



National Police Service Commission



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ANNUAL REPORT FOR FINANCIAL YEAR 2019-2020

THE NATIONAL
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REPUBLIC OF KENYA

National Police Service Commission



ANNUAL REPORT FOR FINANCIAL YEAR 2019-2020

 THE NATIONAL ASSEMBLY PAPERS LAID	
DATE:	05 AUG 2021
	DAY: <u>Three</u>
TABLED BY:	<u>The Majority Whip</u> <u>Hon. E. Wamugue</u>
CLERK-AT THE TABLE:	<u>Mairah Wanjiku</u>

VISION:

Dignified and Professional Police Officers

MISSION:

To facilitate transformation of human resource management in the National Police Service for efficiency and effectiveness

CORE VALUES:

Interdependence

Synergy

Integrity

Fairness

Transparency

Accountability

EXECUTIVE SUMMARY

This is the 7th Annual report for the National Police Service Commission prepared following the closure of FY 2019-2020. This report is prepared in accordance with Article 254 (1) of the Constitution of Kenya and Section 26 of the NPSC Act, 2011 that requires NPSC to prepare an annual report to be presented to the President and the National Assembly by the end of September of each financial year. This report captures all the programmes, operations and activities the Commission undertook in executing its mandate during the year under review and any other information relating to its functions that it considers relevant. Financial reports and statements are also attached to the report showing the resources allocated to the Commission and how they were utilized.

This report is segmented into six chapters with each chapter addressing a specific thematic area. Subsequently, the chapters have been broken down into subchapters that delineate various activities the Commission endeavored to implement during the financial year. The first chapter gives background information on establishment and mandate of the Commission. The chapter also captures the composition of the Commission and its current membership.

The second chapter chronicles the critical transformation journey the Commission embarked on and the reforms and corporate governance structures that have been implemented to streamline NPSC processes. This included the restructuring of the Committees of the Commission, restructuring of the Organizational Structure of the Commission and setting the Commission priority areas through strategic planning.

Chapter three presents the performance evaluation of the Commission and the achievements that were realized. The Commission delinked NPS non-uniformed staff in accordance with the provisions of the Constitution. The Commission is also on path to Decentralization of the Police Human Resource Services to the regions, enhance its institutional capacity and re-engineer efficiency and effectiveness in NPS Human Resource Services through Automation. Additionally, the Commission is committed to improving the welfare, wellness and professional development of officers. As well as establish Synergy and good relationships with its primary stakeholders.

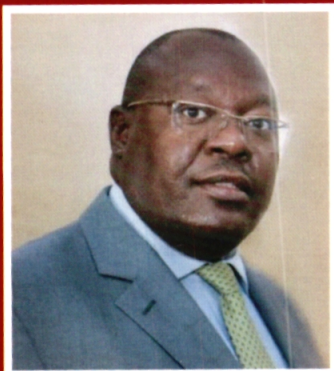
The fourth chapter underpins the good relationships NPSC is cultivating with its stakeholders and implementation of its outreach programs. The chapter highlights the various forums and engagements through which the

Commission met with its stakeholders.

The fifth chapter captures the financial reports and statements tying the resources allocated with the activities undertaken.

Chapter Six encapsulates the challenges the Commission experienced in this financial year and the mitigation measures that will be employed moving forward. The chapter also captures the priority areas the Commission is going to focus on both in the near future and in the long run.

The Commission appreciates and acknowledges the support it has received from the National Assembly, the National Treasury, Government institutions and other stakeholders for their continued support and collaboration in the implementation of its mandate.



FOREWORD

BY THE COMMISSION CHAIRPERSON

The National Police Service Commission has continued to discharge its mandate diligently and conscientiously as stipulated in Article 234 read together with Article 246(1) and 246(3) of the Constitution of Kenya 2010. During this financial year the Commission continued to implement policies and various reform frameworks within the broader scope of whole of Government approach to service delivery.

The leadership of the Commission is crystal clear on the path NPSC should forge and reform programme actions that should be implemented to reposition the Commission's management of the human resource of the National Police Service to be efficient and effective. This has been clearly articulated in the NPSC 2019-2021 Strategic Plan which is in its second year of implementation with the underlying theme being to transform the Commission to better serve the human resource and welfare needs of Police Officers.

The transformative journey of the Commission is tied on five pillars. The first pillar is the transformation of the Commission by restructuring its structure, system, strategies, people and work environment for proficient service delivery.

The second is the delinking of NPS civilian staff from the Public Service Commission to the National Police Service commission and the decentralization of the Commission's services to regional, county and sub-county levels. This will be done in accordance with Article 234 of the Constitution of Kenya.

The third pillar is automation of systems and processes for Police recruitments, appointments, confirmation, promotions, transfers and disciplinary

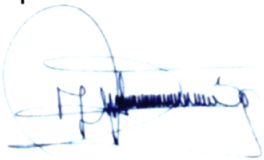
control.

The fourth is review of the present Police welfare and professional development through negotiating for better terms and conditions of service and psychosocial support.

The fifth pillar will revolve around the Commission building synergy through working together with other security agencies, Government institutions, other stakeholders and the general mwanainchi.

The Commission is committed to streamlining its structures and drive security reforms by formulating and implementing various policies and regulations for the National Police Service. In order to transform the human resource management of NPS, the Commission has embarked on the process of reviewing the exiting legal and policy frameworks to align them to the existing security sector structures and the emerging trends in policing work. The Commission will continue to engage the Police Officers through sensitization and workshops to communicate the new trajectory NPSC is pursuing in improving police welfare and their professional development so as to achieve dignified and professional Police Officers.

The Commission is fully committed to continue cultivating good relationships and working together with all players in the security sector. NPSC appreciates that through collaboration and team work the Police Service will be transformed to be more professional and deliver quality policing services to Kenyans.



ELIUD N. KINUTHIA, CBS, OGW, HSC

CHAIRPERSON

NATIONAL POLICE SERVICE COMMISSION



MESSAGE FROM THE COMMISSION SECRETARY/CEO

The 2019/20 Financial Year presented yet another opportunity for the Commission to continue with its mandate of implementing strategic initiatives geared towards operational efficiencies in the management of the human resource of the National Police Service. This is in the furtherance of the NPSC contribution to the whole Government approach to delivery of services to Police Officers and the Kenyan citizens and its role as a significant player in the realization of security sector reforms.

The Commission realized several milestones in building its institutional capacity and introduction of critical reforms and this was only made possible through the able leadership, valuable and strategic policy direction provided by the NPSC Chairperson, Mr. Eliud N. Kinuthia, CBS, OGW, HSC; Vice-Chairperson, Dr. Alice A. Otuala, CBS; and Commissioners: Mr. Naphtaly K. Rono, MBS, HSC; Mr. Eusebius K. Laibuta, MBS, OGW, HSC, ndc(K); Ms. Lilian Kiamba, MBS, OGW and Mr. John Ole Moyaki, MBS. Through their utter dedication, programmatic guidance and immense efforts the Commission was able to develop the NPSC 2019-2022 Strategic Plan which is the blue print of the new path NPSC will embark on in the next foreseeable three years.

During this period, the secretariat focused on accomplishing ongoing programmes and activities with a special emphasis on implementation of its SP and realignment of its governance structures. The Commission has kick-started the process of acquiring an ERP system in order to leverage on technology and enhance its internal processes and service delivery. The Commission is also committed towards decentralization of its human resource services to the regions in order to serve the officers efficiently. NPSC has set up a Counselling

and Wellness Center to cater for the psychological needs of Police Officers and will decentralize its services to the regions to enhance accessibility. The Commission has finalized the delinking of 1,500 NPS non-uniformed staff which has created need for more space and as such commenced the process of acquiring new offices in order to favorably accommodate its growing number of staff.

This financial year presented a rare opportunity that tested the Commission's resilience to deliver on its mandate and functions under daunting challenges. The Novel Corona Virus (COVID-19 Pandemic) highly disrupted the Commission activities since only a lean number of staff could be actively engaged while most staff worked from home. The Commission has continued to enforce the COVID-19 mitigation protocols as issued by the Ministry of Health and the Post Covid-19 recovery strategies issued by the Government. Furthermore, despite suffering deficits occasioned by budget rationalization and cuts, the Commission undertook programme reprioritization while leveraging on support by partners to implement its crucial programmes.

The Commission as a whole wishes to extend sincere gratitude to the Government for the support it has received through allocation of resources by the National Treasury. This has enabled the Commission to implement its programmes and activities and further discharge its mandate as envisaged by the Constitution. In the next financial year, the Commission is committed to continue to implement its Strategic Plan; NPSC set priorities and activities furthering the Government development agenda.

In conclusion, we are greatly indebted to all our stakeholders who have continued to support the Commission in the implementation of its programmes and activities. Thank you very much.



JOSEPH V. ONYANGO, MBS
COMMISSION SECRETARY/CEO
NATIONAL POLICE SERVICE COMMISSION

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ABBREVIATIONS AND ACRONYMS

AG	Attorney General
APS	Administration Police Service
CAP	Chapter
CAJ	Commission on Administrative Justice
CBS	Chief of the Order of the Burning Spear
CEO	Chief Executive Officer
CS	Cabinet Secretary
CSR	Corporate Social Responsibility
DCI	Directorate of Criminal Investigations
DHCM	Directorate of Human Capital Management
DIG	Deputy Inspector General
EA	East Africa
EACC	Ethics and Anti-Corruption Commission
ERP	Enterprise Resource Planning
GJLOS	Governance, Justice, Law and Order Secretor
IAU	Internal Affairs Unit
ICT	Information and Communication Technology
IEC	Information Education Communication
IFMIS	Integrated Financial Management Information System
IPOA	Independent Policing Oversight Authority
IPPD	Integrated Personnel Payroll Database
HCM	Human Capital Management
HR	Human Resource
HSC	Head of State Commendation
HTC	Higher Training Course
KLRC	Kenya Law Reform Commission
KNCHR	Kenya National Commission on Human Rights
KPS	Kenya Police Service
KRA	Kenya Revenue Authority
LAN	Local Area Network
LSK	Law Society of Kenya
MBS	Moran of the Order of the Burning Spear
MGH	Moran of the Order of the Golden Heart
MOICNG	Ministry Of Interior and Coordination of National Government
MOU	Memorandum of Understanding

MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
ndc(K)	National Defense College of Kenya
NGAO	National Government Administration Officers
NPS	National Police Service
NPSC	National Police Service Commission
NPSDC	National Police Service Disciplinary Committee
NIS	National Intelligence Service
nsc(AU)	National Security College of Australia
PAS	Performance Appraisal System
PS	Principal Secretary
OGW	Order of Grand Warrior
PC	Police Constable
RPC	Regional Police Commander
SP	Strategic Plan
SOP	Standard Operating Procedures
SRC	Salaries and Remuneration Commission
STC	Senior Training Course
TB	Terabyte
TSC	Teachers Service Commission
WAN	Wide Area Network

CHAPTER ONE

ESTABLISHMENT AND MANDATE OF THE COMMISSION

1.1. Establishment of the Commission

The National Police Service Commission is one of the Constitutional Commission listed under Chapter 15, Article 248(2) of the Constitution of Kenya, 2010. NPSC is established under Article 234(3)(c)(iv), Article 246(1) and operationalized NPSC Act, 2011 CAP.185C amendment 2014 to perform, among other functions, the human resource management of the National Police Service.

1.2. Mandate of the Commission

The mandate of the National Police Service Commission is drawn from Article 246 (3) (a-c) of the Constitution of Kenya 2010. It includes:

- a) Recruit and appoint persons to hold or act in offices in the service, confirm appointments and determine promotions and transfers within the National Police Service;
- b) Observing due process, exercise disciplinary control over and remove persons holding or acting in offices within the service; and,
- c) Perform any other functions prescribed by national legislation.

The mandate of the NPSC is further articulated in Article 234 of the Constitution which provides for the functions of the Public Service Commission to manage the Human Resource Functions of the Public Service. Under article 234 (3), the NPSC is mandated to perform similar functions as the PSC for the National Police Service and therefore, offices and positions that are subject to the National Police Service Commission are not to be managed or have their matters handled by the Public Service Commission.

Article 239 (5) provides that the national security organs are subordinate to civilian authority. Further, the Fourth Schedule of the Constitution on Distribution of Functions between the National Government and the County Governments designates the function of National Government to be police services, including the setting of standards of recruitment, training of police and use of police services, criminal law and correctional services.

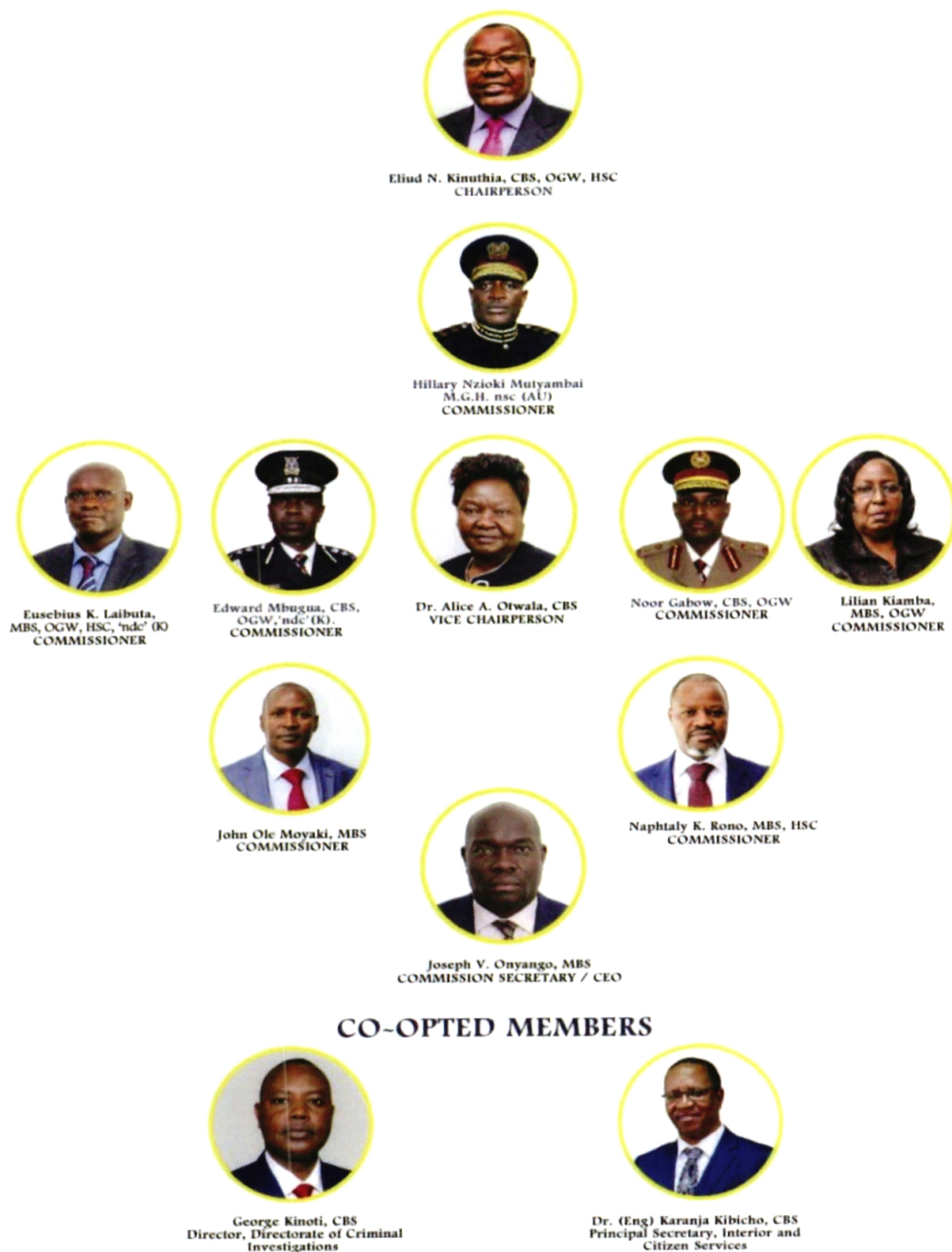
1.3. Composition of the Commission

As spelt out in Article 246 (2) of the Constitution of Kenya, the Commission comprises of the following persons, each appointed by the President;

- a) A person who is qualified to be appointed as a High Court Judge;
- b) Two retired senior police officers;
- c) Three persons of integrity who have served the public with distinction;
- d) The Inspector General of the National Police Service; and
- e) Both Deputy Inspectors General of the National Police Service.

1.4. Members of the Commission

Figure 1: Members of the Commission



CHAPTER TWO

REORGANISATION AND CORPORATE GOVERNANCE STRUC

2.1. Introduction

This chapter captures the reorganization framework that has been adopted and implemented by the new Commissioners as part of their road map geared towards transforming the Commission to effectively discharge its mandate as contemplated in Article 246 of the Constitution.

This transformation agenda was geared towards repositioning the Commission to make a difference in the service delivery targeting our key consumers who are the Police Officers, the civilian staff working with the NPS as well as the general public.

2.2. Committees of the Commission

In order to effectively discharge on its mandate and functions, the Commission has restructured its operations to be executed through five Committees as delivery units each headed by a Commissioner. Under this governance Committee framework, Committees are supposed to deliberate on matters before them and prepare a Commission Memorandum as the transmittal instrument to the full Commission meeting.

The Committees are as listed below:-

i Recruitment, Appointment and Welfare Committee

The Committee coordinates overall recruitment of uniformed and non-uniformed staff, develops their employment terms and conditions, generates policies on Police recruitment, appointment and welfare and oversees their implementation, while initiating research areas and forming recommendations in their scope.

ii Promotions and Transfers Committee

This Committee initiates and oversees the implementation and review of the promotions and transfers policies and regulations, and exercises oversight over transfers and promotions in the NPS for uniformed and non-uniformed staff. It also maintains a skills inventory and conducts promotional interviews for NPS members.

iii Appeals, Policy and Legal Affairs Committee

The Committee coordinates research and surveys for policy development and are on the forefront of development and review of policies, regulations and guidelines for implementation of the NPSC mandate. It additionally provides leadership on legal affairs, legal review, complaints management, case management and litigation involving the NPSC. The Committee also conducts hearings and recommends determination on appeals.

iv Discipline and HR Audit Committee

This Committee recommends review of the policies, regulations,

guidelines and procedures on Discipline matters in the NPS, oversees and promotes compliance with the disciplinary procedures in the Service, recommends disciplinary action against an officer, and conducts audit on both implementation of the Commission's decisions by the NPS and human resource management of civilians in NPS.

- v Finance, Planning, Administration and Professional Development Committee

The Committee coordinates and oversees change management and implementation reforms of the NPSC Secretariat, exercises oversight on budget implementation and resource mobilization and over administration and management of the NPSC, monitors and evaluates the NPSC Strategic Plan, and oversees implementation of integrity and corruption prevention, policies and standards for both NPS and NPSC.

2.3. Organizational Structure of the Commission

The Commission has an established secretariat that is headed by the Commission Secretary who is also the Commission's Chief Executive Officer. The Commission's new structure is modeled along its technical and support functions. The technical function of the Commission serves to facilitate transformation of the human resource management of the National Police Service, while the support function is structured to offer administration and support to all Commission's departments and sections. The new structure has introduced two positions of Deputy Chief Executive Officers to head each functional unit and five directors as shown below:-

1.DCEO HCM/Technical Services

- i. Director, Human Capital Management NPS Headquarters
 - ii. Director, Human Capital Management
 - iii. Director, Appeals, Policy and Legal Affairs
- #### **2. DCEO FA&P/Support Services**
- i. Director, ICT and HCM Automation
 - ii. Director, Finance and Administration

KEY:

Accn	Accounts	HRA & Disc	Human Resource Audit and Discipline
Admin & CC	Administration and Corporate Communication	IA	Internal Audit
Admin	Administration	ICTO	Information Communication Technology Officer
App	Appeals	ICT SS	Information Communication Technology Support Services
APS	Administration Police Service	IPPD	Integrated Payroll and Personnel Database
B & Res Mob	Budgeting and Resource mobilization	KPS	Kenya Police Service
C & Adm WC	Counseling and Administration of the Wellness Center	Lit	Litigation
CC	Corporate Communications	M	Manager
CEO	Chief Executive Officer	NPS	National Police Service
CIPU	Critical Infrastructure Protection Unit	NPSC HCM	National Police Service Commission Human Capital Management
Civ. HCM	Civilian Human Capital Management	NPSC	National Police Service Commission
CMSS	Commission Management Support Services	P.S M&E	Planning, Strategy, Monitoring and Evaluation
D	Director	P & LA	Policy and legal affairs
DCEO	Deputy Chief Executive Officer	P/H & Gen W	Police Housing and General Welfare
DCI	Directorate of Criminal	Proc & SC	Procurement and Supply Chain
DD	Deputy Director	Prom	Promotions
Disc	Discipline	P/H	Police Housing
ERP	Enterprise Resource and Planning	PSC	Procurement and Supply Chain
FA&P	Finance Administration and Planning	R HCM	Regional Human Capital Management
Fin	Finance	RAC	Recruitment, Appointment and Confirmations
GN.W	General Welfare	RAC&W	Recruitment, Appointments, Confirmations and Welfare
GSU	General Service Unit	Res	Research
HCM NPS HQ	Human Capital Management, National Police Service Headquarters	SGB	Security of Government Buildings
HCM	Human Capital Management	T&C and PD	Terms and Conditions, and Professional Development
HCMO	Human Capital Management Officer	Trans	Transfers
HQ	Headquarter	W T& PD	Welfare, Terms and Professional Development
HRA & Comp	Human Resource Audit and Compliance		

2.4. Strategic Planning and Governance

The Commission just concluded its first year of implementation of the NPSC 2019-2022 Strategic Plan which succeeded the 2014-2018 plan. The SP was prepared through stakeholder engagement and launched in September 2019. The launch was jointly done with the NPS 2018-2022 Strategic Plan to ensure the two plans were in sync since the relationship between the NPSC and NPS is one that is linear in nature. Additionally, key areas of collaboration were mapped out for successful implementation of the two plans. The underpinning theme of this NPSC SP is; 'a strategy for transformation of the Commission to better serve the Human Resource and Welfare needs of Police Officers.'

In preparing the NPSC 2019-2022 SP, policy direction and the new path to be forged was provided by the 2nd term Commission where their leadership vision is clearly articulated and mainstreamed in the strategic objectives of the final plan. This plan will span a 3-year cycle to avail enough time to roll over to the next Strategic Plan the strategies that will not have been achieved. The plan underscores five pillars in a pentagonal framework as illustrated below;-

Figure 3: Illustration of the Pillars of the of the NPSC Strategic Plan



These pillars will reinforce the Commission's pursuit to facilitate the transformation of human resource management in the National Police Service for efficiency and effectiveness. The Commission introduced transformation and reorganisation of the secretariat through adoption of 'Whole of Government' approach to service delivery as well as enhancing governance structure all which are aimed at injecting new impetus for service delivery. To impeccably achieve this, the plan will employ the following strategic objectives:-

The successful implementation of this SP is anchored on six key thematic areas of intervention and they include the following;

- i Delinking and taking over the PE budget of NPS civilian staff excluding PFM staff.
- ii Harmonization of Terms and Conditions of NPS civilian staff and NPSC staff.
- iii Decentralization of NPSC HCM services to the Regions, Counties and Sub-counties.
- iv Automation of HCM processes through acquisition of an ERP System.
- v Operationalization of the Psychosocial Support and Wellness Centre at HQ and Regions.
- vi Relocation of NPSC HQ offices and proposed plan for acquisition of new HQ building.

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- vi Relocation of NPSC HQ offices and proposed plan for acquisition of new HQ building.

CHAPTER THREE

PERFORMANCE EVALUATION AND NPSC MILESTONES

3.1. Introduction

The National Police Service Commission realized significant achievement on its mandate and functions in the financial year 2019-2020. In managing the human resource of the National Police Service, the Commission has initiated a number of strategic interventions aimed at improving the welfare needs of Police Officers including their psychological well-being and streamline processes in recruitment, remuneration, promotions and transfers. This section presents theme-based policy and programmatic milestones achieved in the period under review.

3.2. Key Milestones of the Commission

1. Governance

- i. Established and Recruited members of External Auditor Committee to oversight on financial management and accountability.
- ii. Enhanced anti-corruption strategy through introduction of gift registers, automation and prequalification of new suppliers for goods and services for the Commission as well as display of banners in strategic areas of the Commission offices declaring NPSC a corruption free zone.
- iii. Restructured the Communication channels both inbound and outbound.
- iv. Identification of new Commission offices at CBK Pension Towers and commencement of relocation processes to be finalized by December 2020.
- v. Introduction of financial oversight Committee to oversight Procurement, Corporate Communication and Internal Audit.
- vi. Sensitization of Police Officers on Commissions functions and the ongoing reforms in the Commission through field visits to Coast, Central and Rift Valley regions.

2. Recruitment, Appointment, Confirmation and Welfare

The activities that the Committee has undertaken during the 2019/2020 financial include:-

1. Salary Review for the NPS;

The National Police Service Commission undertook the implementation of phase three of uniformed officers' salaries adjustment as part of the implementation of the job evaluation for the larger public service. This was after the Commission engaged the National Treasury to provide funding of Kshs.1.01 billion to cater for salary adjustment as part of phase three salary implementation.

2. Development of an Endowment Fund

The Commission developed a framework for the establishment of an endowment fund of police and prison officers' widows, widowers and orphaned children. The specific objectives of the fund were to pool, attract and accumulate adequate resources;

- a) To provide a post-retirement medical cover for retired officers;
- b) To provide medical support and cover for those injured/disabled officers;
- c) To provide psychosocial support to the legal dependents of fallen officers;
- d) To provide financial support and independence post retirement;
- e) To provide educational support for the children of those deceased/injured/disabled and
- f) To build a savings base for post-retirement sustainability and investment.

The implementation of the scheme is underway and will help the widowers, widows and orphaned children during the demise of their loved ones.

3. De-linking of Non -Uniformed officers from the Public service Commission.

The NPS consists of non -uniformed officers who offer support to the police officers in the management of the Human Resource matters. The NPSC de-linked these officers from the Public service Commission to bring harmony in the management of Human Resource Function of the Police.

This has enabled the Commission identify, and develop the technical/professional skills in the service to build capacity in these areas of expertise for effective succession management and also, the NPSC is now at liberty to promote officers and even develop their terms and conditions of service for purposes of career progression.



Table 3.1 Categories of Officers Delinked from the PSC to the NPSC.

S/No.	Cadre	Number
1.	Armourers	28
2.	Artisans	28
3.	Chefs	22
4.	House Keepers	4
5.	Assistant Office Administrators	149
6.	Waiters	8
7.	Boilers	3
8.	Charge hand Building	13
9.	Charge hand Tailors	3
10.	Charge hand Electrical	1
11.	Cleaning Supervisors	208
12.	Clerical Officers	444
13.	Cooks	6
14.	Electronic Technicians	109
15.	Enrolled Nurses	8
16.	HCM Officers	29
17.	HCM Assistants	34
18.	ICT Officers	13
19.	Mechanics	92
20.	Office Administrative Assistants	183
21.	Plant Operators	2
22.	Records Management Officers	24
23.	Administrative Assistants	17
24.	Hospitality Officers	10
25.	Security Telecom Officers	9
26.	Support Staff	60
27.	Telecommunication Technician	2
28.	Telephone Operators	7
29.	Storeman	1
30.	Office Administrators	62
31.	Information Officers	1
32.	Library Assistants	2
33.	Telephone Supervisors/Operators	11
34.	Fingerprints Officers	16
35.	Counselor	1
36.	Charge hand/Artisan Building	2
Total		1,612

4. Operationalisation of the Counseling Centre and Mapping of Counselors.

The commission established a counseling centre to assist the NPS in addressing psychological stress related problems affecting officers. The alarming rise in cases of suicide among members of the Service, and in particular, the uniformed members, has caused great concern and need to develop a responsive mechanism.

To achieve this, the Commission is in the last stage of operationalizing the Counselling Centre with recruitment of counsellors in progress. We have begun the process of mapping of counselors from the service to ensure that the counseling services have been established in all counties where all officers are capable of reaching the service. Continuous training has also been projected for the counselors and peer support teams that will build capacity in the management of psychological issues affecting police officers.

5. Management of Persons with Disability in the NPS;

The Commission embarked on the process of developing a policy for the management of Persons Living with Disability in the service to ensure that there is fairness and equality in treatment of all officers in the service.

The Commission appointed Doctors from the Ministry of Health to form a Special Medical Board that will assess the sick officers with a view to determine their fitness to continue serving or be retired on medical grounds.

6. Development of a Policy on treatment and conduct of officers deployed to Security of Government Buildings (SGB), Critical Infrastructure Protection Unit (CIPU) and VIP Protection.

7. Approved establishment against current strength of NPS.

8. Established a monitoring committee for health medical cover for NPS and the Prisons Department as well as establishment of a trust fund.

9. Establishment of committee for identification of beneficiaries for deceased officers' benefits.

10. Through the RACW Committee, the Commission has been able to handle other cases as outlined in the table below :-

Table 3.2 Cases processed by the RACW Committee

S/No	Details		Number of Cases
1.	Confirmations		9
2.	Transfer of service		3
	Secondment		11
3.	Attachments		4
4.	Retirement Cases	Medical grounds	3
		12-20-year Rule	49
		50 Year Rule	28
5.	Renewal of contract for pilots and engineers in the police Air wing		6
	Total		113

Limitations experienced by the RACW Committee

- i) Manual processing of records which is time consuming leading to delay in decision making.
- ii) Many lawsuits revolving around retirement dates by officers.
- iii) Work systems are largely not automated causing inefficiencies in Committee work flow.

3. Promotions and Transfers

In the year 2019/2020 the promotions & Transfers Committee had the following achievements:-

Table 3.3 Promotions processed by the P&T Committee

S/No.	Rank	No. officers promoted
1.	AIG to SAIG	14
2.	CP to AIG	16
3.	SSP to CP	28
4.	SP to SSP	63
5.	ASP to SP	87
6.	PC to CPL after completion of Basic Leadership & Com.	1465
7.	IP to CI (GSU)	35
8.	PC to IP	3
9.	SGT to S/SGT	5
10.	CPL to SGT	39
11.	PC to CPL	37

Table 3.4 Promotions done by the service under delegated authority

S/No.	Rank	No. officers promoted
1.	IP to CI	113
2.	S/SGT to IP	1265
3.	SGT to S/SGT	290
4.	CPL to SGT	816
5.	PC to CPL	1829



Table 3.5 Promotions done by the service under delegated authority

S/No.	Rank	Number
1.	Promotion to the Position of Director HCM	1

Table 3.6 Transfers processed

S/No.	Rank	Number
1.	SAIG	3
2.	AIG	15
3.	CP	20
4.	SSP	11
5.	SP	3
6.	ASP	8
	Total	60



Cabinet Secretary for the Ministry of Interior and Coordination of National Security, Dr. Fred Matiang'i pins an officer during the promotion of 1,465 officers at the APTC, Embakasi.

The Officers had served for over 35 years; they were promoted from the ranks of Constable to Corporal & earned certificates for successfully undergoing a two-week Basic Leadership & Command Course.

During the occasion the NPSC Chair-person Eliud Kinuthia said that the commission will embark on restructuring the NPS Service Standing Orders (SSOs) chapter on Promotion Boards for police officers in Non Commissioned Ranks (NCOs) with immediate effect.

4. Discipline and Human Resource Audit

- i. Restructured approach to Police Vetting and abolished vetting in public media to protect right to dignity and privacy of Police Officers.
- ii. The Committee received and processed 151 cases in the 2019/2020 period as tabulated below:-

S/No.	Cases	KPS	APS	DCI	TOTAL
1.	Dismissal Cases	95	30	1	126
2.	Belated Dismissal Cases	1	0	0	1
3.	Removal Cases	4	1	1	6
4.	Reduction In Rank	9	2	0	11
5.	Reinstatement	2	0	0	2
6.	Lifting of Interdiction	2	0	0	2
7.	Deferred Cases	2	1	0	3
TOTAL		115	34	2	151

Table 3.8 Audits, regulations' review and other activities by the D&HRA Committee

S/No	Activity	Milestone
1.	Audit on diversity in public institutions - NPSC	The Committee undertook the audit on diversity in the Commission and prepared a report that was presented to the Parliamentary Committee on National Cohesion and Equal opportunity.
2.	Review of the NPSC (Discipline) Regulations, 2015.	A review committee was formed and deliberated on possible areas for review of the NPSC (Discipline) regulations, 2015 and a report was prepared and presented.
3.	National Police Service Disciplinary Committee (NPSDC).	- The NPSDC was appointed in accordance with the NPS Act No. 11A of 2011, Revised 2017, Section 95 A (i) (a) and (b). - This Committee was constituted to undertake disciplinary proceedings in accordance with the regulations issued by the Commission against officers of the rank of ASP and above; vide recommendations of the Inspector General. - The Committee is also expected to determine the cases and provide appropriate recommendations based on its findings.
4.	Audit On Police Officers Convicted Of Criminal Offences.	- An audit on police officers who have been convicted of criminal offences was conducted. - The report was tabled before the Committee in order to consider and make recommendations on dismissal/removal of Police Officers convicted of criminal offences.
5.	Audit report on promotions within the NPS (Central Region).	The Committee audited NPS promotions for the Central Region and prepared a detailed report containing the findings as well as recommendations. This was the first audit of its kind which was aimed at probing the promotions and proposing remedial measures where necessary.
6.	Audit on salary stoppage of Officers within the National Police Service.	The Committee audited the officers on salary stoppage as well as examining the reasons as to why their salaries were stopped. A report containing recommendations was prepared for adoption by the Service.



Committee on Discipline and HR Audit in Naivasha led by Commissioner Lilian Kiamba, MBS, OGW and Commissioner John Ole Moyaki, MBS

8. Appeals, Policy and Legal Affairs

- i. During this financial year, the Committee received 102 requests for appeals which were processed as shown below:

Table 3.9 Appeals processed

S/No.	Activity	Number
1.	Appeals against Dismissal	91
2.	Appeals against Reduction In Rank	5
3.	Appeals against Removal	3
4.	Requests for Review	3
Total		102

In line with the letter Ref. NPSC/1/8/9/VOL. II (61) dated 23rd September, 2013 issued by the Commission directing that all those cases concluded by the Commissioner of Police should not be reopened, close to fifty (50) ex-officers who had appealed have been communicated to regarding the closure.

9. Finance, Planning, Administration and Professional Development

Major milestones are as summarized in the table below:-

Table 3.10 Milestones achieved under FPA&PD Committee

S/No.	Activity	Milestones
1.	In-corporation of the PS Ministry of Interior and Coordination of National Government to the Commission.	The Committee facilitated the incorporation of the PS interior and Coordination of National Government as a co-opted member to the Commission.
2.	Formation of an External Audit Committee	Successful recruitment s and appointment of the audit committee members to give oversight to the operations of the Commission for better corporate governance.
3.	NPSC Human Capital Management Advisory (HCMAC) Committee	The Committee restructured the HCMAC in line with the new Commission organogram and approved their terms of reference.
4.	Budget Performance Report 2019/2020	The Committee reviewed the budget performance report especially the allocations per budgetary item and the absorption rate for the allocations with a view of ensuring that the expenditure is limited to the core mandate of the Commission.
5.	Staff Matters	- The Committee ratified the decisions of the HCMAC to extend contracts for 17 officers, confirm in appointment 27 officers who had completed their probation period as per the NPSC HCM Manual after undergoing suitability interviews, redeploy 1 officer back to the service and extend the secondment/deployment of 2 officers. - Ratified job descriptions to populate the new Commission organization structure.
6.	Corporate support	- Purchase of four (4) vehicles for use in enhancement of Commission operations. - Preparation of Occupational Health and Safety guidelines specifically relating to firefighting and first aid and coordination of appointment of first aid officers and operationalization of first aid services. - Customization and implementation of a comprehensive COVID-19 prevention guidelines, implementation of measures to sensitize staff, provide appropriate PPE to all staff and Coordination of staff mass testing exercise for COVID-19. - Revamping of Commission reception area through branding and enhancement of security and access control measures. - Engagement of ICT service providers under outsourced services under outsourced framework. such as printer and internet service solutions - Training of new staff on ICT policy and ICT business processes in the Commission
7.	Commission Management	Support During the period of inquiry, July 2019 to June 2020, the Commission successfully held four (4) Commission meetings.

10. Other Key Achievements

- i. The department participated in a field study in conjunction with Scofield Associates that sought to develop a Police Service Delivery index based on measurable parameters of Professionalism and Accountability. Certain areas of the study could not be exhausted due to restrictions occasions by the Covid-19 containment measures.
- ii. Concept notes were developed to undertake surveys with regards to Corruption Perception, Structural and Operational Challenges that Hinder Career Progression of Women in the Police Service and Preventive Disciplinary Measures in NPS. However the Surveys were pushed to the next financial year due to COVID-19 Pandemic.
- iii. Annual Reporting: The department spearheaded the compilation of the 2018-2019 Annual Report to H.E. The President and the National Assembly. The report covered the transition from the previous to the new Commission and detailed achievements in the transformation agenda through the activities of the committees. Stakeholder engagement and extracts from financial reporting was also covered within this report.
- iv. Stakeholder Engagement: The department in consultation with the service made an in-depth analysis and gave recommendations of a handbook (MuamkoMpya) developed to address the issues of trauma affecting members of the Service and strategies to mitigate the same prior to its launch. This is in line with the Commission's commitment to address the psychosocial needs of members of the Service. The Commission also participated in a validation forum for the report on the age of sexual consent moderated by the National Gender and Equality Commission.

11. Compliance with the Procurement Framework

- 30% Preference and reservation scheme to Special Group: The Department achieved 30% tenders reserved to special group reported for six months in pursuant to Sec157 (12)& (13) of the Public Procurement and Asset Disposal Act 2015 and all the four quarters in pursuant to Sec. 158(3) of the Public Procurement and Asset Disposal Act,2015.
- Reporting: In pursuant to PPRA circular No. 01/2016 and treasury circular Ref: NT/PPD/CONF/5/04/04/VOL (66) the Department reported;
 - a) Quarterly report on all contract awards in pursuant to Sec 138(2) of the Public Procurement and Asset Disposal Act 2015
 - b) All contract awards where preferences and reservation scheme is used including preference and reservation scheme for disadvantaged groups in pursuant to sec 152(12) & (13) of the Public Procurement and Asset

Disposal Act 2015

- c) Contract amendment /variation as per sec.139(5) of the Public Procurement and Asset Disposal Act 2015
- d) Direct procurement above Ksh. 500,000 as per the Public Procurement and Asset Disposal Regulations ,2006
- Publishing of Commission Tenders: In compliance with the presidential directive that required all the public agencies to publish tenders on the Public Procurement Information Portal, the Department published all the tenders advertised by NPSC on the National Police Service Commission website and Public Procurement Information Portal

12. Litigation and Complain Management

- Development of a database for complaints received at the Commission for ease of tracking and processing of complaints submitted to the Commission.
- Developed a litigation database for all active suits and cases concluded/ determined by the courts that the Commission has been sued.
- Successfully processed complaints from our key stakeholders as captured in the table 1 below:

Table 3.11Stakeholder's complaints processed

S/No.	Name Of Institution	Complaints Processed
1.	Ethics and Anti- Corruption Commission (EACC)	12
2.	Independent Policing and Oversight Authority (IPOA)	20
3.	Commission on Administrative Justice (office of the Ombudsman)- (CAJ)	21
4.	Complaints by EACC/IPOA on specific police stations addressed to NPS but copied to the Commission	28
5.	Complaints received from Advocates/ law firms	17
6.	Complaints by Police officers and the general Public	48
TOTAL		146

CHAPTER FOUR

STAKEHOLDER ENGAGEMENTS PARTNERSHIPS AND LINKAGES

5.1. Introduction

The Commission has continued to enhance collaboration and networking with all its stakeholders, security agencies and the community in order to build synergy through working together. This has helped in mapping out areas and discussion of issues of mutual interest, including ways of collaboration.

5.2. The 8th Annual Conference of Constitutional Commissions and Independent Offices

NPSC was among the Commissions that participated in the 8th Annual Congress for Constitutional Commissions and Independent Offices (CC&IOS) held in Kericho County from 16th October to 18th October, 2019. This event is usually held yearly and provided a forum where CC&IOs interact with the general public and share a feedback podium. The theme of the three day Congress was “Promoting accountability and citizens’ access to quality public service.”

The Congress held public lectures at Kabianga University and Kenya Highlands University, with each CC&IO engaging students. The Commission showcased its role, and responded to questions and concerns raised by students and members of the public.

5.3. Contribution to the COVID 19 fund from the NPSC Commissioners and the CEO.

The Commission under the leadership of the Chairperson and Commissioners participated in the rallying call by the Government of contributing to the National Emergency Respond Fund aimed at supporting the vulnerable Kenyans affected by the COVID-19 Pandemic.



CS Interior receiving a cheque of Covid - 19 Emergency Response Fund from Chairperson's of Constitutional Commissions and Independent Offices.

5.4. Engagement with Development Partners/NPSC donor programmes

The Commission has continued to explore donor funding for some of its programmes and activities in line with the Government regulations. Some of the key activities that involved development partners includes the following;

a) Covid-19 Support

In the wake of the COVID-19, the Commission received donations of facemasks from the US embassy, Jubilee Insurance and Police Sacco. This went a long way in supporting the Commission staff as well as National Police Service Officers to be able to work in compliance with the Ministry of Health protocols of combating the spread of the virus.



Covid-19 PPEs face masks donations from the US Embassy to the Commission by USA Ambassador to Kenya, Mr Kyle McCarter

b) Visit by the Director International Narcotics and Law Enforcement

The NPSC hosted William Brencick - Director, INL [International Narcotics and Law Enforcement Bureau], Roselyn Linguli - Program Assistant, INL at the Commission's offices and the two institutions held discussions on the Implementation of the Joint Country Action Plan Pillar 2 on National Police Service on Reforms and Modernization.

The NPSC is keen to conduct a comprehensive job evaluation aimed at improving the terms and conditions of the Service for police Officers. The

Commission emphasized the collaborative initiative to implement the service reorganization framework jointly with the NPS on matters of Training, Leadership and people management.



5.5. Engagements with Parliament

The Commission has had engagements with Parliament through three meetings held with the National Assembly Departmental Committee on administration and national security where the Commission presented its budget policy statement for the year 2020/21 and the medium term. Further, the Commission presented Police welfare related policies, key priorities, programs and projects earmarked for implementation in the 2020/21 and the medium term.

In addition, the Commission has also engaged the Public Accounts Committee and responded to queries raised by the Auditor General.

5.6. Nairobi International Trade Fair 2019

The Commission participated in the 2019 Nairobi International Trade Fair which provided a platform for the Commission to interact with all the stakeholders including mwanainchi who consume policing services. The Commission used this platform to enhance its corporate image and visibility and communicate the new vision, mission and wider reforms being implemented to instill professionalism in the Service.



Members of the NPSC staff explaining core mandate to members of public during the Nairobi Trade Fair.

5.7. Media Engagement

Through the revamped media engagement strategy, the Commission used the mainstream media including various local radio stations that uses Kiswahili and other languages to reach out to stakeholders and the general public. The interactive question and answer session provided the much need forum for the Commission to engage with the public.

5.8. Visit by NARPOK

National Association of Retired Police Officers (NARPOK) is an association that was formed in the year 2018 and its consists of retired Police Officers. The leadership of NARPOK expressed his organization's willingness to partner with Commission to ensure welfare of retired police officers is included in the new commission strategy for addressing welfare gaps for serving, deceased and retired Police Officers.



5.9. Presentation to the Building Bridges Initiative Taskforce

NPSC presented its views to the BBI taskforce where key areas that falls under the mandate of the Commission were presented and potential gaps identified that requires to be addressed.



5.10. Vice Chair and Commissioner visit to Police Officers to the ill fated chopper in Meru

The NPSC Vice Chair Dr. Alice Otwala and Commissioner Lilian Kiamba paid a welfare visit to Police Officers whose chopper crash-landed in Kaithe, Meru. The Officers were part of a security team trying to restore peace in Badan Arero after a group of people in Marsabit crossed into Wajir sparking clashes between two communities.



Right to Left: Vice Chairperson Dr. Alice Otwala, CBS and Commissioner Lilian Kiamba MBS, OGW when they visited the Officers who were involved in a police chopper accident in Meru.

5.11. Annual Thanksgiving Prayers

The Commission Chairperson attended the joint prayer and thanksgiving service for Uniformed Disciplined forces and their families at the Holy Family Minor Basilica, Nairobi County. The occasion was graced by H.E. the President Uhuru Kenyatta who lauded Officers who have selflessly served the nation, especially those who have paid the ultimate price with their lives. He urged them to observe dignity in their service to citizens and promised to support modernization and transformation initiatives with a view of making Police working conditions better and more progressive.



Chairperson NPSC arriving for the thanks giving prayers for disciplined services at Holy Family Basilica, Nairobi County.

5.12. Church opening at Ruiru GSU Chapel in Kiambu County

H.E. the President Uhuru Kenyatta officially opened the Ruiru General Service Unit (GSU) Chapel in Kiambu County. During the ceremony, President Kenyatta said while the clergy caters for the spiritual needs of the NPS officers, the Government will continue providing material support to enable the police to perform their duties efficiently.



President Uhuru Kenyatta with NPSC Chairperson Eliud Kinuthua and the IG NPS Hilary Mutyambai during the official opening of the General Service Unit (GSU) Ruiru Chapel in Kiambu County



President Uhuru Kenyatta signs the visitor's book during the official opening of the General Service Unit (GSU) Ruiru Chapel in Kiambu County

5.13. Courtesy call by APS Women SWAT team

The Administration Police SWAT team paid a courtesy call to the Commission and was received by the NPSC Chairperson Eliud N. Kinuthia, CBS, OGW, HSC and the Vice-chair Dr. Alice A. Otswala, CBS. The SWAT special women forces assured the Chairperson and all Commissioners that they are safe and secure as they continue serving human resource function of Police Officers.



The Chairperson Eliud N. Kinuthia, CBS, OGW, HSC and Vice Chairperson, Dr. Alice A. Otswala, CBS take photo with Administration Police Service women SWAT

5.14. Visit to the Regional commissioner (Lamu)

The NPSC Chairperson Eliud N. Kinuthia led Commissioners to a visit to Mr. Irungu Macharia, County Commissioner who is also the Chairperson County Intelligence & Security Committee and Coordinator of National Government Programme in Lamu County to discuss on how to improve human resource.



The Chairperson Eliud N. Kinuthia, CBS, OGW, HSC and members of the Commission together with Mr. Irungu Macharia

5.15. Commissioning of construction of new Police Stations buildings as part of the government's modernization programme

a. Matutu Police Station in Nyamira County

NPSC Chairperson Eliud N. Kinuthia, Interior CS Dr. Fred Matiang'i and IG Hilary Mutyambai presided over the groundbreaking ceremony for the construction of new buildings at Matutu Police Station in Nyamira County as part of the government's modernization programme for the National Police Service.



Dr. Fred Matiang'i accompanied by IG Hilary Mutyambai and NPSC Chairperson Eliud Kinuthia

b. Kagio Police Station in Kirinyaga County.



Dr. Fred Matiang'i onTour of the Coast Province with IG and Director ODDP and IPOA

5.16. Tour of the Coast Province with IG and Director ODDP and IPOA

The Commission Chairperson together with the IG NPS, Director ODDP and Chair of IPOA toured the Coast province and had engagements with the members of the public on collaborations needed to combat criminal offenses and other cases.



NPSC Chairperson Eliud Kinuthia during the tour of the coast province with IG and Director ODDP and IPOA

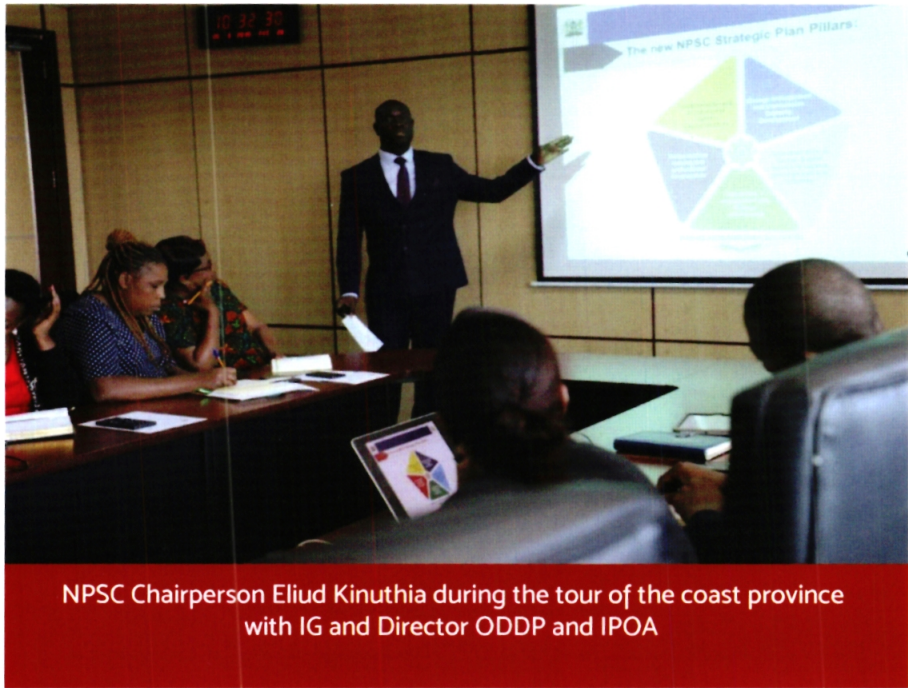
5.17. The 2019 Maulid Celebrations in Lamu



NPSC Chairperson addressing the Muslim festival during the 2019 Maulid Celebrations in Lamu.

5.18. Guide changing team meeting at the commission’s offices

The Commission has continued to device ways and means of improving the corporate image of the Commission of the staff through the guiding team umbrella.



NPSC Chairperson Eliud Kinuthia during the tour of the coast province with IG and Director ODDP and IPOA

CHAPTER FIVE

FINANCIAL REPORT AND FINANCIAL STATEMENT FOR FY 2019-2020

5.1. Report of the Independent Auditors on the National Police Service Commission

5.2. Statement of Receipts and Payments

	Note	2019-2020	2018-2019
		Kshs	Kshs
RECEIPTS			
Exchequer releases	1	623,884,937	617,699,750
TOTAL RECEIPTS		623,884,937	617,699,750
PAYMENTS			
Compensation of Employees	2	309,801,719	280,609,989
Use of goods and services	3	234,031,670	284,928,626
Non Financial Assets	4	79,799,245	45,463,458
TOTAL PAYMENTS		623,632,634	611,002,073
SURPLUS/DEFICIT		252,303	6,697,677

3. Statement of Assets and Liabilities

	Note	2019-2020	2018-2019
		Kshs	Kshs
FINANCIAL ASSETS			
Cash and Cash Equivalents			
Bank Balances	5	2,768,994	6,419,052
Cash Balances	6	38,864	171,886
Total Cash and cash equivalent		2,807,858	6,590,938
Accounts receivables – Outstanding Imprests and clearance Accounts	7	9,256,866	4,228,973
TOTAL FINANCIAL ASSETS		12,064,724	10,819,911
FINANCIAL LIABILITIES			
Accounts Payables – Deposits and retentions	8	2,542,339	1,549,829
NET FINANCIAL ASSETS		9,522,385	9,270,082
REPRESENTED BY			
Fund balance b/fwd	9	9,270,082	2,572,405
Surplus/Deficit for the year		252,303	6,697,677
NET FINANCIAL POSITION		9,522,385	9,270,082
			~

5.4. Statement of Cash Flows

		2019-2020	2018-2019
		Kshs	Kshs
Receipts for operating income			
Exchequer Releases	1	623,884,937	617,699,750
		623,884,937	617,699,750
Payments for operating expenses			
Compensation of Employees	2	309,801,719	280,609,989
Use of goods and services	3	234,031,670	284,928,626
		543,833,389	565,538,615
Adjusted for:			
Adjustments during the year			
Decrease/(Increase) in Accounts receivable: (outstanding imprest)	10	(5,027,893)	(2,375,527)
Increase/(Decrease) in Accounts Payable: (deposits and retention)	11	992,510	502,139
Net cash flow from operating activities		76,016,165	50,287,747
CASHFLOW FROM INVESTING ACTIVITIES			
Non Financial Assets -Acquisition of Assets	4	(79,799,245)	(45,463,458)
Net cash flows from Investing Activities		(79,799,245)	(45,463,458)
NET INCREASE IN CASH AND CASH EQUIVALENT		(3,783,080)	4,824,289
Cash and cash equivalent at BEGINNING of the year		6,590,938	1,766,649
Cash and cash equivalent at END of the year		2,807,858	6,590,938

5.5. Summary Statement of Appropriation: Recurrent and Development Combined

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
RECEIPTS						
Exchequer releases	736,870,000	91,407,780	645,462,220	623,884,937	21,577,283	96.66
Transfers from Other Government Entities	-	-	-	-	-	-
Other Receipts	-	-	-	-	-	-
TOTAL RECEIPTS	736,870,000	91,407,780	645,462,220	623,884,937	21,577,283	96.66
PAYMENTS						
Compensation of Employees	321,880,000	-	321,880,000	309,801,719	12,078,281	96.25
Use of goods and services	270,490,000	28,806,400	241,683,600	234,031,670	7,651,930	96.83
Acquisition of Assets	144,500,000	62,601,380	81,898,620	79,799,245	2,099,375	97.44
Finance Costs, including Loan Interest	-	-	-	-	-	-
Repayment of principal on Domestic and Foreign borrowing	-	-	-	-	-	-
Other Payments	-	-	-	-	-	-
TOTAL PAYMENTS	736,870,000	91,407,780	645,462,220	623,632,634	21,829,586	96.62
Surplus/ Deficit				252,303.00	(252,303)	0.04%

5.6. Summary Statement of Appropriation: Recurrent

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
RECEIPTS						
Exchequer releases	736,870,000	91,407,780	645,462,220	623,884,937	21,577,283	96.66
Transfers from Other Government Entities	-	-	-	-	-	-
Other Receipts	-	-	-	-	-	-
TOTAL RECEIPTS	736,870,000	91,407,780	645,462,220	623,884,937	21,577,283	96.66
PAYMENTS						
Compensation of Employees	321,880,000	-	321,880,000	309,801,719	12,078,281	96.25
Use of goods and services	270,490,000	28,806,400	241,683,600	234,031,670	7,651,930	96.83
Acquisition of Assets	144,500,000	62,601,380	81,898,620	79,799,245	2,099,375	97.44
Finance Costs, including Loan Interest	-	-	-	-	-	-
Repayment of principal on Domestic and Foreign borrowing	-	-	-	-	-	-
Other Payments	-	-	-	-	-	-
TOTAL PAYMENTS	736,870,000	91,407,780	645,462,220	623,632,634	21,829,586	96.62
Surplus/ Deficit				252,303.00	(252,303)	0.04%

5.7. Budget Execution by Programmes and Sub-Programmes

Programme/Sub-programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	2020		2020	Date, 2020	
	Kshs	Kshs	Kshs	Kshs	Kshs
National Police Service Commission					
Administration and Standard Setting	635,242,600.00	(55,093,080)	580,149,520	560,202,361	19,947,159
Compliance and Audit	7,000,000.00	(650,000)	6,350,000	6,280,803	69,197,
Counseling Management Services	94,627,400.00	(35,664,700)	58,962,700	57,149,470	1,813,230
Total	736,870,000.00	91,407,780	645,462,220	623,632,634	21,829,586

5.8. Significant Accounting Policies

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

1. Statement of Compliance and Basis of Preparation

The financial statements have been prepared in accordance with Cash-basis International Public Sector Accounting Standards (IPSAS) as prescribed by the Public Sector Accounting Standards Board (PSASB) and set out in the accounting policy note below. This cash basis of accounting has been supplemented with accounting for;

- a) Receivables that include imprests and salary advances
- b) Payables that include deposits and retentions

The financial statements comply with and conform to the form of presentation prescribed by the PSASB. The accounting policies adopted have been consistently applied to all the years presented.

2. Reporting Entity

The financial statements are for the National Police Service Commission. The financial statements encompass the reporting entity as specified under section 81 of the PFM Act 2012.

3. Reporting Currency

The financial statements are presented in Kenya Shillings (KShs), which is the functional and reporting currency of the Government and all values are rounded to the nearest Kenya Shilling.

4. Significant Accounting Policies

The accounting policies set out in this section have been consistently applied by the National Police Service Commission for all the years presented.

a) Recognition of Receipts

The National Police Service Commission recognises all receipts from the various sources when the event occurs and the related cash has actually been received by the Entity.

- Transfers from the Exchequer

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

- External Assistance

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

Grants and loans shall be recognized in the books of accounts when

cash is received. Cash is considered as received when a payment advice is received by the recipient entity or by the beneficiary.

In case of grant/loan in kind, such grants are recorded upon receipt of the grant item and upon determination of the value. The date of the transaction is the value date indicated on the payment advice. A similar recognition criteria is applied for loans received in the form of a direct payment.

During the year ended 30th June 2020, there were no instances of non-compliance with terms and conditions which have resulted in cancellation of external assistance loans.

- Other receipts

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

b) Recognition of payments

The Entity recognises all payments when the event occurs, and the related cash has been paid out by the Entity.

- Compensation of Employees

Salaries and wages, allowances, statutory contribution for employees are recognized in the period when the compensation is paid.

- Use of Goods and Services

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

- Interest on Borrowing

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

- Repayment of Borrowing (Principal Amount)

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

- Acquisition of Fixed Assets

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

a summary provided for purposes of consolidation. This summary is disclosed as an annexure to the financial statements.

5. In-kind contributions

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

6. Third Party Payments

Included in the receipts and payments, are payments made on its behalf to third parties in form of loans and grants. These payments do not constitute cash receipts and payments and are disclosed in the payment to third parties in the statement of receipts and payments as proceeds from foreign borrowings.

7. Cash and Cash Equivalents

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

Restriction on Cash

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

Amounts maintained in deposit bank accounts are restricted for use in refunding third party deposits. As at 30th June, 2020, this amounted to Kshs 2,542,338.95 compared to Kshs 1,549,829.15 in prior period.

There were no other restrictions on cash during the year.

8. Accounts Receivable

For the purposes of these financial statements, imprests and advances to authorised public officers and/or institutions which were not surrendered or accounted for at the end of the financial year are treated as receivables. This is in recognition of the government practice where the imprest payments are recognized as payments when fully accounted for by the imprest or

AIE holders. This is an enhancement to the cash accounting policy. Other accounts receivables are disclosed in the financial statements.

9. Accounts Payable

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

10. Pending Bills

Pending bills consist of unpaid liabilities at the end of the financial year arising from contracted goods or services during the year or in past years. As pending bills do not involve the payment of cash in the reporting period, they recorded as 'memorandum' or 'off-balance' items to provide a sense of the overall net cash position of the Entity at the end of the year. When the pending bills are finally settled, such payments are included in the Statement of Receipts and Payments in the year in which the payments are made.

11. Budget

The budget is developed on a comparable accounting basis (cash basis except for imprest and deposits, which are accounted for on an accrual basis), the same accounts classification basis, and for the same period as the financial statements. The original budget was approved by Parliament on June 2019 for the period 1st July 2019 to 30th June 2020 as required by Law and there were two supplementary adjustments to the original budget during the year.

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

12. Comparative Figures

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

13. Subsequent Events

There have been no events subsequent to the financial year end with a

significant impact on the financial statements for the year ended 30th June 2020.

14. Errors

Material prior period errors shall be corrected retrospectively in the first set of financial statements authorized for issue after their discovery by:

- i. Restating the comparative amounts for prior period(s) presented in which the error occurred
- ii. If the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and net assets/equity for the earliest prior period presented.

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

15. Related Party Transactions

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

5.9. Notes to the Financial Statements

EXCHEQUER RELEASES

Description	2019-2020	2018-2019
	Kshs	Kshs
Total Exchequer Releases for quarter 1	92,610,022	152,031,700
Total Exchequer Releases for quarter 2	155,111,982	127,050,100
Total Exchequer Releases for quarter 3	95,937,275	126,861,440
Total Exchequer Releases for quarter 4	280,225,658	211,756,510
Total	623,884,937	617,699,750

COMPENSATION OF EMPLOYEES

	2019-2020	2018-2019
	Kshs	Kshs
Basic salaries of permanent employees	128,546,661	118,252,607
Basic wages of temporary employees	71,974,537	53,522,866
Personal allowances paid as part of salary	93,354,349	90,499,872
Employer Contributions Compulsory national social security schemes	15,926,172	18,334,644
Total	309,801,719	280,609,989

NOTES TO THE FINANCIAL STATEMENTS (Continued)

USE OF GOODS AND SERVICES

	2019-2020	2018-2019
	Kshs	Kshs
Utilities, supplies and services	2,783,669	2,612,851
Communication, supplies and services	3,113,381	5,978,305
Domestic travel and subsistence	30,940,069	43,986,852
Foreign travel and subsistence	176,493	2,380,417
Printing, advertising and information supplies & services	2,253,573	4,122,064
Rentals of produced assets	99,514,675	89,006,235
Training expenses	3,650,071	12,198,172
Hospitality supplies and services	19,553,648	35,249,713
Insurance costs	39,557,494	44,293,585
Specialized materials and services	734,704	196,986
Office and general supplies and services	4,030,450	7,143,016
Other operating expenses	14,015,125	9,002,130
Routine maintenance – vehicles and other transport equipment	4,676,158	18,818,519
Routine maintenance – other assets	670,647	1,739,715
Exchange Rate Losses	0	0
Fuel Oil and Lubricants	8,361,513	8,200,066
Total	234,031,670	284,928,626

NOTES TO THE FINANCIAL STATEMENTS (Continued)

ACQUISITION OF ASSETS

Non-Financial Assets	2019-2020	2018-2019
	Kshs	Kshs
Refurbishment of Buildings	7,499,000	17,090,718
Purchase of Vehicles and Other Transport Equipment	40,458,000	0
Purchase of Office Furniture and General Equipment	1,842,245	11,732,740
Acquisition of Intangible Assets	30,00,0000	17,000,000
Sub-total	79,799,245	45,463,458
Total	79,799,245	45,463,458

5. Bank Accounts

Name of Bank, Account No. & currency	Amount in bank account currency	Indicate whether recurrent, Development, deposit e.t.c	2019-2020	2018-2019
			Kshs	Kshs
Central Bank of Kenya, Account No. 1000181486	KES	Recurrent	226,595	4,869,223
Central Bank of Kenya, Account No. 1000182202	KES	Deposit	2,542,339	1,549,829
Total			2,768,994	6,419,052

NOTES TO THE FINANCIAL STATEMENTS (Continued)

6 CASH IN HAND

	2019-2020	2018-2019
	Kshs	Kshs
Cash in Hand – Held in domestic currency	38,864	171,886
Cash in Hand – Held in foreign currency	~	~
Total	38,864	171,886

Cash in hand should also be analysed as follows:

	2019-2020	2018-2019
	Kshs	Kshs
Location 1	38,864	171,886
Total	38,864	171,886

7. ACCOUNTS RECEIVABLE - OUTSTANDING IMPRESTS

<i>Description</i>	2019-2020	2018-2019
	Kshs	Kshs
Government Imprests – As at 30 th June 2020	7,438,937	2,370,488
Salary advances	68,929	1,439,485
Clearance Accounts - Overtime overpayment and Salary advance	1,749,000	419,000
Total	9,256,866	4,228,973

Name of Officer or Institution	Date Imprest Taken	Amount Taken	Amount Surrendered	Balance
		Kshs	Kshs	Kshs
Salary Advance				
Commission members	2014	1,330,000	-	1,330,000
Ms Florence Awour J Otieno	2020	89,200.80	59,472	29,728.80
Matthew MuthamaMutua	2020	45,000	45,000	Nil
Victor HoliM'Masi	2020	117,600	78,400	39,200
Sub Total		1,581,800.80	182,872	68,928.80
Airtime Overpayment				
Esther Chui	2014	200,955	-	200,955
Mr. Rtd. Muiu	2014	218,045	-	218,045
Sub Total		374,555		419,000
Imprest Register – Surrenders processed after 30-6-2020	2020			7,438,937
Total				9,256.866

Airtime Overpayment:

This was paid to members of the Commission. The Commission wrote to the National Treasury to recover the overpayment and remit it to the Commission’s Recurrent Bank Account. However, the Vice Chairperson Ms. Esther Chui passed on before full recovery of the amount, and the balance is expected from the final dues. The balance is also expected from the final dues of Rtd. Mjr. Muiu whose salary was stopped before full recovery of the amount due to long period of sickness in accordance with government regulations.

Government Imprests

This includes an amount of Kshs.7, 438,937 for both standing imprest and temporary imprest that was processed after 30th June, 2020 due to IFMIS system closure hence it is reflected in the financial statements as outstanding. The actual outstanding balance is Nil

Salary advance

This represents Ksh. 1,330,000 advanced to the Commission members before their salaries were processed to avoid pecuniary embarrassment. The Commission wrote to the National Treasury to have the money recovered and remitted to the Commission’s Recurrent Bank Account. The entire amount was recovered; however, it was never remitted to the Commission as requested. This is being followed up with the National Treasury in order to close the issue.

8 ACCOUNTS PAYABLE

Description	2019-2020	2018-2019
	Kshs	Kshs
Retention	2,474,230	1,481,720
Deposits	68,109	68,109
Total	2,542,339	1,549,829

9 FUND BALANCE BROUGHT FORWARD

Description	2019-2020	2018-2019
	Kshs	Kshs
Bank accounts	6,419,052	1,761,888
Cash in hand	171,886	4,761
Accounts Receivables	4,228,973	1,853,446
Accounts Payables	(1,549,829)	(1,047,690)
Total	9,270,082	2,572,405

10. CHANGES IN RECEIVABLE

	2019-2020	2018-2019
	KSHS	KSHS
Outstanding as at 1 st July 2019 (A)	4,228,973	1,853,446
Issued during the Year (B)	~	~
Surrender During The Year (C)	9,256,866	4,228,973
Net Changes in account receivables D=A+B-c	(5,027,893)	(2,375,927)

11. CHANGES IN PAYABLES – DEPOSITS AND RETENTION

	2019-2020	2018-2019
	KSHS	KSHS
Deposits and retentions as at 1 st July 2019 (A)	1,549,829	1,047,690
Deposits and retentions held during the Year (B)	~	~
Deposits and retentions paid During The Year (C)	2,542,339	1,549,829
Net Changes in account payables D=A+B-c	992,510	502,139

12. RELATED PARTY DISCLOSURES

Related party disclosure is encouraged under non mandatory section of the cash Basis IPSAS.

The following comprise of related parties to the National Police Service Commission.

- Key management personnel that include cabinet Secretaries and Accounting Officers
- Other Ministries Departments and Agencies and Development Projects
- County Governments
- State Corporation and Semi-Autonomous Government Agencies.

13 PENDING ACCOUNTS PAYABLE

	Balance b/f FY 2018/2019	Additions for the period	Paid during the year	Balance c/f FY 2019/2020
Description	Kshs	Kshs	Kshs	Kshs
Supply of Goods	358,284	Nil	358,284	Nil
Supply of services	6,713,323	17,636,826.40	6,713,323	17,636,826.40
Total	7,071,607	17,636,826.40	7,071,607	17,636,826.40

ANALYSIS OF PENDING ACCOUNTS PAYABLE

Supplier of Goods or Services	Original Amount	Date Contracted	Amount Paid To- Date	Outstanding Balance 2020	Outstanding Balance 2019	Comments
Supply of services						
Park Plaza Limited	33,307,517	2013	Nil	17,109,566	17,109,566	Bills verified and payable upon funding
Duke Masters	527,260	12.02.18	Nil	527,260	527,260	Under Investigations
	33,834,777			17,636,826	17,636,826	
Grand Total	33,834,777			17,636,826	17,636,826	

12 PROGRESS ON FOLLOW UP OF PRIOR YEARS AUDITOR'S RECOMMENDATIONS

There are no unresolved/unconcluded audit queries by the external auditor for prior years.

The commission received unqualified reports in the financial years 2017-2018 and 2018-2019.



Accounting Officer
Joseph V. Onyango, MBS



Principal Accountant
Kenneth Theuri Karuoya
ICPAK Member
Number: 13927

14. SUMMARY OF FIXED ASSET REGISTER

Asset class	Historical Cost b/f (Kshs) 2018/2019	Additions during the year (Kshs)	Disposals during the year (Kshs)	Transfers in/(out) during the year	Historical Cost c/f (Kshs) 2019/2020
Land	~	~	~	~	~
Refurbishment of Buildings and structures	18,153,864	7,499,000	~	~	25,652,864
Transport equipment	136,040,181	40,458,000	~	~	176,498,181
Office equipment, furniture and fittings	21,335,524	1,842,244	~	~	23,177,769
ICT Equipment	47,178,815	~	~	~	47,178,815
Machinery and Equipment	12,487,172	~	~	~	12,487,172
Intangible assets	17,000,000	30,000,000	~	~	30,000,000
Work in Progress	~	~	~	~	~
Total	252,195,556	79,799,245	~	~	331,994,800

NB: The balance as at the end of the year is the cumulative cost of all assets bought and inherited by the Ministry, Department or Agency. Additions during the year should tie to note 18 on acquisition of assets during the year. Ensure this section is complete covering all the entities assets)

following financial Reports Generated from IFMIS should be generated and attached as appendices to these financial statements.

- i. GOK IFMIS Comparison Trial Balance
- ii. FO30 (Bank reconciliations) for all bank accounts
- iii. GOK IFMIS Receipts and Payments Statement
- iv. GOK IFMIS Statement of Financial Position
- v. GOK IFMIS Statement of Cash Flows
- vi. GOK IFMIS Notes to the Financial Statements
- vii. GOK IFMIS Statement of Budget Execution
- viii. GOK IFMIS Statement of Deposits
- ix. GOK IFMIS Budget Execution by Programme and Economic Classification
- x. GOK IFMIS Budget Execution by Heads and Programmes
- xi. GOK IFMIS Budget Execution by Programmes and Sub-programmes

CHAPTER SIX

CHALLENGES AND RECOMMENDATIONS

6.1. Challenges encountered in the financial year

During the financial year, the commission in its quest to deliver on its mandate experienced a number of bottle-necks, challenges and constraints which affected its optimal functioning. These include:

S/No.	Challenge	Implication	Mitigation
1.	The effects of Novel Corona Virus (Covid-19 Pandemic)	NPSC experienced a disruption in implementation of its mandate due to the Covid-19 pandemic. Some of the targets set for FY 2019/20 were not achieved due to budget constraints arising from the budget cut and the temporary slowdown of the Commission activities due to the COVID-19 measures.	- The Commission is committed to ensuring compliance with the Ministry of Health Protocols in combating the spread of COVID-19 so as to ensure smooth transition to normalcy. - The Commission is also keen on implementing the Post Covid-19 recovery strategies through the resources that will be allocated by the National Treasury.
2.	Inadequate resource Envelope.	Several key activities earmarked for implementation were postponed due to budget rationalization and cuts by the National Treasury.	- Lobby the National Treasury to increase its resource allocation and funding to the Commission. - Upscale resource mobilization strategies and diversification of the Commission funding options to include well-wishers, donors and development partners to fill the financing gaps. - Lobby for an all-inclusive approach in undertaking key Police reforms activities with other government agencies.
3.	Highly centralized NPSC human resource services for Police Officers	Currently, the human resource services offered by the Commission to the Police Officers are only available at the Commission headquarters in Nairobi. This has inhibited prompt service delivery to the Officers.	- Decentralization of the Commission human resource services to the regions in a phased approach to enhance accessibility. - Integrate the delinked staff of the NPS in order to achieve a firm workforce in the regions.
4.	Limited welfare and psychological support to	In the course of discharging their operational duties, Police Officers go through traumatic events and	Operationalization of the Counselling and wellness center for where the affected Officers would be helped to recover.

Challenge	Implication	Mitigation
Police Officers	experiences that require support to be offered to them in terms of their welfare and psychological support services for their seamless integration to the society.	• Decentralization of the Counselling and Wellness center to the regions to ensure accessibility to all the Officers. • Recruitment of Counsellors
Manual Process and Storage of Records due to inadequate ICT infrastructure and personnel	• NPSC experiences operational efficiencies in discharging its functions due to the limited ICT solutions at hand. Retrieval, collection, collation and analysis of information is prone to errors, delays and security threats.	• Acquisition of an ERP system for efficient, effective and picture perfect operations. • Engage service providers to – provide Virtual Private Network (VPN) to enhance interface between NPSC and NPS. • Seek additional funding to recruit more ICT personnel.
Limited office space and that is away from the NPS	• Poor office and work environment to adequately accommodate the growing number of Commission staff.	• Relocation of the current offices to CBK Pension Towers which is more secure, cheaper, strategic and accessible by the NPS.

6.2. Looking Ahead: 2021 and Beyond

Below are the major key issues the Commission will be focusing on moving forward:-

1. Implementation of the NPSC Strategic Plan;

The Commission will continue to implement its 2019-2022 SP in order to reposition the Commission to better serve the human resource and welfare needs of Police Officers. A mid-term review of the plan will be undertaken in the next financial year and map out any gaps between the set objectives and the actual results achieved. This will inform the new priorities to be pursued and goals that need to be recast by looking at the time frame, management, budget and other factors to determine where shortcomings lay.

2. Performance Measurement;

NPSC will continue to implement performance contracting as the key accountability framework in its quest to improve service delivery in the Commission. The contracts will help establish consensus on activities to be undertaken, core business, financial and human resources, emerging issues and other factors that may affect performance. The PCs will be used as a yard stick in ensuring the NPSC Strategic Plan targets are successfully implemented and the performance targets are in line with the set priorities of

the Commission and the Government. Consequently, these contracts will be cascaded to all the staff linking specific deliverables and targets to individual officers through work plans and the staff performance appraisal tool.

3. Decentralization of the Commission HR Services;

The National Police Service Officers are spread across the country; it has been observed that some of the Officers who require Commission services are unable to access them due to long distance. Decentralizing NPSC HR Services will ensure that the NPSC services are taken closer to the Police Officers.

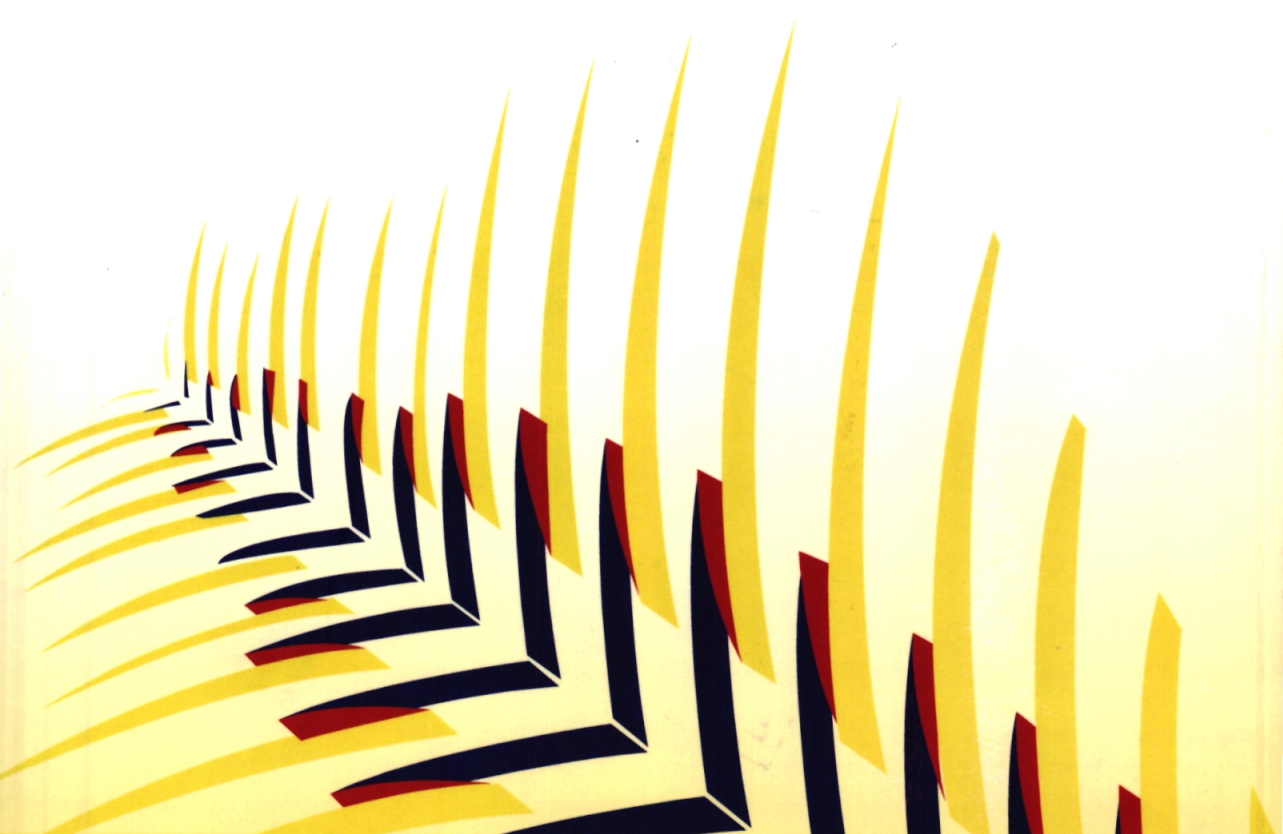
4. Operationalization of the Counselling and Wellness Center and decentralization of its services;

Health care is one of the Government 'BIG FOUR' Agenda and as such a healthy Police Service will ensure security thus enabling a conducive environment that will eventually boost the manufacturing initiatives. The Commission in the next financial year will operationalize the Counselling center in Nairobi through recruitment of staff and equipping and ensure the psychological health of NPS Officers is managed efficiently and effectively.

Furthermore, the Commission has earmarked to decentralize the Counselling and Wellness services in a phased approach and will start with Mombasa, Nyeri and Kisumu in order to reach most Police Officers.

5. Relocation of the Commission Offices to CBK Pension Towers;

The Commission in its endeavors to be close to the NPS officers has identified a new office block at CBK Pension Towers. It is envisaged that the offices will be more secure, cheaper in terms of rent, strategic and accessible to all Police Officers and other stakeholders. Additionally, the Commission's Strategic Plan 2019-2022 envisages a significant growth in the staff establishment following the new organizational structure that will include delinked civilian staff of the National Police Service. This is set to take off at the beginning of the financial year 2020/2021. Due to the projected growth of the Commission, there is need for acquisition of adequate office space which will be sufficient to accommodate this projected increase.



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