) for the Year		(45,807,203)	(11,029,987)

The notes set on pages 7 to 19 form an integral part of these financial statements.

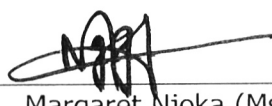
X. STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018

		2017-2018	2016-2017
	NOTE	Kshs	Kshs
ASSETS			
Current Assets			
Cash and Cash Equivalents	11	5,042,724	26,915,491
Receivables from Exchange Transactions	12	27,097,364	33,946,793
		32,140,088	60,862,248
Non-Current Assets			
Property, Plant & Equipment	13a	36,424,273	50,272,705
Intangible Assets	13b	2	1,286,628
		36,424,275	51,559,333
TOTAL ASSETS		68,564,363	112,421,617
LIABILITIES			
Current Liabilities			
Other Payables from Exchange Transactions	15	624,082	1,110,336
Current Employee Benefits Obligation	14b	11,208,029	13,003,205
		11,832,111	14,113,541
Non-Current Liabilities			
Non-Current Employee Benefits Obligation	14a	6,446,176	6,446,176
TOTAL LIABILITIES		18,278,287	20,559,717
Net Current Assets		20,307,977	46,748,744
Net Assets		50,286,076	91,861,900
Represented by:			
Equity			
Accumulated Surplus		50,286,076	91,861,900
		50,286,076	91,861,900

The Financial statements set out on pages 1 to 6 were signed on behalf of the Commission by:


 Anne R. Gitau (Mrs)
 Commission Secretary

Date 28/09/2018


 Margaret Njoka (Ms)
 Director, Corporate Services
 ICPAK No: 9100

Date 28/09/2018

XI. STATEMENT OF CASHFLOWS AS AT 30 JUNE 2018

		2017-2018	2016-2017
	Notes	Kshs	Kshs
Cash Flows from Operating Activities			
Receipts			
Exchequer Receipts	3	533,329,480	555,650,000
Sale of Tender/Disposal Income	4	38,500	-
Insurance Compensation	18	191,620	93,687
Legal Fees Refund	19	-	100,000
Commission from Check-offs	4	76,024	69,868
Total receipts		533,635,624	555,913,555
Payments			
Employees Costs	5	259,563,934	261,630,734
Goods and Services	7	234,982,469	179,998,064
Rent Paid	7	32,261,150	29,562,600
Other Payments	6	28,070,612	58,877,179
Total Payments		555,878,165	530,068,577
Net Cash Flows from Operating Activities		(21,242,541)	25,844,978
Cash Flows from Investing Activities			
Purchase of Property, Plant, Equipment and Intangible Assets	13a	(200,500)	466,578
Decrease in Non-current Receivables	14b	830,726	-
Disposal of Items		-	(2,900)
Net Cash Flows Used in Investing Activities		630,226	463,978
Cash Flows from Financing Activities			
Transfer to Consolidated Fund		-	272,638,404
Net Cash Flows used in Financing Activities			272,638,404
Net Increase/(Decrease) in Cash and Cash Equivalents		(21,872,767)	(247,257,404)
Cash and Cash Equivalents at the Beginning of the Year	11	26,915,791	274,172,895
Cash and Cash Equivalents at 30 June	11	5,042,724	26,915,491

XII. STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED 30 JUNE 2018		
	Accumulated Fund	Total Fund
	Kshs	Kshs
Balance as at 1st July, 2016	371,267,768	371,267,768
Prior Periods Adjustments	4,262,519	4,262,519
Transfer to Consolidated Fund	(272,638,404)	(272,638,404)
Surplus/(Deficit) for the Year	(11,029,982)	(11,029,982)
Balance as at 30 June 2017	91,861,900	91,861,900
Prior Periods Adjustments*	4,231,379	4,231,379
Transfer to Consolidated Fund	-	-
Surplus/Deficit for the Period	(45,807,203)	(45,807,203)
Balance as at 30 June 2018	50,286,076	50,286,076

*Prior period adjustments included the staff leave provision of Ksh 4,184,992 for the financial year 2016/17 reversed in the current year, and adjustments of Ksh 46,387 relating to personnel emoluments processed in the previous year now reversed.

XIII. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE PERIOD ENDED 30 JUNE 2018							
	Original Budget	Budget Adjustments	Final Budget	Actual on Comparison Basis	Performance Difference	% Difference	
	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018		
Revenue	Kshs	Kshs	Kshs	Kshs	Kshs		
Exchequer Receipts	546,000,000	82,433,000	628,433,000	533,329,480	95,103,520	17.42%	(a)
Miscellaneous Receipts	-	-	-	80,024	(19,976)	100%	(b)**
Refunds Received	-	-	-	191,620	(191,620)	100%	(c)**
Total income	546,000,000	82,433,000	628,433,000	533,601,124	94,991,924		
Expenses							
Employees Costs	255,700,000	16,060,034	271,760,034	259,563,933	12,196,100	5%	(d)
Goods and Services	208,015,000	68,372,966	276,387,966	234,982,469	41,405,497	20%	e)**
Rent Paid	32,000,000	(2,000,000)	30,000,000	32,261,150	(2,261,150)	-7%	
Other Payments	50,285,000	-	50,285,000	28,271,112	22,013,888	44%	f)**
Total Expenditure	546,000,000	82,433,000	628,433,000	555,078,665	73,354,335		
Surplus for the Period	-	-	-	(21,477,541)	21,637,589		

Budget Notes

1. Explanation of material variance**

- **b**:** Miscellaneous receipts comprise of Kshs 4,000 from tender sales and Kshs 76,024 being commission earned on salary deductions
 - **c**:** The refund of Kshs 191,620 is in respect of insurance compensation of damaged vehicle
 - **e** and f**:** The variance of 20% and 44% are as a result of late disbursement of supplementary II estimates and reallocations of the budget, hence the under absorption
 - **f***:** Comprises of other payments and funds paid for purchase of fixed assets
2. The difference between the original and final budget was as a result of reallocation and additional funding during supplementary II

3. The total of actual on comparable basis of the following items do not tie to the statement of financial performance totals due to the differences in accounting basis (budget is cash basis, statement of financial performance is accrual). Reconciliations are as follows:

a. Employee cost

Balance as per Budget		259,563,933.80
Add :Gratuity Provision	2,545,875	
: Outstanding Leave Days Provision	4,203,973	
Balance as per the Financial Statements		266,313,782

b. Goods and Services and Rent

Balance as per Budget		267,243,619
Add :Prepaid Insurance	1,831,793	
Opening Balance		
: Prepaid Rent Opening	7,390,650	
: Change in Accounts Receivables	830,726	
Less : Prepaid Insurance Expense Closing	(2,311,398)	
: Prepaid Rent Closing	(4,927,100)	
Balance as per Financial Statements		269,722,874

c. Other payments

Balance as per Budget		28,271,112
Less :Fixed Assets Purchased	(200,500)	
Balance as per Financial Statements		28,070,612

XIV. NOTES TO THE FINANCIAL STATEMENTS

1. Statement of Compliance and Basis of Preparation

The Commission's financial statements have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in Kenya Shillings (Kshs) which is the functional and reporting currency of the Commission and all values are rounded to the nearest cent. The accounting policies have been consistently applied.

The financial statements have been prepared on the basis of the historical cost, except where otherwise stated in the statement of accounting policies below. The cash flow statement is prepared using the indirect method, while the financial statements are prepared on accrual basis.

2. Summary of Significant Accounting Policies

a. Revenue Recognition

i) Revenue from non-exchange transactions

Exchequer allocations

The Commission recognizes revenue from exchequer allocation when the monies are received and asset recognition criteria met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the Commission and fair value of the asset can be measured reliably.

Transfers from other Government entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property), if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Commission and can be measured reliably.

ii) Revenue from exchange transactions

Rendering of services

The Commission recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. The stage of completion is measured by reference to labor hours incurred to date as a percentage of total estimated labor hours. Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable.

Sale of tender documents

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Commission.

b. Budget Information

The original budget for FY 2017-2018 was approved by the National Assembly on July 1, 2017. Subsequent revisions or additional appropriations were made to the approved budget in accordance with specific approvals from the appropriate authorities. The additional appropriations are added to the original budget by the Commission, upon receiving the respective approvals in order to conclude the final budget. Accordingly, the Commission recorded additional appropriations of **Kshs 82.533M** on the 2017-2018 budget following the National Assembly approval.

The Commission's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on accrual basis using a classification based on the nature of expenses in the statement of financial performance, whereas the budget is prepared on a cash basis. The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by presentation to be on the same basis as the approved budget. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts.

In addition to the basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts, and the actuals as per the statement of financial performance has been presented under section XVI of these financial statements.

c. Property, Plant and Equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the Commission recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the asset as a replacement, if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration, the asset is initially measured at its fair value. The depreciation on the assets disposed during the financial year is calculated up to the month of disposal.

It is the policy of the Commission to prorate depreciation on all its non-current assets in the year of purchase and disposal.

The depreciation rate for the various classes of assets are;

Asset class	Rate
Motor Vehicle	25.0%

Office Equipment	33.3%
Computer Equipment	33.3%
Furniture & fittings	12.5%
Intangible Asset	33.3%

d. Intangible Assets

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

e. Provisions

Provisions are recognized when the Commission has a present obligation (legal or constructive) as a result of a past event. It is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Commission expects some or all provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

f. Contingent Liabilities

Contingent liabilities are possible obligations that arose from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Commission; or a present obligation that arises from past events but is not recognized because:

- i. It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- ii. The amount of the obligation cannot be measured with sufficient reliability.

The Commission does not recognize a contingent liability, but discloses details of any contingencies in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

g. Contingent Assets

The Commission does not recognize a contingent asset, but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Commission, in the notes to the financial statements. Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the assets' value can be measured reliably, the asset and the related revenue are recognized in the financial statements of the period in which the change occurs.

h. Changes in Accounting Policies and Estimates

The Commission recognizes the effects of changes in accounting policy, retrospectively. The effects are applied prospectively, if retrospective application is impractical.

i. Employee Benefits

Retirement benefits plans

The Commission operates a retirement benefits scheme for all its permanent and pensionable employees. Further, an amount equivalent to 31% of basic salary has been set aside as gratuity for all employees on contract. The Commission's contribution towards employee pension scheme and staff gratuity for employees on contract are charged to the statement of financial performance in the year to which the employees rendered their services to the Commission.

j. Foreign Currency Transactions

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or reporting of creditors at rates different from those at which they were initially recorded during the period, are recognized as income or expenses in the period in which they arise.

k. Related Parties

The Commission regards a related party as a person or an authority with the ability to exert control individually or jointly, or to exercise significant influence over the Commission, or vice versa. Members of key management are regarded as related parties and comprise the Directors including the Commission Secretary.

The following transactions were carried out with related parties:

	2017-2018	2016-2017
	Kshs	Kshs
Key Management Compensations		
i) Salaries and Other Short Term Employment Benefits	26,363,260	22,471,500
Board Remuneration		
ii) Allowances Paid to Commissioners	26,045,000	63,089,009
Grants From Related Parties		
iii) Grants from GoK	533,329,480	555,650,000

I. Leases

Leases under which the lessor effectively retains the risks and rewards of ownership are classified as operating leases. Obligations incurred under operating leases are charged against income in equal instalments over the period of the lease.

m. Cash and Cash Equivalents

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

n. Significant Judgements and Sources of Estimation Uncertainty

In preparing the financial statements in conformity with IPSAS, management makes estimates and assumptions that affect the amounts of revenues, expenses, assets and liabilities, and the related disclosures, presented in the financial statements at the end of the reporting period. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates, which may be material to the annual financial statements. Significant judgements include: leave provision, useful lives and depreciation methods and asset impairment. Notes relating to the subject are included under the affected areas of the financial statements.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Commission based its assumptions and estimates on parameters available when the financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Commission. Such changes are reflected in the assumptions when they occur. IPSAS 1.140

Useful Lives and Residual Values

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- i. The condition of the asset based on the assessment of experts employed by the Commission
- ii. The nature of the asset, its susceptibility and adaptability to changes of technology and processes
- iii. The nature of the processes in which the asset is deployed
- iv. Availability of funding to replace the asset
- v. Changes in the market in relation to the asset

The various classes of assets, their useful lives and depreciation rate is indicated below.

Provision

Provisions were raised and management determined an estimate on the information available. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date, and re discounted to present value where the effect is material.

Staff Leave Days Provision	2017-2018 Kshs	2016-2017 Kshs
	4,203,973	4,184,992

Provisions are recognized when:

- i. A reliable estimate can be made of the obligation;
- ii. It is probable that an outflow of resources embodying economic benefits or service;
- iii. Potential will be required to settle the obligation; and
- iv. The Commission has a present obligation as a result of a past event.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate or reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation. Employees' entitlement to annual leave is recognized when it accrues. A provision is made on the estimated liability for annual leave as a result of services rendered by employees up to the amount of the obligation.

3. Exchequer Transfers

	2017-2018 Kshs	2016-2017 Kshs
1 st Quarter Exchequer	113,059,530	95,750,000
2 nd Quarter Exchequer	118,044,950	104,300,000
3 rd Quarter Exchequer	118,690,000	95,000,000
4 th Quarter Exchequer	183,535,000	260,600,000
Total	533,329,480	555,650,000

4. Other Incomes

	2017-2018	2016-2017
Disposal Income	38,500	-
Commission on IPPD Check-off	76,024	69,868
Gain/(Loss) on Disposal	-	66,278
Insurance Compensation	191,620	-
Total	306,144	136,146

5. Employee Benefits

	2017-2018 Kshs	2016-2017 Kshs
Salaries and Allowances	208,689,408	207,131,798
Contribution to Pensions	26,609,780	25,719,920
Gratuity Provision	2,545,875	5,644,248
Staff Medical Insurance	24,264,746	20,732,803
Staff Leave Days Provision	4,203,973	4,184,992
Total	266,313,782	263,413,761

The cost of all short-term employee benefits is recognized during the period in which the employee renders the related service. The provisions for employee entitlements to salaries and annual leave represent the amount which the organization has a present obligation to pay as a result of employees' services provided as at the reporting date. The provisions have been calculated at undiscounted amounts based on current salary rates.

6. Board Expenses

	2017-2018 Kshs	2016-2017 Kshs
Sitting Allowance	26,045,000	51,708,870
Telephone	722,090	1,253,775
Travel Expenses	1,303,522	5,914,531
Total	28,070,612	58,877,179

7. General Expenses

	2017-2018 Kshs	2016-2017 Kshs
Domestic Travel Subsistence	14,332,356	20,007,673
Foreign Travel Subsistence	-	840,218
Communication, Supplies and Services	6,649,937	8,525,806
Printing and Advertising	5,398,866	3,863,602
Rent and Rates	32,261,150	31,324,350
Training Expenses (Including Capacity Building)	15,754,378	5,211,588
Catering Services	6,193,052	6,427,184
Postage and Delivery	2,401,200	1,665,370
Insurance	1,826,301	1,979,218
Boards, Committees, Conferences and Seminars	38,372,795	33,752,855.60
Staff Uniforms	9,600	-
Supplies and Accessories for Computers and Printers	1,942,010	4,008,802
Fuel Oil and Lubricants	1,215,394	1,453,113
Specialized Materials and Supplies	12,192	43,640
Office and General Supplies and Services	2,797,881	1,727,211
Membership Fees, Dues and Subscriptions	680,661	898,031
Parking Charges	250	2,180
Total	129,848,023	121,730,840

8. Depreciation and Amortization

	2017-2018 Kshs	2016-2017 Kshs
Property, Plant and Equipment	14,048,933	26,749,661
Intangible Assets	1,286,626	2,412,997
Total	15,335,559	29,162,657

9. Repairs and Maintenance

	2017-2018 Kshs	2016-2017 Kshs
Motor Vehicles	2,255,999	2,169,445
Property, Plant and Equipment	3,643,175	4,137,232
Total	5,899,174	6,306,677

10. Contracted Services

	2017-2018 Kshs	2016-2017 Kshs
Contracted Professional Services	130,358,316	77,212,809
Contracted Guards and Cleaning Services	3,247,140	3,138,764
Legal Fees, Arbitration and Compensation	370,220	6,973,443
Total	133,975,676	87,325,015

11. Cash and Cash Equivalents

	2017-2018 Kshs	2016-2017 Kshs
CBK Main Operating Account	2,513,665	22,940,028
Cash-on Hand and in Transit	38,476	84,881
CBK Deposit Account	390,583	390,583
CBK Cash 165 Account	2,100,000	3,500,000
Total	5,042,724	26,915,491

a) Banks Analysis

Bank	Bank A/C No.	2017-2018 Kshs	2016-2017 Kshs
CBK, Nairobi	1000181303 Kshs	2,513,665	22,940,028
CBK Deposit Account	1000182121 Kshs	390,583	390,583
CBK 165 Cash Account	1000182539 Kshs	2,100,000	3,500,000
		5,004,248	26,830,611

b) Cash Analysis

Cash		2017-2018 Kshs	2016-2017 Kshs
Cash on Hand and in Transit	Kshs	38,476	84,881

12. Receivables from Exchange Transactions

	2017-2018 Kshs	2016-2017 Kshs
Staff Travel and Other Imprests Debtors	-	-
Prepayments	26,904,697	32,923,400
Salary Advance	192,667	1,023,393
Total	27,097,364	33,946,793

13. Non-Current Assets					
(a) Property, Plant and Equipment					
	Motor Vehicles	Office Equipment	Computer Equipment	Furniture & Fittings	Total
2017-2018	Kshs	Kshs	Kshs	Kshs	Kshs
	25.0%	33.33%	33.33%	12.5%	
Cost/Valuation					
1-Jul-17	22,419,385	47,025,826	13,813,456	76,908,425	160,167,092
Additions	-	8,500	-	192,000	200,500
Disposals	-	-	-	-	-
30-Jun-18	22,419,385	47,034,326	13,813,456	77,100,425	160,367,592
Accumulated Depreciation					
1-Jul-17	22,419,385	43,234,307	12,131,845	32,108,849	109,894,386
Adjustment	-	-	-	-	-
Charge for the Year	-	2,811,283	1,614,055	9,623,595	14,048,933
Disposals	-	-	-	-	-
30-Jun-18	22,419,385	46,045,590	13,745,900	41,732,444	123,943,319
Netbook Value					
1-Jul-17	-	3,791,519	1,681,611	44,799,576	50,272,706
30-Jun-18	-	988,736	67,556	35,367,981	36,424,273

(b) Intangible Assets – 33.33%	
Cost	2017-2018
1 July 2017	8,329,237
Additions	-
30 June 2017	8,329,237
Amortization	
1 July 2017	7,042,609
Adjustments	-
for the year	1,286,626
30 June 2018	8,329,235
Net Book Value	
30 June 2018	2

14. Employment Benefits Obligation				
	Opening Bal.	Additional Prov.	Withdrawals	Closing Bal.
14a. Noncurrent Employee Obligation				
Staff Gratuity	6,446,176	-	-	6,446,176
14b. Current Employee Obligation				
Gratuity payable 2017-18	3,718,373	2,545,875	(4,360,034)	1,904,214
Leave Provision	4,184,992	4,203,973	(4,184,992)	4,203,973
Legal suit Provision	5,099,841	-	-	5,099,841
Total	13,003,206	6,749,848	(8,545,026)	11,208,028
Total Provision	19,449,382	6,749,848	(8,545,026)	17,654,204

15. Other Payables from Exchange Transactions

	2017-2018	2016-2017
a. Current-Payables	Kshs	Kshs
Local Creditors	-	335,416
Other Payroll Liabilities	-	150,838
Contractors retention	390,583	390,583
Withholding Tax payable	233,499	233,499
	624,082	1,110,336

Trade payables represent outstanding payments to suppliers for services consumed. Payroll deductions include amounts outstanding for statutory deductions and co-operative societies.

16. Financial Risk Management

The Commission's activities expose it to a variety of credit and liquidity risks. The overall risk management programme focuses on the unpredictability of the market and seeks to minimize potential adverse effects on its operations.

The Commission regularly reviews its risk management policies and systems to reflect changes in markets and emerging best practices. Risk management is carried out by the management under the direct supervision of the board of directors.

The board provides policies for overall risk management as well as policies covering specific areas such as interest rate risk, credit risk and liquidity risk.

a. Credit Risk Management

Credit risk refers to the risk that a counterparty will default on its contractual obligation resulting in financial loss to the Commission.

Credit risk arises from bank balances, receivables and amounts due from related parties. Although this risk is unlikely to occur in the short term, it is mitigated as follows:-

- i. Cash and short-term deposits are placed with well-established financial institutions of high quality and credit standing and also approved by the National Treasury;
- ii. Funds are invested in short-term facilities; and
- iii. The organization does not raise debtors in its ordinary course of business.

Credit risk with respect to accounts receivable is limited due to the nature of the Commission's business and its reliance on government grant as the main source of funding. Market risk is the risk that the value of an investment will decrease due to changes in market factors. The stated mitigating factors apply to market risk as well.

The amount that best describes the Commission's exposure to credit at the end of the financial year is made up as follows:

	2017-2018	2016-2017
	Kshs	Kshs
Cash at Bank	5,042,724	26,915,491
Prepayments	26,904,697	32,923,400
Staff Travel Imprests	-	-
Salary Advances	192,667	1,023,393
	32,140,088	60,862,284

All the Commission's receivables are fully performing and expected to be repaid.

b. Liquidity Risk Management

Liquidity risk is the risk that the Commission will not be able to meet its financial obligations when they fall due. The Commission's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or at the risk of damaging the Commission's reputation.

The Commission ensures that it has sufficient cash on demand to meet expected operational expenses, including the servicing of financial obligations. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted. All liquidity policies and procedures are subject to review and approval by the board of directors.

The amount that best describe the Commission's exposure to liquidity risk at the end of the financial year is made up as follows.

	2017-2018	2016-2017
	Kshs	Kshs
Trade Payables All Due within 30 Days	-	335,416
Payroll Deductions	-	150,838
Provisions	17,654,205	19,449,381
Contractors retention	390,583	390,583
Withholding Tax Payable	233,499	-
	18,278,287	20,326,218

17. Contingent Liabilities/Assets

a. Litigation case against the Commission by a former employee

The Commission has a litigation case in court relating to the claim by the Former CEO of Kshs 16,519,706 in respect to terminal dues and damages. From this amount, Kshs 5,099,841 was awarded by the court in the financial year 2016-17 and has been provided for in the financial statements. The remaining portion amounting to Kshs 11,419,864 is still under appeal, hence has not been recognized in the books as a contingent liability.

b. Gratuity payment for employees on contract

The Commission has not provided for any claims for gratuity payment in respect of employees on contract in its current year operating budget. This is estimated at Kshs **8.3M** as at the close of the FY 2017/2018. The Commission did not include the arrears in its budget for 2018/2019. In the event of any employee on contract opts for separation in the course of the year, the Commission faces the possibility of a claim that will require budgetary support over and above its current operating budget for FY 2018-2019.

18. Insurance Compensation

The insurance compensation of Kshs 191,620 relates to the compensation received from the underwriter for damage to the Commission's vehicle which was insured. The total cost of repair paid by the Commission was Kshs 257,500.

19. Legal Fees Refund

Legal fees refund relates a refund of Kshs 100,000 that was awarded by the Court to the Commission after successfully winning a tender process case against the Complainant who had sued the Commission.

20. Comparatives

Prior period comparative information has been presented in the current financial year. Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year.

21. Subsequent Events

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

PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS

The following is the summary of issues raised by the external auditor, and management comments that were provided to the Auditor. We have nominated focal persons to resolve the various issues as shown in the table with the associated time frame within which we expect the issues to be resolved.

Reference No. on the External Audit Report	Issue/Observations from the Auditor	Management Comments	Focal Person to Resolve the Issue	Status: (Resolved /Not Resolved)	Time Frame:
SRC/2015/2016/24/4	Accounting System - The Commission adopted an accrual based accounting system while IFMIS is a cash based accounting system. This has resulted to difference in the Financial statement figures with that of IFMIS, which have not been reconciled	The commission, together with the National Treasury are in the process of reconciling the IFMIS figures to that of the Financial statements	Chief Accountant	Not Resolved	By end of September 2018

Anne R. Gitau, MBS (Mrs)
Commission Secretary

 28/09/2018