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**ANNUAL REPORT AND  
FINANCIAL STATEMENTS FOR THE  
FINANCIAL YEAR 2024 -2025**

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National Police Service Commission



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# ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR **2024 ~ 2025**

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 <b>THE NATIONAL ASSEMBLY PAPERS LAID</b>	
<b>DATE:</b> 02 OCT 2025	<b>DAY:</b> Thursday
<b>TABLED BY:</b>	Hon. Sikanus osare (Majority Party Whip)
<b>CLERK-AT THE-TABLE:</b>	Anastacia



## **VISION**

**Excellent Human Resource Management Commission for a  
Professional and Accountable National Police Service**

## **MISSION**

**To Transform the Human Resource Management and  
Development in the National Police Service for Accountable  
and Efficient Service Delivery to the Citizens**

## **CORE VALUES**

**Independence**

**Synergy & Interdependence**

**Integrity**

**Fairness**

**Transparency**

**Accountability**

**Inclusivity**

**Professionalism**

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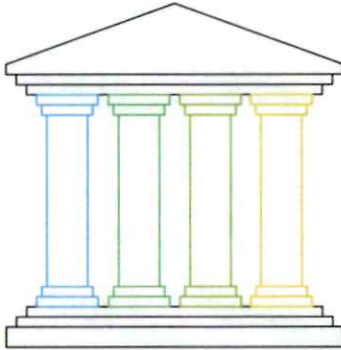
## **ABBREVIATIONS AND ACRONYMS**

<b>APLAC</b>	APPEALS, POLICY, AND LEGAL AFFAIRS COMMITTEE
<b>APS</b>	ADMINISTRATION POLICE SERVICE
<b>BPU</b>	BORDER POLICE UNIT
<b>CBS</b>	CHIEF OF THE ORDER OF THE BURNING SPEAR
<b>CEO</b>	CHIEF EXECUTIVE OFFICER
<b>CS</b>	CABINET SECRETARY
<b>CSR</b>	CORPORATE SOCIAL RESPONSIBILITY
<b>DCI</b>	DIRECTORATE OF CRIMINAL INVESTIGATIONS
<b>DCEO</b>	DEPUTY CHIEF EXECUTIVE OFFICER
<b>DHCM</b>	DIRECTORATE OF HUMAN CAPITAL MANAGEMENT
<b>DHRA</b>	DISCIPLINE AND HUMAN RESOURCE AUDIT COMMITTEE
<b>DIG</b>	DEPUTY INSPECTOR GENERAL
<b>EACC</b>	ETHICS AND ANTI-CORRUPTION COMMISSION
<b>EDMS</b>	ELECTRONIC DOCUMENT MANAGEMENT SYSTEM
<b>F, A &amp; P</b>	FINANCE, PLANNING, ADMINISTRATION, AND PROFESSIONAL DEVELOPMENT COMMITTEE
<b>GPA</b>	GROUP PERSONAL ACCIDENT
<b>IAU</b>	INTERNAL AFFAIRS UNIT
<b>ICT</b>	INFORMATION, COMMUNICATION AND TECHNOLOGY
<b>IG</b>	INSPECTOR GENERAL OF THE NATIONAL POLICE SERVICE
<b>IPOA</b>	INDEPENDENT POLICING OVERSIGHT AUTHORITY
<b>IPSAS</b>	INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS
<b>IPPD</b>	INTEGRATED PERSONNEL PAYROLL DATABASE
<b>HCM</b>	HUMAN CAPITAL MANAGEMENT
<b>HR</b>	HUMAN RESOURCE
<b>HSC</b>	HEAD OF STATE COMMENDATION
<b>HTC</b>	HIGHER TRAINING COURSE

<b>KPS</b>	KENYA POLICE SERVICE
<b>KRA</b>	KENYA REVENUE AUTHORITY
<b>LSK</b>	LAW SOCIETY OF KENYA
<b>MBS</b>	MORAN OF THE ORDER OF THE BURNING SPEAR
<b>MDA</b>	MINISTRIES, DEPARTMENTS, AND AGENCIES
<b>M &amp; E</b>	MONITORING AND EVALUATION
<b>ORP</b>	OTHER RANKS PROMOTION
<b>NGAO</b>	NATIONAL GOVERNMENT ADMINISTRATION OFFICERS
<b>NGEC</b>	NATIONAL GENDER AND EQUALITY COMMISSION
<b>NPS</b>	NATIONAL POLICE SERVICE
<b>NPSC</b>	NATIONAL POLICE SERVICE COMMISSION
<b>NPSDC</b>	NATIONAL POLICE SERVICE DISCIPLINARY COMMITTEE
<b>PE</b>	PERSONNEL EMOLUMENTS
<b>PS</b>	PRINCIPAL SECRETARY
<b>P, S, M&amp;E</b>	PLANNING, STRATEGY, MONITORING, AND EVALUATION
<b>OGW</b>	ORDER OF GRAND WARRIOR
<b>PC</b>	POLICE CONSTABLE
<b>RAWC</b>	RECRUITMENT, APPOINTMENT, AND WELFARE COMMITTEE
<b>RPC</b>	REGIONAL POLICE COMMANDER
<b>SP</b>	STRATEGIC PLAN
<b>SOP</b>	STANDARD OPERATING PROCEDURES
<b>SRC</b>	SALARIES AND REMUNERATION COMMISSION
<b>WIBA</b>	WORK INJURY BENEFITS ACT

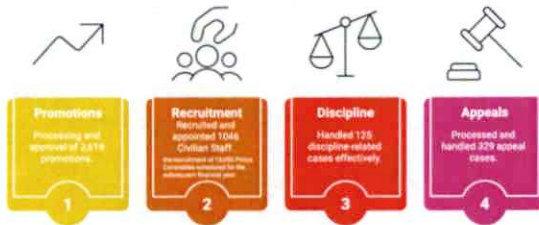
# ANNUAL REPORT DASHBOARD FY 2024-2025

## Strategic Priorities

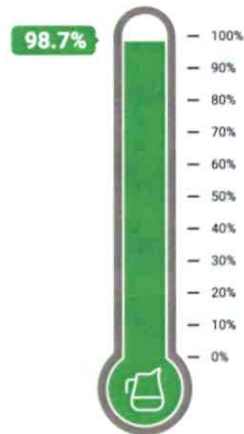


-  **Automation**  
Streamlining processes through technology
-  **Capacity Building**  
Enhancing skills and knowledge
-  **Standardization**  
Ensuring consistency in procedures
-  **Staff Welfare**  
Supporting employee well-being

### Key Achievements



### Budget Absorption Rate



### Budget Absorption Rate

Only 1.3% of budget unabsorbed.

### Organizational Efficiency Enhancements



### Addressing Operational Inefficiencies



## FOREWORD BY THE CHAIRPERSON



The National Police Service Commission continues to play a central role in shaping the policy architecture that governs human resource management within the National Police Service. As I present this Annual Report for the financial year 2024/2025, we reaffirm our unwavering commitment to institutional transformation, constitutionalism, and the promotion of democratic values in policing. This report is not

only an account of our achievements during the year but also a reflection of our vision to build a police service that is professional, accountable and trusted by all Kenyans.

Digital transformation is a core pillar of our reform agenda. During the year under review, the Commission advanced the digitization of the recruitment process, addressing bottlenecks and inefficiencies that have historically undermined transparency. The adoption of digital systems will minimize opportunities for malpractice while enabling faster, evidence-based decision making. Building on this progress, the Commission will extend automation to the management of appointments, promotions, transfers and welfare services for officers.

Collaboration remains a cornerstone of our management approach and is central to the successful delivery of outcomes. The Commission has engaged Parliament, the National Treasury, the Salaries and Remuneration Commission (SRC), and other key institutions to establish a regulatory framework that is constitutionally compliant, coherent, and fiscally sustainable. These partnerships have reinforced our alignment with national development priorities, particularly in advancing gender inclusivity and equitable opportunities within the Service. Notably, our collaboration with SRC has provided a critical link between compensation frameworks and the unique demands of policing.

Looking ahead, the Commission is focused on embedding sustainable reforms that not only respond to present challenges but also anticipate future needs. Our goal is to institutionalize a human resource management framework grounded in meritocracy, professionalism and accountability. Realizing this vision will require strong partnerships, the continued trust of the Kenyan people and a shared commitment among Commissioners and staff.

In conclusion, I extend heartfelt appreciation to my fellow Commissioners, the Secretariat, our stakeholders, and all partners who have stood with us on this transformative journey. Together, we are laying a firm foundation for a police service that upholds the rule of law while earning the confidence and trust of Kenyans. The path of reform is not without challenges, but with determination and shared purpose, we continue to build a policing system that reflects the values of accountability, professionalism and service to the people.

A large, stylized handwritten signature in black ink, appearing to read 'Amani Yuda Komora'. The signature is written over a horizontal line.

Dr. Amani Yuda Komora, (PhD), MBS, CHRP, FIHRM  
CHAIRPERSON  
NATIONAL POLICE SERVICE COMMISSION

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The financial year 2024/2025 has been marked by significant operational achievements that demonstrate the Commission's dedication to efficient service delivery and institutional strengthening. As the Accounting Officer and head of the Secretariat, I take this opportunity to reflect on the strides we have made and share with you the tangible progress achieved across the mandate.

At the core of our achievements this year has been the advancement of recruitment and promotions. The Commission successfully recruited 1,046 civilian staff, enhancing the administrative capacity of the Service, while simultaneously preparing for the enlistment of 10,000 Police Constables. This recruitment drive, one of the largest in recent years, reflects our commitment to ensuring that the National Police Service remains well-staffed and equipped to meet the evolving demands of public safety and security. Beyond the numbers, the process underscored our dedication to fairness, transparency, and enhanced accountability.

In the area of promotions, 2,619 officers across various ranks benefited from merit-based advancement. This achievement speaks to our resolve to uphold fairness and reward hard work, discipline, and professionalism. Promotions have a direct impact not only on individual morale but also on the overall efficiency and responsiveness of the Service. They are a recognition of dedication and serve as a motivation for officers to pursue excellence in service delivery.

One of our proudest milestones during the year was the development and rollout of a recruitment information system. This digital platform represents a paradigm shift in how recruitment is managed, evidenced by the efficiency in the recruitment of civilian staff of the Service. By automating key processes, the recruitment system ensures uniform standards across all regions and promotes transparency in an area vulnerable to manipulation. This is a demonstration of the Commission's ability to harness technology to build trust in its processes and outcomes.

Institutional discipline and accountability also renewed focus. During the year, 368 appeal cases were processed and 125 disciplinary matters addressed, reinforcing the Commission's role in safeguarding fairness while maintaining high standards of professionalism. These interventions provide assurance that justice is served

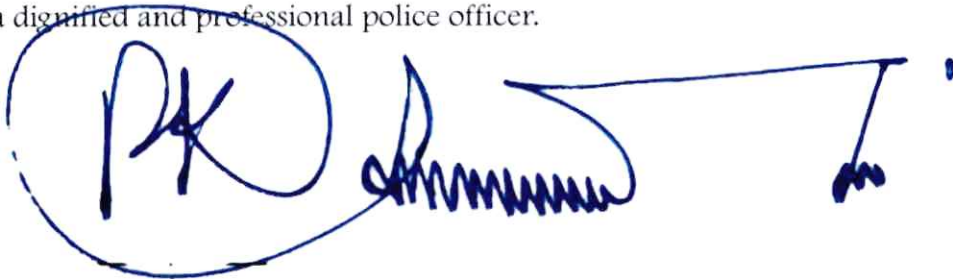
for both officers and the institution, ensuring a fair balance between individual rights and organizational discipline.

Financial stewardship remains a central pillar of our operations. I am pleased to report a budget absorption rate of 97.82%, which reflects the Commission's capacity to prudently utilize resources entrusted to us. This demonstrates to the taxpayers, our partners and stakeholders that every shilling is directed towards strengthening our mandate.

Beyond these quantitative achievements, the year has been about strengthening institutional capacity and enhancing the welfare of officers. Through improved access to psychosocial services, career progression guidelines and deliberate investment in welfare initiatives, we are fostering an environment where both uniformed and civilian staff can thrive in a professional and fair workplace.

I would like to appreciate the Chairperson, Vice-Chairperson, and Commissioners for providing strategic direction and support. The dedication of staff has been the driving force behind our success. The invaluable contribution of our stakeholders and partners has amplified the impact of our reform initiatives.

We remain focused on deepening institutional capacity, enhancing transparency, and fostering a police service that is responsive to the needs of all Kenyans. The journey of transformation is ongoing, and we are committed to walking it with purpose, integrity, and optimism. Together we march on towards our vision of a dignified and professional police officer.



PETER LELEY, EBS  
**CS/CHIEF EXECUTIVE OFFICER**

# 1. CHAPTER ONE: ESTABLISHMENT AND MANDATE OF THE COMMISSION

## 1.1 Establishment of the Commission

The National Police Service Commission (NPSC) is an independent government Commission established under **Article 246 of the Constitution of Kenya, 2010**. This establishment was a pivotal step in the country's constitutional and governance reforms. The Commission's creation was motivated by a need to transform the police service into a professional, accountable, and citizen-focused service. The NPSC Act, 2011, provides the legal framework for the Commission's operations. The Commission is a corporate body with perpetual succession; it has a common seal and the capacity to sue and be sued, as well as to acquire and dispose of property. Its headquarters are in Nairobi, and it is empowered to establish branches across Kenya.

## 1.2 Mandate of the Commission

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

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

- i. Recruit and appoint persons to hold or act in offices in the service, confirm appointments, and determine promotions and transfers within the National Police Service; 31
- ii. Observing due process, exercise disciplinary control over and remove persons holding or acting in offices within the Service; and
- iii. Perform any other functions prescribed by national legislation.

## 1.3 Functions of the Commission

The functions of the National Police Service Commission (NPSC) are outlined in Section 10 of the National Police Service Commission (NPSC) Act Revised 2014 [2012] which spells out the following functions of the Commission:

1. In addition to the functions of the Commission under Article 246(3) of the Constitution, the Commission shall—

- a. On the recommendation of the Inspector-General develop and keep under review all matters relating to human resources policies of members of the Service;
- b. With the advice of the Salaries and Remuneration Commission, determine the appropriate remuneration and benefits for the Service and staff of the Commission;
- c. Approve applications for engagement by police officers in trade and other businesses, in accordance with the law relating to matters of leadership and integrity under Article 80 of the Constitution;
- d. Co-operate with other State agencies, departments or commissions on any matter that the Commission considers necessary;
- e. Provide for the terms and conditions of service and the procedure for recruitment and disciplinary measures for civilian members of the Service;
- f. Develop fair and clear disciplinary procedures in accordance with Article 47 of the Constitution;
- g. Investigate and summon witnesses to assist for the purposes of its investigations; Provided that—
  - i. The Commission shall not undertake investigations on criminal matters;
  - ii. Where, in the course of disciplinary investigations the Commission identifies violation of any written law, whether civil liability or criminal offence, the Commission shall recommend the prosecution of the offender in accordance with the law:

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

- a. Exercise disciplinary control over persons holding or acting in office in the Service;
- b. Promote the values and principles referred to in Articles 10 and 232 of the Constitution throughout the Service;
- c. Hear and determine appeals from members of the Service on disciplinary matters relating to transfers, promotions and appointments;

- d. Develop policies and provide oversight over training in the Service;
- e. Approve training curricula and oversee their implementation;
- f. Investigate, monitor and evaluate and personnel practices of the Service;
- g. Receive and refer civilian complaints to the Independent Policing Oversight Authority, the Kenya National Commission on Human Rights, the Director of Public Prosecutions or the Ethics and Anti-Corruption Commission, as the case may be, where necessary;
- h. Review and make recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the Service;
- i. Evaluate and report to the President and the National Assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the Service;
- j. Receive complaints and recommendations from police associations registered in accordance with the applicable law;
- k. Perform such other functions as are provided for by the Constitution, this Act or any written law.

#### 1.4 Powers of the Commission

The powers of the Commission are provided under Section 11 of the NPSC Act and states the following;

2. The Commission shall have all the powers necessary for the execution of its functions under the Constitution and this Act, and, without prejudice to the generality of the foregoing, the powers to-
  - a. Gather, by any means it considers appropriate, any information and compel the production of such information as and when necessary;
  - b. Interview persons for purposes of filling vacancies in the service taking into consideration gender, county and ethnic balancing;
  - c. Manage and safeguard the assets of the commission;
  - d. Hold disciplinary hearing proceedings for the purposes of performing its functions under this act on matters relating to its mandate as provided for under article 246 (3) of the constitution;

- e. Require the inspector-general to report on the implementation of the policies and procedures within the mandate on the commission;
  - f. Conduct investigations on any matters within its mandate;
  - g. Make recommendations to the government on any matter relating to the service and report on the action taken by the government on the recommendation;
  - h. Conduct public inquiries and publish the outcome of such inquiries on matters relating to its mandate as provided for under article 246 (3) of the constitution;
  - i. Issue summons to witnesses; and
  - j. Take lawful disciplinary action on any officer under its control.
3. In the performance of its functions, the Commission shall—
- a. Inform itself in such manner as it thinks fit;
  - b. Receive written or oral statements; and
  - c. Not be bound by the strict rules of evidence.

### 1.5 Composition of the Commission

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

- i. A person who is qualified to be appointed as a High Court Judge;
- ii. Two retired senior Police Officers; and
- iii. Three persons of integrity who have served the Public with distinction
- iv. The Inspector General of the National Police Service
- v. Both the Deputy Inspectors-General of the National Police Service; DIG KPS and DIG APS

The six Commissioners are full-time commissioners while Commissioners appointed under Articles 246(2)(b); the IG NPS and 246(2) (c); DIG KPS and DIG APS are ex officio/part-time members of the commission as provided under Article 250(6)(a)(b) respectively.

For optimal functioning and decision making the Commission adopted the Director of the Directorate of Criminal Investigations and the Secretary Administration/Accounting Officer of the National Police Service as co-opted members.

## 1.6 Members of the Commission

*Figure 1.4.1: Members of the National Police Service Commission*



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

**Chairperson**

Dr. Amani Yuda Komora is a Human Resource expert with over 30 years' experience in leadership, governance and public administration. He has held senior roles including Vice Chairperson of the Salaries and Remuneration Commission, General Manager of Human Resources and Administration at Kenya Ports Authority and other senior roles at Kenya Anti-Corruption Commission and KRA. He holds a PhD in HR Management, is a Certified HR Professional and a Fellow of the Institute of Human Resource Management (FIHRM).



**Prof. Collette A. Suda PhD, FKNAS, CBS, EBS**

**Vice Chairperson.**

Prof. Collette Akoth Suda is a distinguished scholar and career administrator with over three decades of experience in academia and public service. She has held several senior leadership positions in the public sector including Principal Secretary for Science and Technology, University Education and Research and Gender; Chief Administrative Secretary in various ministries as well as Director at the University of Nairobi. She holds a PhD in Rural Sociology and is a Fellow of the Kenya National Academy of Sciences.



**Mr. Benjamin Juma Imai, OGW**

**Commissioner**

Mr. Benjamin Juma Imai has a distinguished career in national security, spanning four decades of service in the National Police Service. His extensive service in the Administration Police from 1985 to 2023 saw him rise through the ranks, holding numerous senior leadership and command positions.



**Ms. Angeline Yiamiton Siparo, MA, EBS**

**Commissioner**

Ms. Angeline Yiamiton Siparo is a psychologist, governance expert and gender advocate with vast experience in health policy, social development and public service. She has held senior roles at the African Union/Africa CDC, Population Reference Bureau, Catholic Medical Mission Board and Futures Group International including Chairperson at the National AIDS Control Council. She holds a Master's in Counseling Psychology and has also trained in Corporate Governance



**Ms. Peris Muthoni Kimani, MBS, OGW**

**Commissioner**

Ms. Peris Muthoni Kimani is a distinguished officer with over 39 years' experience in the National Police Service, rising to the rank of Assistant Inspector General. She has served in several strategic leadership capacities including Regional Police Commander and Director of Public Complaints at the Directorate of Criminal Investigations (DCI). She holds degrees in Criminology and Security Management, with extensive specialized training locally and internationally.

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**Mr. Edwin Cheluget**

**Commissioner**

Mr. Edwin Cheluget is a legal practitioner with two decades of experience in corporate law, governance, and legislative affairs. He has served as a Member of the Tax Appeals Tribunal, inaugural Speaker of the Nandi County Assembly, and board member of several public institutions. He holds a Bachelor of Laws from Moi University and is pursuing a Master's in Strategic Management at JKUAT.



**Douglas Kanja Kirocho, MGH, CBS, OGW**

**Commissioner/Inspector General of Police**

Mr. Douglas Kanja Kirocho is a career police officer with nearly four decades of service, rising through the ranks to become the Inspector General of Police. He previously served as Deputy Inspector General of Police, Commandant and Deputy Commandant of the GSU, and held senior roles including County Police Commander, Deputy Commandant of the Kenya Airports Police Unit and Chief Armourer at Police Headquarters.



**Eliud Kipkoech Lagat, CBS, EBS, OGW, HSC, SS, ndc (K) Commissioner/ Deputy Inspector General-Kenya Police Service-KPS**

Mr. Eliud Kipkoech Lagat is a career police officer with over 25 years of service in the National Police Service. He has held senior roles including Commandant of the GSU, Deputy Head of the Crime Scene Support Unit, Head of the Investigation Bureau and Head of the Bomb and Hazardous Materials Unit. He holds a Master's in Armed Conflict and Peace Studies and a Bachelor's in Automotive Engineering.

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**Gilbert Masengeli, CBS, MBS, OGW, SS, CFE  
Commissioner/Deputy Inspector General,  
Administration Police Service -APS**

Mr. Gilbert Masengeli is a career police officer with over 35 years of service in the National Police Service, with expertise in strategic security leadership, multi-agency coordination and counterterrorism operations. He has served as Commandant of the National Police College Embakasi 'A' Campus and Commanding Officer of the Special Operations Group. He holds advanced degrees in Security and Forensics Management and Criminology, and is pursuing a PhD in International Relations.

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**Peter Leley, EBS**

**Commission Secretary/Chief Executive Officer**



Mr. Peter Leley is a public administration professional with over 28 years of experience in governance, devolution and intergovernmental relations. He has served as CEO of the Intergovernmental Relations Technical Committee, inaugural County Secretary for Uasin Gishu County, Chairperson of the Forum for County Secretaries and Deputy Provincial Commissioner for Nairobi. He holds advanced degrees and certifications in governance, conflict management and alternative dispute resolution.

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**Mr. Amin Mohammed Ibrahim, CBS, EBS, OGW,  
ndc(K) Co-opted member/Director, Directorate  
of Criminal Investigations**



Mr. Mohamed Ibrahim Amin is a career police officer with over 30 years of service in the National Police Service, specializing in complex investigations on terrorism, organized crime, cybercrime, and financial crimes. He has held senior roles including Head of the Banking Fraud Investigations Unit, Director of the Internal Affairs Unit, and Director of the Kenya National Focal Point on Small Arms. He holds advanced degrees in Criminology and Security Studies and is an alumnus of the National Defence College.

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**Bernice Sialaal Lemedeket, EBS (Co-opted member-Secretary Administration/ Accounting Officer, National Police Service)**

Ms. Bernice Lemedeket has over 15 years of experience in governance, strategic advisory, financial management and project planning across the public and private sectors. She has held senior management roles at Kenya Pipeline Company, Malteser International, and the University of Maryland Global Initiative Kenya. She holds advanced degrees in Project Planning, Development Management and a BA in Sociology and Psychology.



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



**Prof. Collette A. Suda, PhD, KNAS, CBS, EBS**  
**VICE CHAIRPERSON**



**Edwin Cheluget**  
**COMMISSIONER**



**Peris Muthoni Kimani, MBS, OGW**  
**COMMISSIONER**



**Angeline Ylamiton Siparo, EBS**  
**COMMISSIONER**



**Benjamin Juma Imai, OGW**  
**COMMISSIONER**



**Douglas Kanja Kirocho.,**  
**MGH, CBS, OGW**  
**COMMISSIONER**



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



**Gilbert Masengell.,**  
**CBS, MBS, OGW, SS, CFE**  
**COMMISSIONER**



**Peter Leley, EBS**  
**COMMISSION SECRETARY / CEO**



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



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

## 2. CHAPTER TWO: CORPORATE GOVERNANCE STRUCTURES

### 2.1 Introduction

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

### 2.2 Commission Strategic Direction

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

*Table 2.2-1 Illustration of the Strategic Issue, Goal and KRAs*

S/No.	Strategic Issues	Strategic Goal	Key Result Areas
1.	Recruitment and Appointments	Transform Police Recruitment and Appointments	Accountable, transparent and equitable Police recruitment and appointments
			Regular Police recruitment and appointment based on approved establishment, staff plan, population, security threats, attrition and civilian professional needs
			Strengthened leadership capacity for seamless succession management
2.	Promotions and Transfers	Reengineer Promotions and Transfers	Open, transparent and competitive promotions and transfers
			Transfer and deployment policy is reviewed and enforced

S/No.	Strategic Issues	Strategic Goal	Key Result Areas
3.	Disciplinary Control and Removal	Strengthen exercising of disciplinary control and removal of persons from the Service	Timely Commission decisions on dismissal, removal and reduction in rank Sentencing and award of punishments and sanctions is commensurate to offenses against discipline
4.	Appeal Hearings and Review	Strengthen Appeal Hearings and Review	Expeditious, efficient and fair appeal hearings and review
5.	Welfare and Healthcare	Improve Welfare and Healthcare	Enhanced healthcare and motivated workforce
6.	Sovereignty, Constitutionalism, Democratic Values and Principles	Promote and Protect Sovereignty, Constitutionalism, Democratic Values and Principles	Sovereignty, constitutionalism, democratic values and principles are protected and promoted
7.	Decentralization of Commission's Services	Devolve and Decentralize Commission's Services	Commission services are devolved and decentralized to regions and counties
8.	Reengineer Commission Business Processes	Transform the human resource functions in the National Police Service for better service delivery	Efficient competitive, valuable and professional Commission services
9.	Audit and Compliance	Strengthen Audit and Compliance	Good governance of the National Police Service

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

### 2.3 Key Governance Principles

The National Police Service Commission family shall continue to be bound and committed to key principles and strong core values that are the chain link binding the Commissioners, staff and partners to a common culture, behaviour, styles and shared values. These principles and core values are the ethical foundation upon which the Commission builds its strategies and executes its plans, fostering a culture of excellence and integrity for effective corporate governance:

1. **Independence:** The ability of the Commission to make decisions free from undue influence or interference, especially from political or vested interests. This is vital for maintaining impartiality.
2. **Synergy and Interdependence:** The mutual reliance, where the Commission and the Police Service need each other's resources, information, and cooperation to complete their tasks effectively and the positive outcome of the interdependence.
3. **Integrity:** Adherence to high ethical standards, honesty, and fairness in all dealings. This is particularly crucial for a body overseeing law enforcement.
4. **Fairness:** Ensuring equitable treatment of all individuals and parties, whether within the police service or among the public interacting with the NPSC.
5. **Transparency:** Openness in decision-making processes, access to information (where appropriate), and clear communication of policies and actions.
6. **Accountability:** Holding individuals and the Commission as a whole responsible for their actions and decisions to relevant stakeholders, including Parliament and the public.
7. **Inclusivity:** The practice of creating an environment where all people feel valued, respected, and have a sense of belonging, within the commission, service and the general public.
8. **Professionalism:** Professionalism is the consistent display of ethical conduct, competence, and respect in our work environment.

### 2.4 Committees of the National Police Service Commission

The Commission executes its mandate through six specialized committees, each playing a crucial role in ensuring efficiency and accountability in service delivery.

### **1. Executive Committee:**

The Executive Committee is responsible for reviewing recommendations from all other committees before presenting them for approval at the Commission's meetings. By ensuring that all proposals align with the Commission's mandate, policies, and strategic objectives, the committee enhances decision-making efficiency and coherence. It plays a crucial role in streamlining the implementation of key Commission initiatives, fostering accountability, and ensuring that resolutions are well-informed and effectively executed.

### **2. Recruitment, Appointment and Welfare Committee:**

The Committee deals with recruitment, appointment and welfare of the NPS. It coordinates the overall recruitment process of NPS members who include civilian staff and ensures the constitutional threshold on inclusivity is met. The committee also coordinates the development of terms and conditions of service for NPS staff; including pay and benefits; Initiates the development of a policy on management of officers injured in the course of duty including provision of an attractive retirement package in consultations with SRC and the National Treasury; Coordinates the implementation of the NPS regulations and policies on recruitment, appointment and welfare, counselling, housing, chaplaincy and provides recommendation for review; Coordinates the development of appropriate guidelines for formation and recognition of Police associations; Coordinates research and makes recommendations for NPS Staff welfare issues; Approves applications for engagement by Police officers in trade and other businesses; and performs any other functions assigned to it by the Commission.

### **3. Promotion and Transfers Committee:**

The committee is responsible for coordination and provision of recommendations on promotions and transfers in the NPS for uniformed and civilian staff; The committee initiates, and oversees the implementation and review of the promotions and transfers policies and regulations; Monitors and exercises oversight over transfers and promotions in the NPS to ensure that they meet the threshold prescribed in the regulations and law; Maintains a skills inventory in the NPS; Conducts promotional interviews for members of NPS and performs other functions assigned by the Commission.

#### **4. Discipline and HR Audit Committee:**

The Committee deals with disciplinary matters of the National Police Service including HR Audit of the NPS. It recommend review of policies, regulations, guidelines and procedures on Discipline matters in the NPS; Conducts public enquiries on matters related to the mandate of the Commission and publishes the outcome of the inquiries; Oversees and promotes the compliance with the disciplinary procedures in the Service; Reviews and recommends confirmation of disciplinary sanctions under section 89 (6) of the NPS Act i.e. restitution, stoppage of salary increments, reduction in rank and dismissals from the NPS; The committee also recommends disciplinary action against officers who commit criminal offences; Oversees and provides reports on the implementation of the NPSC policies and regulations; It also conducts audit on implementation of Commission's decisions by the NPS; Conducts audit of Human Resource Management of the civilians in NPS; and performs other functions assigned to the Committee by the Commission.

#### **5. Appeals, Policy and Legal Affairs Committee:**

The committee is responsible for coordination of research and surveys for policy development; Coordination , development and review of policies, regulations and guidelines for the implementation of NPSC mandate; Development and review of the schedule of penalties for offences against discipline in the NPS.; Development and review of policies and procedures for mainstreaming cross cutting issues including but not limited to gender, human rights, conflict of interest and anti-corruption; leadership on legal affairs, legal review, complaints management, case management and litigation involving the NPSC; Implementation of policies and procedures for Appeals to the NPSC; Conduct of hearings and determinations of appeals; Coordination, development and review of delegation instruments in the NPSC; Performance of other functions assigned to the Committee by the Commission

#### **6. Finance, Planning, Administration, and Professional Development Committee:**

This Committee deals with internal matters of the Commission and oversees implementation of change management and reforms in the NPSC Secretariat; implementation of the budget and resource mobilization for NPSC and its implementation; implementation of the NPSC communication and ICT strategy; Monitors and Evaluates implementation of the strategic plan; Reviews job

descriptions/ specifications for NPS and NPSC staff; Reviews, monitors and evaluates training policies for NPS and NPSC; Evaluate training curricula, recommend for approval and oversees implementation; Oversees implementation of integrity and corruption prevention, policies and standards for both NPS and NPSC.; Exercises oversight over the administration and management of the NPSC; Performs other functions assigned to the Committee by the Commission.

## **7. Organizational Structure of the Commission**

The Commission has a well-defined organizational structure that ensures efficient operations, accountability, and the achievement of its strategic objectives. At the top of the structure are the Chairperson and Commissioners who provide strategic leadership direction, formulate policies and provide oversight over the delivery of Commission mandate.

Below the Commissioners, there is a Secretariat, headed by the Chief Executive Officer (CEO), who also serves as the Commission Secretary. The Commission secretary, who is the Accounting Officer coordinates the secretariat to ensure that policies and programmes of the Commission are implemented.

There are two main functional units: Technical Services and Support Services, each led by a Deputy Chief Executive Officer (DCEO). These units are responsible for overseeing the Commission's human resource management and its administrative and support functions, respectively

The structure further provides for five (5) directorates namely: -

## **8. Directorate of Human Capital Management (NPSC)**

The directorate performs the core function of the commission and it is further sub-divided into five (5) Divisions namely:

- a. Civilian HCM;
- b. Recruitment, Appointment and Confirmation;
- c. Welfare, terms and conditions and professional development;
- d. Promotions and transfers; and
- e. Human resource Audit and discipline.

### **9. Directorate of HCM NPS Headquarters**

The directorate is responsible for the management of Human Resources at the NPS and it is sub-divided into three (3) Divisions

- a. Technical and welfare
- b. Integrated personnel payroll database
- c. Regional HCM

### **10. Directorate of Appeals, Policy and Legal affairs**

The directorate is responsible for policy formulation and legal matters of the Commission. It is further sub-divided into four (4) units

- a. Policy and Legal Affairs
- b. Appeals
- c. Litigation
- d. Commission Management support services

### **11. Directorate of ICT and HCM Automation**

The directorate is responsible for all ICT matters in the Commission and the automation of all HR Processes. It consists of two Divisions namely; -

- a. ICT support services; and
- b. HCM Automation

### **12. Directorate of Finance and Administration**

The directorate provide the support services to the Commission and it is divided into four (4) Divisions

- a. Finance and Accounting
- b. Supply Chain Management
- c. Administration and Corporate Communication
- d. Planning, Strategy, Monitoring and Evaluation

This clear hierarchical structure, with defined roles for the CEO, DCEOs, and various directors, is designed to ensure accountability and efficiency in the NPSC's management of the police service.

### 3. CHAPTER THREE: PERFORMANCE EVALUATION AND NPSC MILESTONES

#### 3.1 Introduction

The Commission plays a vital role in managing and improving the National Police Service in Kenya. The Commission has made significant progress in reforming Kenya's policing landscape, and this is reflected in the milestones it has achieved since its establishment. These accomplishments demonstrate the Commission's commitment to modernizing the police service, enhancing human resource management, and promoting transparency.

In the financial year under review, the National Police Service Commission accomplished a great deal in terms of what is expected in carrying out its mandate and functions. The Commission tasked the various committees and departments with work plans projected for the financial year 2024-2025. This section assesses the performance of various departmental initiatives by outlining theme-based policy and programmatic milestones achieved in the financial year 2024-2025

The following are some notable milestones accomplished by the Commission.:

1. **Police Recruitment System (PRS);** The Commission has developed a Police Recruitment System (PRS) as a centralized digital platform aimed at transforming the police recruitment in Kenya.
2. **Recruitment and Appointments;** Recruited and appointed 1046 Civilian Staff with the recruitment of 10,000 Police Constables scheduled for the subsequent financial year.
3. **Counselling Services;** Provided counselling services and psychosocial support to over 3,00 Police Officers.
4. **Processing of Promotions and Transfers;** Processing and approval of 2,619 Police Officers were promoted with 37 Transfers processed to optimize service delivery.
5. **Appeals Management;** Processed and handled 329 appeal cases with 208 Cases concluded by the Committee Sitings.
6. **Disciplinary Control;** A total of 125 Discipline-Related Cases Handled
7. **Budget absorption** rate of 97.82% was achieved by the Commission.

**8. NPSC Secretariat Capacity;** Appointed and recruited 16 new staff members to the NPSC and Processed 89 staff cases, including promotions, confirmations, and redesignations.

These initiatives demonstrate the NPSC’s proactive approach to its mandate and its commitment to creating a more professional, accountable, and responsive police service for the people of Kenya.

### 3.2 Key Milestones of the Commission

#### 3.2.1 Recruitment, Appointment and Welfare

The Recruitment, Appointment, and Welfare Committee (RAWC) is responsible for overseeing all matters concerning the recruitment, appointments, and welfare of members of the National Police Service. The committee’s membership includes senior representatives from the National Police Service Commission, the Inspector General’s Office, the Kenya Police Service, the Administration Police Service, and the Directorate of Criminal Investigations, ensuring a comprehensive and collaborative approach to its mandate.

*Table 3.21 Recruitment and Case Processing Achievements*

The table below summarizes the key achievements in recruitment and case processing

Category	Number
Civilian Staff Recruited	1,046
Appointments Processed	1,046
Secondments Processed	17
Transfers Processed	37
Tax Exemptions/Service Extensions Processed	249
Retirements Processed	48

#### 3.2.2 Promotions & Transfers

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

The committee’s membership includes senior representatives from the National Police Service Commission, the Inspector General’s Office, the Kenya Police Service, the Administration Police Service, and the Directorate of Criminal Investigations. This collaborative structure ensures all decisions are made with input from the key stakeholders

*Table 3.22 Promotions Achievements*

The table below summarizes the key promotion achievements

Category	Number
Total Officers Promoted	2,619
Gazetted Officers Promoted	415
Inspectorate Officers Promoted	5
Other Ranks Promoted	1,963
Civilian Staff Promoted	236
Officers Interviewed for Promotion to Gazetted Ranks	312

**1. Policy Development:**

- a. Completed and approved the NPS Civilian Staff Organogram and Establishment.
- b. Approved the NPS Civilian Career Progression Guidelines.
- c. Drafted a Promotion Policy Framework for officers with disabilities and expectant mothers to address past stagnation issues.
- d. Developed a draft Promotion Policy Framework for uniformed officers and drafted frameworks for training, industrial attachment, and internship policies.

- 2. Automation:** Began the process of automating promotions and transfers by mapping out the workflow for the ICT directorate to implement.

**3.2.3 Discipline and Human Resource Audit**

The Discipline and Human Resource Audit Committee (DHRA) is mandated to ensure disciplinary control, handle disciplinary matters, conduct HR audits and ensure adherence to discipline procedures in the NPS. The committee's membership includes key representatives from the Inspector General's office, the Directorate of Criminal Investigations, and the Internal Affairs Unit, among others.

*Table 3.23 Disciplinary and Case Management Achievements*

The table below summarizes the key achievements:

Category	Number
Disciplinary Cases Against Senior Officers Heard	3
Disciplinary Cases Against Senior Officers Awaiting Deliberation	5
Total Discipline-Related Cases Handled	125

1. **Policy and Procedures:** The committee developed and secured approval for new Compliance and Quality Assurance standards and a Monitoring and Evaluation Procedure Manual. It also reviewed disciplinary regulations and Chapter 30 of the Service Standing Orders (SSOs) to standardize disciplinary procedures and restructure the membership of the Other Ranks Promotion (ORP) board.
2. **Capacity Building:** Two committee staff members were trained and certified as Human Resource Auditors, and the team was sensitized on disability and gender mainstreaming.
3. **Automation:** The committee initiated the automation of its processes through integration of the workflow processes.

#### 3.2.4 Appeals, Policy, and Legal Affairs

The Appeals, Policy, and Legal Affairs Committee, is at the forefront of the Commission's legal and policy framework. The Committee's mandate includes coordinating policy development and reviews, handling all legal affairs and litigation, and managing appeals from police officers. Its composition draws from a wide range of expertise, including staff from the Commission, the Inspector General's office, the Kenya Police Service (KPS), the Administration Police Service (APS), and the Directorate of Criminal Investigations (DCI).

#### 1. APPEALS MANAGEMENT

The Commission processes appeals and requests for review from members of the service as follows;

- a. It is the appellate authority on appeals against dismissal, removal and reduction in rank, which sanctions can only be effected after the approval of the Commission or;
- b. It is the final appellate authority on appeals relating to any other sanctions which are under the purview of the Inspector General (the IG).

The Commission receives requests for appeals and/ or review from the Service or from aggrieved police officers either directly or copied to the Commission. Appeals may also be channeled from other institutions such as the Independent Policing Oversight Authority (IPOA), the Commission on Administrative Justice (CAJ), Kenya National Commission on Human Rights (KNCHR), law firms amongst others. The Service usually convenes the Headquarters Disciplinary Appeals

Board which deliberates and forwards their recommendations to the Commission for consideration and determination. All appeal cases are subjected to thorough scrutiny involving investigations and analysis (of correspondence and reports from the IG, personnel files of the appellants and any relevant information) by the Committee Secretariat before tabling for deliberations at the Committee level via a memorandum.

For the period under review, the committee received and processed appeal cases as shown in the table below:

*Table 3.24 Appeals cases processed*

S/No.	Cases Handled	Number
1.	Acknowledgement letters	79
2.	Letters to IG for comments and files requests	37
3.	Letters to medical facilities for authentication of medical reports	14
4.	Letters to the Appellants with insufficient information	29
5.	Cases concluded by the Committee Sitings	209
<b>TOTAL APPEAL CASES HANDLED</b>		<b>368</b>

## **2. COMPLAINTS MANAGEMENT**

The Commission receives complaints from members of the public, police officers and institutions on behalf of individuals or groups. The complaints range from police misconduct, corruption, abuse of office, police inaction, and criminal activity to human resource processes including recruitment, transfers, promotions, and discipline. In July, 2023 the Commission established an ad hoc complaints management committee to oversee complaints. Consequently, the committee became the official custodian of the complaints database for the Commission. The Committee in conjunction with the legal department processes complaints as received.

It is worth noting that majority of the complaints received by the Commission are human resource related hence within the mandate of the Commission. Complaints outside the ambit of the Commission necessitate concerted efforts between the Commission and related agencies, the key one being the National Police Service (the service). The role of the service in complaints management is to inquire into the complaints and revert with findings and/ or recommendations to enable further action by the Commission, where applicable.

Summary of complaints received and processed in the financial year 1st July 2024 to 30th June 2025:

Number of complaints received	Number of complaints processed
123	91

### 3. POLICIES & REGULATIONS MANAGEMENT

Development, review, monitoring and evaluation of regulations, policies and procedures on matters within the mandate of the Commission and the National Police Service, is an express function of the National Police Service Commission. Section 10, 11 and 28 of the National Police Service Commission Act require the Commission to develop and continuously review all matters relating to the human resources policies of members of the service, based on the recommendations of the Inspector General.

Consequently, for the period under review, through the guidance of the Legal Directorate the Commission reviewed, developed and approved Fifteen (15) policies and Human Resource Instruments for validation and implementation by the Commission and the Service.

The Commission has also submitted public participation comments to at least 10 proposed Bills to the National Assembly and the Senate on various legislations under Article 10 of the constitution of Kenya on public participation.

### 4. CONTRACT MANAGEMENT

During the financial year 1st July 2024 to 30th June 2025 Ten (10) contracts were drafted by the legal department and executed as between the Commission and various service providers. The legal department drafts contracts, issues advisories on contract processes, conducts due diligence, reviews, attests and continuously monitors the performance of the contracts and resolves any disputes arising from the contracts.

### 5. LITIGATION/CASE MANAGEMENT

In line with its mandate under Article 246 (3) of the Constitution of Kenya 2010, the Commission receives cases instituted against its functions and operations relating to human resource management in the Service. As a constitutional Commission charged with protection of the sovereignty of the people, ensuring observance of national values and principles and promotion of constitutionalism,

the Commission also receives suits related to violation of the constitution and human rights.

The legal department is tasked with representation of the Commission in court matters. The department institutes, prosecutes and defends the Commission in matters touching on discipline and dismissal, transfers, vetting, damages for police liability and police negligence. The department also provides regular briefs to the Chief Executive Officer and the Head Commissioner Appeals Policy and Legal Affairs on all active cases in court including recommendations on strategy to engage. Additionally, the department advises the Commission on legal affairs that include conveyance and commercial transactions.

The greatest percentage (about 70%) of matters under litigation are related to management of human resources function in the Employment and Labour Relations Court. Other cases filed are with regard to allegations on violation of human rights in the Constitution and Human Rights Court and civil actions in the Chief Magistrate's Court.

For the period under review the Commission handled court cases as spread out as follows:

*Table 3.25 Cases Handled*

S/No.	Cases Handled	Number
1.	Court of Appeal	11
2.	Employment and Labour Relations Court	14
3.	High Court	56
4.	Chief Magistrates Court	9
5.	Judicial Review	9
<b>TOTAL CASES HANDLED</b>		<b>91</b>

**NOTE: A Total of 45 cases were concluded in the period 1st July, 2024 to 30th June, 2025**

### **Pending Court Decrees and Award**

The Commission has Fifteen (15) matters with outstanding court awards against National Police Service Commission spread out as follows:

- a. Four (4) matters have judgments to be settled solely by the Commission amounting to KShs. 9,564,639.66;

- b. Eight (8) matters have judgments to be settled jointly by the Commission and other state organs amounting to KShs. 40,183,259.33; and
- c. Four (4) matters have judgments that are pending taxation of bill costs and /or the Commission has appealed against /sought further directions, amounting to KShs. 89,095,696.00

### 3.2.5 Finance, Planning, Administration, and Professional Development

The Finance, Planning, Administration, and Professional Development Committee, led by by a Commissioner from the National Police Service Commission, is responsible for overseeing the National Police Service Commission’s (NPSC) internal administration, financial planning, and professional growth initiatives. The committee’s work is guided by the Commission’s strategic plan and focuses on building internal capacity to enhance service delivery.

#### **Key Achievements**

The committee met or exceeded most of its targets for the fiscal year 2024-2025.

#### **1. Financial and Administrative Management:**

- a. Achieved an outstanding 97.82% absorption rate of the Personal Emoluments (PE) budget.
- b. Successfully managed payroll, statutory deductions, leave, and insurance for all staff on a continuous or monthly basis.
- c. Conducted quarterly payroll and compliance audits to ensure adherence to financial regulations.

#### **2. Human Resources and Professional Development:**

- a. Appointed and recruited 16 new staff members to the NPSC.
- b. Processed 89 staff cases, including promotions, confirmations, and redesignations.
- c. Maintained an updated skills inventory of the Commission’s staff.
- d. Successfully decentralized police HR services to five regional offices in Mombasa, Nairobi, Kisumu, Kakamega, and Garissa.
- e. Conducted sensitization seminars for staff on NPSC HR services and the medical insurance cover.

### 3.2.6 ICT Directorate

The ICT Directorate has made significant progress over the past year in enhancing the Commission's technological infrastructure and services, despite facing several key challenges. Our efforts focused on automating core processes, strengthening network capabilities, and ensuring compliance with data protection regulations.

The table below provides a detailed overview of our planned activities, achievements, and the variances encountered.

*Table 3.26 ICT Directorate Achievements*

S/ No.	Activity	Planned Target	Actual Achievement	Variance	Remarks
1.	Automation of HCM processes	50%	Police Recruitment System developed	0%	Stakeholders are engaged, but the project is incomplete.
2.	Upgrading of EDMS	100% digitized files and records, workflow with a digital signature	Digitized Records	50%	Inadequate financial resources prevented the implementation of the digital signature feature.
3.	Equipping the Commission with ICT equipment and software	100% of offices are equipped	Some offices equipped	10%	The shortfall was due to inadequate financial resources.
4.	Maintain Business Continuity and Disaster Recovery (BCP&DR)	100% secure website, emails, and data backup	Backups are in place, but no security features have been added	0%	A firewall was added as a security feature.
5.	Registration as a Data Controller	100% compliance	Request for Impact Assessment Initiated	80%	The registration process is currently ongoing.

S/ No.	Activity	Planned Target	Actual Achievement	Variance	Remarks
6.	Maintenance of ICT equipment	100% of the equipment is maintained	ICT equipment maintained	20%	N/A
7.	Provision of Internet and telephony services	100 Mbps primary and secondary internet links and an E1 line	GCCN primary internet link and E1 line are operational	25%	The backup link was not implemented due to a lack of funds.
8.	Validation of ICT Policy	100% validated	The ICT Policy has not yet been validated	100%	The delay was caused by a lack of financial resources.
9.	Implementation of inventory management solution	100% of assets tagged	Specifications developed	100%	The project could not proceed due to a lack of funds.
10.	Establishment of ICT help desk solution	100% operational help desk management engine	Help desk engine not yet in place	100%	The project could not proceed due to a lack of funds.
11.	Roll-out of Bulk SMS platform	100% platform in place	The bulk SMS platform is not yet in place	100%	The project could not proceed due to a lack of funds.
12.	Resolution of Public Complaints	100% Complaints Management System in place	The Complaints Management System is not yet in place	100%	The project could not proceed due to a lack of funds.
13.	Enhancing Office Connectivity	100% upgraded server room and LAN connectivity	Server infrastructure upgraded and LAN connectivity enhanced	50%	The project could not be fully completed due to inadequate financial resources.

### 3.2.7 Records Management

The Records Management Department is tasked with the comprehensive management of the Commission's records, from creation and storage to digitization and disposal. The department's planned activities for the 2024-2025 financial year were aligned with its core mandate to enhance efficiency and security in record-keeping.

#### Key Achievements

The department made significant progress in digitizing and managing records, with several key accomplishments:

##### 1. Record Processing:

The table below shows the number of cases and emails that were processed and dispatched.

Table 3.27 Summary of Processed and Dispatched Records

Category	Number
Appeal Cases	150
Complaint Cases	75
Incoming Mails	2445
Outgoing Mails	1666

##### 2. Policy and System Development:

- a. Reviewed one records management policy, one manual, and one Standard Operating Procedure (SOP) to improve departmental efficiency.
- b. Reviewed and updated the Commission's file classification scheme (100% complete).
- c. Achieved 50% automation of the records management process.

The following table summarizes the key achievements:

Table 3.28 Policy and System Development Progress

Category	Value
Records Management Policy Reviewed	1
Manual Reviewed	1
Standard Operating Procedure (SOP) Reviewed	1
File Classification Scheme Updated (%)	100
Records Management Process Automation (%)	50

**3. Infrastructure and Security:**

- a. Successfully acquired 3 mobile storage cabinets to enhance record security.
- b. Achieved 100% security and safe custody of records.
- c. Completed 80% of the Commission’s records disposal, ensuring compliance with retention policies.
- d. Established four regional postal addresses for NPSC offices, improving mail management.

The table below summarizes the key achievements:

*Table 3.29 Infrastructure and Security Achievements*

Category	Value
Mobile Storage Cabinets Acquired	3
Security & Safe Custody of Records (%)	100
Records Disposal Completed (%)	80
Regional Postal Addresses Established	4

**3.2.8 Supply Chain Management**

During the reporting period, the Commission undertook several key procurement initiatives that reinforced transparency, accountability and compliance with national procurement laws and standards.

One of the notable milestones was preparation and approval of the Commission’s Procurement Plan for FY 2024/2025, which laid the foundation for effective and lawful resource utilization. The plan provided a clear roadmap for all procurement activities and demonstrated the Commission’s commitment to structured and transparent financial management.

To ensure compliance and accountability, the Commission submitted statutory reports to the Public Procurement Regulatory Authority (PPRA), including quarterly, semiannual and annual reports, as well as the Preferential Procurement Report under the Buy Kenya, Build Kenya initiative. These submissions reaffirmed the Commission’s alignment with government policy on local content and its dedication to strengthening national economic growth through procurement.

The Commission also made significant progress in publishing all tenders on the Public Procurement Information Portal (PPIP). This initiative enhanced

transparency by ensuring that procurement opportunities were open, accessible and visible to all potential suppliers across the country.

To strengthen supplier engagement, the Commission conducted semiannual updates of its list of registered suppliers, thereby promoting inclusivity and providing fair opportunities for qualified vendors. This process not only enhanced competitiveness but also build confidence in the integrity of the Commission's procurement processes.

Finally, the Commission coordinated a compliance assessment by the Public Procurement Regulatory Authority (PPRA) to evaluate adherence to procurement laws and regulations. The resulting compliance report affirmed the Commission's progress in upholding procurement standards and provided insights for continuous improvement.

Through these efforts, the NPSC demonstrated its ongoing commitment to transparent procurement practices, compliance with national laws and support for government initiatives that promote accountability and economic development.

### 3.2.9 Corporate Communication

Corporate Communication's focus is on internal communication, public relations, digital communication, branding, stakeholder engagement, and publications. Below is an outline of the progress made in achieving strategic objectives, highlighting key milestones, challenges, and future recommendations.

#### Key Achievements

- 1. Internal Communication:** The department successfully published weekly bulletins and four quarterly newsletters. It also improved the use of email and social media platforms for timely information dissemination.
- 2. Public Relations:** The department engaged the media through over 120 mentions, 10 press releases, and 5 press conferences. It also ensured the timely placement of advertisements and provided communication support for high-level events.
- 3. Digital Communication:** The Commission maintained an active online presence, providing updated information on its website and social media channels. The organization's **X** account has been officially verified, while the verification process for its **Facebook** page is currently underway.

4. **Branding:** The department designed and produced various branded materials, including brochures, newsletters, and business cards, and developed a branding guideline proposal.
5. **Stakeholder Engagement:** The department organized stakeholder consultations, participated in exhibitions to improve visibility, and strengthened relationships with key partners.
6. **Publications:** It established a standard format for all publications and reports, focusing on high-quality, in-house design.

### 3.2.10 Planning, Strategy, Monitoring and Evaluation

*Table 3.211 Planning, Strategy, Monitoring and Evaluation Achievements*

S/No.	Projected Outputs	Activity	Means of Verification
1.	NPSC Strategic Plan 2023 – 2027	Development of NPSC Strategic Plan 2023 – 2027	Published Strategic Plan
2.	Monitoring and Evaluation of NPSC Work Plan	Conducted Monitoring and Evaluation of NPSC Work Plan	M&E Report
3.	NPSC Annual Report	Prepared, published, and submitted the NPSC Annual Report 2022-2023	Report submitted to the Presidency and National Assembly
4.	Internal and External Survey Reports	Conducted a Survey on Satisfaction with the medical cover provider (NPSC).	Survey Report
5.	Internal Survey Report	Conducted Employee Satisfaction Survey of GPA, WIBA and Group Life Insurance Cover 2025.	Survey Report
6.	NPSC performance contracts	Developed NPSC performance contracts	Performance contracts signed.

### 3.2.11 Nairobi Region

The **Nairobi Regional Office** supports the National Police Service with HR and welfare services and works to increase the Commission’s visibility in the region.

The Counselling Department provides essential services to police officers, including:

- a. Counselling and wellness programs
- b. Psychoeducation
- c. Mental health and resilience-building programs

These services are offered to officers in the Embakasi, Gigiri, Ruaraka, Dagoreti, Kasarani, and Central sub-counties.

### **Key Achievements**

The office successfully carried out several initiatives:

1. Sensitized police officers on NPSC policies, regulations, and HR matters in Nairobi and surrounding counties (Kiambu, Kajiado, and Machakos).
2. Provided pre-retirement training to 200 police officers between the ages of 50 and 60.
3. The Counselling team at Nyayo House was also highly active, providing various services:
  - a. Awareness Creation: Sensitized nearly 4,000 officers on counselling and psychosocial support.
  - b. Direct Support: Conducted 263 counselling and psychosocial support sessions through various methods like face-to-face and tele-counselling.
  - c. Case Management: Mapped officers' counselling needs, performed assessments, and conducted follow-ups to ensure proper case management.
  - d. Staff Development: Provided clinical supervision sessions to counsellors to ensure their well-being and maintain high service quality.

#### **3.2.12 Coast Region**

The Coast Regional Office serves as a vital link between the National Police Service Commission (NPSC) and the National Police Service. This report highlights the key activities, achievements, and challenges of the office for the fiscal year 2024-2025.

### **Key Achievements**

The Coast Regional Office successfully executed its mandate by focusing on human capital, welfare, and public engagement.

1. **Case Management:** Processed 547 cases and complaints from police officers and the public, covering a range of issues, including consultations and disciplinary matters.
2. **Welfare and Support:** Provided 763 psychosocial and counselling services to officers and their families, addressing mental health and wellness.
3. **Public Outreach:** Conducted 21 courtesy visits to government and private institutions to build synergy and strengthen relationships.
4. **Sensitization Programs:** Carried out sensitization programs for 18 groups, including officers from formed units, government administrators, and human rights activists, to create awareness about the Commission's mandate.
5. **Reporting:** Prepared and submitted six reports and two research proposals, one on a working framework for regional offices and another on alternative promotional incentives.

### 3.2.13 Kakamega Region

#### Key Achievements

Table 3.212 Kakamega Regional Office Achievements

S/No.	Achievement	Remarks
1.	Created Awareness and Visibility of the Commission in the region	Awareness has been created partially
2.	Sensitizations done on mandate and functions, and the strategic role of NPSC.	This has helped to capture the HR issues and concerns from the police officers.
3.	Conducted Sensitizations on Counselling and Mental Wellness	The forums provided an opportunity for psycho social support to reach police officers in rural settings.

### 3.2.14 Garissa Region

#### Key Achievements

Table 3.213 Garissa Regional Office Achievements

S/No.	Achievement	Remarks
1.	1818 Police Officers received Psychosocial Services – Sensitisation and Psycho- education	This was achieved through the various forums in Garissa, Tana River, and Kitui Counties

S/No.	Achievement	Remarks
2.	600 police officers sensitized on the NPSC mandate, functions, and roles on HR matters	Major concerns raised by the Officers in these hardship areas included, but were not limited to: <ul style="list-style-type: none"> <li>a. Overstaying in hardship areas for many years</li> <li>b. Delayed promotions</li> <li>c. Delayed transfers</li> <li>d. Medical matters</li> </ul>
3.	167 Counselling & Psychosocial Services through Telephone, Family, ADA, Individual. Group, PFA.	There was a gradual increase in the numbers due to the psycho-social sensitisation and Psycho- education
4.	137 Mapping, Visits/Follow-ups/ Assessment/ Referrals of uniformed and non-uniformed Officers in distress	More mapping and visits required
5.	17 supervision sessions undertaken- Individual, Group, Telephone, Face to Face	The supervision sessions were successfully accomplished
6.	Held collaborations with NPSC stakeholders	IPOA, KFS, Main Prison, Garissa, Garissa General Hospital
7.	Increased uptake of Counselling and Psycho- social services in the North Eastern Region	The number of Officers and their dependents receiving psycho-social services continues to increase, and has a positive impact on them.
8.	A positive working collaboration and support from the service commanders	Some of the areas NPSC took its services included Garissa Police station, Madogo Police station, Dujis Police station, Modika BPU, Kanyonyoo BPU, Masalani Police station, Modagashe Police station, Bura East Police station, Hola Police station, and Iftin Police station

## 4. CHAPTER FOUR: STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS AND LINKAGES

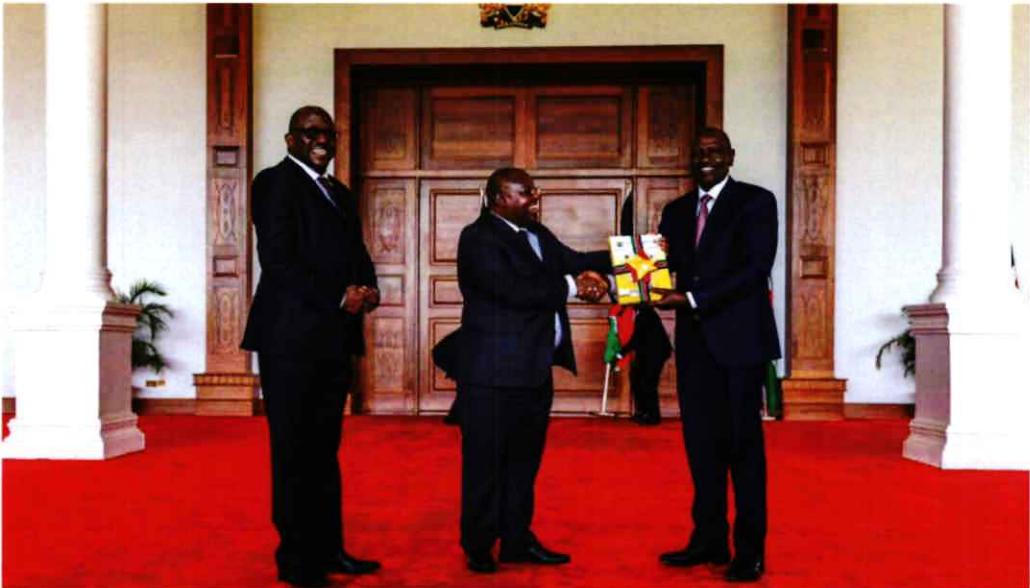
### 4.1 Introduction

The National Police Service Commission is actively strengthening its partnerships with diverse stakeholders. Through this collaborative approach, the Commission fosters synergy and shared responsibility in enhancing security. By engaging in regular consultations and discussions on areas of mutual interest, the Commission is better able to identify, map out and address emerging issues effectively. Such cooperation is not only vital for improving security but also for building trust and creating a more inclusive, collaborative environment.

#### Engagements Under the Executive Office of the President

- *National Police Service Commission Submission to President William Ruto at State House*

The second Commission presented its final report to President William Ruto at State House, Nairobi, marking completion of their mandate. The Commission's former chairperson, Mr. Kinuthia, thanked the president for his support during their term, and highlighted their key achievements, while emphasizing the need to fully implement the new automated police recruitment system.



*President William Ruto receives the end term report from Commission's former Chairperson Eliud Kinuthia at State House, Nairobi.*

During the presentation, Mr. Kinuthia expressed gratitude to the Head of State for his continued support. He highlighted key milestones achieved during their tenure, including development of an automated police recruitment system, designed to enhance transparency and efficiency.



*President William Ruto with 2nd NPSC Board Members during the presentation of the 2nd End Term report*

In his remarks, President Ruto commended the Commission for its contribution to advancing police reforms. He acknowledged the challenges raised in the report and assured that his administration remains committed to implementing solutions. The president emphasized that ensuring a well -resourced, professional and motivates police service is central to building public trust and safeguarding national security.

### ► *David Maraga Taskforce Recommendations*

The government has taken a significant step toward improving the welfare and effectiveness of the National Police Service (NPS) and the National Youth Service (NYS) by adopting the recommendations of the David Maraga Taskforce.

A National Steering Committee, chaired by Principal Secretary for Internal Security and National Administration, Dr. Raymond Omollo, convened at Harambee House to deliberate on the implementation roadmap. The meeting marked a milestone in aligning the taskforce's proposals with a practical framework that will directly

address working conditions, resourcing and institutional strengthening within both services.



*The National Steering Committee on the implementation of the David Maraga Taskforce recommendations, chaired by Principal Secretary Dr. Raymond Omollo at Harambee house to adopt a new framework for reforms.*

The adopted framework lays out a clear plan of action for each agency, ensuring that reforms are not only well-structured but also measurable in their outcomes. The official launch of this framework ushered in a new phase of reforms designed to empower officers and enhance service delivery to citizens.

➤ ***Interagency Coordination Committee***

During the reporting period, a team from the National Police Service Commission (NPSC) attended an Interagency Coordination Committee retreat in Mombasa. The purpose of the retreat was to assess the progress of reforms within the National Police Service (NPS) and to accelerate the implementation of recommendations from the David Maraga Taskforce on improving the terms and conditions of service for police.



*NPSC participates in the Interagency Coordination Committee retreat in Mombasa to fast-track implementation of the Maraga Taskforce reforms.*

The committee is composed of representatives from various agencies, including the Ministry of Interior, the NPS, the NPSC, the Kenya Police Service (KPS), the Independent Policing Oversight Authority (IPOA), and the National Youth Service (NYS). Discussions focused on aligning reform priorities addressing emerging challenges and expediting action on agreed recommendations to enhance service delivery.

► *Office of the Attorney General and the Kenya Law Reform Commission*

The Commission hosted a two-day meeting with legislative drafters from the Office of the Attorney General and the Kenya Law Reform Commission to discuss and comment on proposed amendments to several policing laws. This effort aligns with the recommendations of the Maraga Taskforce on improving the terms and conditions of the National Police Service.



*NPSC hosts legislative drafters from the Office of the Attorney General and KLRC to review proposed policing law reforms in line with the Maraga Taskforce recommendations.*

Commissioner Edwin Cheluget, who chaired the meeting, expressed his support for meaningful legislative changes that would improve service delivery. CEO Peter Leley also pledged the Commission's support, urging the drafters to add value to the proposed legislation.

The discussions focused on the National Police Service Commission Act, the National Police Service Act, and the National Police Service Veterans and Fallen Heroes Bill.

► *NPSC Joins President William Ruto at the launch of CBK Police Housing Complex*

The National Police Service Commission led by Commissioner Edwin Cheluget joined H.E. President William Ruto at the official opening of the 210-unit Central Bank of Kenya (CBK) Police Housing Complex in Nairobi.



*Commissioner Edwin Cheluguet welcoming President William Ruto at the launch of CBK Police Housing Complex in Nairobi*

In his address, the President commended the CBK for the spearheading the project, noting that it aligns with ongoing reforms to improve police welfare. He further announced that 2,300 additional housing units for the National Police Service (NPS) are currently under construction under the Affordable Housing Scheme (AHS).



*The newly unveiled 210-unit CBK Police Housing Complex in Nairobi*

The CBK Industrial Area Police Housing Project is a collaborative initiative between CBK and the NPS, formalized through a Memorandum of Understanding.

### **Parliamentary Engagements**

Departmental Committee on Administration and Internal Security.

- *Submission on The Recruitment of Police Officers in the FY 2025/2026.*

The Commission presented its submissions on the upcoming police recruitment exercise to the Departmental Committee on Administration and Internal Security.



*NPSC CEO making his submission before Departmental Committee on Administration and Internal Security.*

In its presentation, the Commission addressed long-standing public concerns regarding corruption, nepotism, favouritism and political interference, issues that have historically undermined the integrity of the recruitment process. The CEO reaffirmed the Commission's commitment to ensuring a transparent, merit-based and accountable process that upholds public trust.

► *NPSC Defends its supplementary Budget*

The Commission appeared before the parliamentary Committee on Administration and Internal Security to present and defend its supplementary budget. The critical role that adequate funding plays in enabling the Commission to effectively fulfil its mandate was emphasized noting that reductions significantly undermine ongoing reforms, recruitment and welfare programs.



*Mr. Kinuthia leads the Commission's presentation before the Parliamentary Committee on Administration and Internal Security, defending its supplementary budget and appealing against proposed cuts.*

The session provided an opportunity for the Commission to outline its key priorities and justify resources required to strengthen transparency, accountability and service delivery within the National Police Service. The Commissioners appealed to the committee to ensure that the Commission is adequately resourced to meet the growing expectations of the service and the Kenyan public.

➤ *NPSC Presents and Defends 2025/2026 Budget*

The Commission appeared before the Departmental Committee on Administration and Internal Security to present and defend its budget proposal for the 2025/2026 financial year.



*NPSC Commissioner Edwin Cheluget and CEO Peter Lely present the Commission's 2025/2026 budget proposal before the Departmental Committee on Administration and Internal Security.*

In the submission, Commissioner Edwin Cheluget and NPSC CEO Peter Leley highlighted key areas needing funding, including:

- a. Recruitment of 10,000 new police officers.
- b. Automating and digitizing human resource functions to enhance efficiency.
- c. Decentralization of HR and counselling services for better accessibility across the country.
- d. Implementing the recommendations from the Maraga Taskforce aimed at reforming the police service.
- e. Facilitating general Commission operations to support service delivery.

➤ ***Parliamentary Oversight Visit to Mbagathi Police Hospital***

The NPSC CEO joined members of the Parliamentary Committee on Administration and Internal Security on an oversight visit to the National Police Service Hospital in Mbagathi.



*NPSC CEO joins the Parliamentary Committee on Administration and Internal Security during an oversight visit to the National Police Service Hospital at Mbagathi to assess healthcare facilities for officers.*

The Commission's participation in the visit underscored its commitment to strengthening the welfare of police officers by ensuring that healthcare remains a central pillar of support to both serving and retired members of the service.

### **Senate Standing Committee on Finance and Budget**

#### **► *Presentation of 2025 Budget Policy Statement (BPS)***

The Commission presented its views on the **2025 Budget Policy Statement (BPS)** to the Senate Standing Committee on Finance and Budget. Deputy CEO **John Wambugu**, speaking on behalf of CEO **Peter Leley**, highlighted the main policies guiding the proposed budget. These policies include implementing key reforms, recruiting new officers, automating human resource management, and improving operational services.



*The Commission presents its views on the 2025 Budget Policy Statement to the Senate Standing Committee on Finance and Budget, chaired by Senator Ali Roba.*

The session was chaired by senator Ali Roba who commended the Commission for its well-prepared presentation. He assured the Commission of the Committee's willingness to support efforts aimed at securing the necessary resources to enable effective discharge of its functions.

### **Parliamentary Committee on National Cohesion and Equal Opportunity.**

#### **➤ *Submissions on Employment Diversity***

The Commission presented its submissions on employment diversity within the police service before the Parliamentary Committee on National Cohesion and Equal Opportunity chaired by Hon. Yussuf Adan Haji.

In his presentation, Mr. Leley reaffirmed the Commissions commitment to ensuring fairness, equity and inclusivity in police recruitment and staffing. he highlighted ongoing reforms, including the adoption of a modernized recruitment system, which is designed to guarantee transparency and equal opportunity for all qualified Kenyans.



*NPSC CEO, Peter Leley, appearing before the Parliamentary Committee on National Cohesion and Equal Opportunity.*

The engagement underscored the Commission's role in promoting national cohesion through representative employment practices that strengthen trust between the police service and the public.

### **Ministries and State Departments**

- *Ministry of Interior and National Administration*
- *Launch of National Government Administration Police Unit*

NPSC participated in the launch of the National Government Administration Police Unit in Kwale County. The event also marked the launch of the Administration Police Service Roadmap for Service Delivery Revitalization and the official closure of the Administration Police Service Senior Commanders Conference.



*Security sector leaders from NPSC, NPS and ministry of Interior at the launch of the National Government Administration Police Unit in Kwale County*

In his remarks, Mr. Kinuthia lauded the establishment of the new unit as a significant milestone in enhancing support for the National Government Administration. He reaffirmed the Commission's commitment to addressing areas within its mandate to facilitate the unit's full operationalization. Specifically, he highlighted the successful transfer of 6,000 officers to the new unit and the planned review of the establishment to accommodate an additional 19,500 officers.

➤ *Presentation of the Proposed Police Recruitment System to CS Murkomen*

Commissioner Edwin Cheluget and CEO Peter Leley held a preparatory meeting with the Cabinet Secretary for Interior and National Administration, Kipchumba Murkomen, to review key aspects of the upcoming police recruitment exercise.



*Commissioner Edwin Cheluget and CEO Peter Leley meet CS Kipchumba Murkomen to finalize preparations for the upcoming police recruitment using the new PRS platform.*

Discussions focused on finalizing recruitment guidelines, developing a clear timeline and operationalizing the Commission’s Police Recruitment System (PRS) – a digital platform that will be deployed for the first time in this recruitment. The PRS is designed to promote transparency, efficiency and accountability by automating the entire process from application to appointment.

► ***Inaugural Executive KE Caucus Breakfast Meeting Engagement in Youth-Centered Initiatives***

The Commission’s Chief Executive Officer, Peter Leley, participated in the inaugural Executive KE Caucus Breakfast Meeting, a forum for leaders of government agencies to discuss issues affecting Kenyan youth. The event, held at the Kenyatta International Conference Centre (KICC), focused on developing coordinated government interventions to engage and support young people.



*NPSC CEO addresses participants at a youth forum at the KICC, Nairobi*

In his remarks, the CEO called for direct engagement with youth to better understand their concerns and create lasting solutions. He also urged young people to use peaceful and constructive methods to express their issues, cautioning against violence, which can lead to legal consequences. The CEO emphasized that those who resort to unlawful acts will face the full force of the law.

### **Constitutional Commissions & Independent Offices in Kenya**

- ▶ *National Gender and Equality Commission (NGEC),*
- ▶ *Gender Mainstreaming Training*

The NPSC Gender Mainstreaming Committee participated in a three-day training program led by the National Gender and Equality Commission (NGEC), with facilitation from Josephine Kagucia. The training was designed to improve the committee's understanding of gender issues to help them create more gender-responsive policies for both the Commission and the National Police Service.



*NPSC Gender Mainstreaming Committee members undergo training by NGEC to strengthen gender-responsive policies and inclusivity in policing.*

The training aimed to enhance the committee’s capacity to integrate gender considerations into Commission policies and programs, ensuring inclusivity, equitable opportunities and a safe working environment.

► ***Ethics and Anti-Corruption Commission (EACC)***

The NPSC Senior Management Team, led by CEO Peter Leley, held a consultative meeting with officials from the Ethics and Anti-Corruption Commission (EACC). This engagement was part of a continuing partnership, launched in February, aimed at bolstering anti-corruption efforts and promoting integrity within the National Police Service (NPS).



*NPSC senior leadership meets EACC officials to strengthen anti-corruption efforts and integrity within the police service*

The EACC is conducting a comprehensive system review of the National Police Service (NPS) to evaluate its policies, procedures, and service delivery. The findings from this assessment will be used to formulate strategic recommendations and will be followed by a review next year to assess their implementation.

## **Development Partners and Civil Societies**

### **► *Development Partners Roundtable***

The National Police Service Commission took part in a roundtable meeting with the National Police Service and its development partners at the Kenya School of Government.

NPSC CEO Peter Leley called for increased support for police officer counselling and psychosocial services. He stressed the Commission's goal of decentralizing these services to improve officers' mental health. Leley also asked for help in implementing the new automated recruitment system, which he believes will increase transparency and accountability.



*NPSC CEO Peter Leley joins CS Kipchumba Murkomen and IG Douglas Kanja at a roundtable with development partners to strengthen police reforms and officer welfare*

Inspector General Douglas Kanja highlighted other key areas for collaboration, including; digitalization, Training and capacity building, Infrastructure and facilities, Equipment

The event was graced by the Cabinet Secretary for Interior and National Administration, Kipchumba Murkomen.

➤ *Criminal Justice System*

The heads of communication from various institutions within the Criminal Justice System convened a strategy meeting in Mombasa to strengthen collaboration and streamline communication efforts. The National Police Service Commission participated in this key forum, which brought together representatives from the Ministry of Interior, the National Police Service, the Kenya Police Service, the Directorate of Criminal Investigations, the Internal Affairs Unit, the Witness Protection Unit, the Independent Policing Oversight Authority, and the Office of the Director of Public Prosecutions.



*NPSC joins Criminal Justice System partners in Mombasa to strengthen inter-agency communication and collaboration, supported by IJM*

The meeting involved a thorough review of past discussions and a detailed analysis of key issues affecting the sector. Participants also had the opportunity to discuss operational challenges and work together to find sustainable, practical solutions.

The forum was supported by the International Justice Mission (IJM), a partner dedicated to improving accountability and effectiveness within the Criminal Justice System.

### **Activities with The National Police Service**

#### **► *Modernized Police Recruitment System***

The National Police Service Commission (NPSC), under the leadership of CEO/CS Peter Leley, convened a follow-up meeting with the National Police Service (NPS) to review the progress of the newly developed modernized police recruitment



*NPSC CEO Peter Leley leads a consultative meeting with top NPS leaders on the modernized police recruitment system.*

*The session brought together top commanders and senior officers from the NPS, alongside HR, ICT and administrative experts from both institutions. The Commission demonstrated the system's capabilities, highlighting how its automated features are designed to promote transparency, accountability and merit-based recruitment.*



*The Commission DCEO John Wambungu speaking on the new online Police Recruitment System to top commanders and senior officers from the National Police Service*

Participants engaged in a detailed review of the platform, offering feedback and suggesting improvements to ensure the system fully meets the NPSC mandate. The collaborative process reflects a shared commitment to building public confidence in the recruitment of police officers, ultimately strengthening trust in the National Police Service.

➤ *Training for Senior Police Officers*

The Commission through its Human Capital Management Directorate, conducted a training program for senior police officers at the National Police Service Senior Staff College at Emali. The sessions were led by Deputy Director Human Capital Management, George Okinda, The curriculum covered several key topics:

- a. The history and mandate of the Commission
- b. The legal frameworks governing both the NPSC and the NPS
- c. The Commission's strategic direction
- d. Psychosocial support for officers



*NPSC Deputy Director Director HCM, George Okinda, leads participants in a training session at the National Police Service Senior Staff College, Emali.*

By equipping officers with both technical knowledge and personal development tools, the program reinforced the Commission's commitment to building a professional, accountable and well prepares leadership for the National Police Service.

### ► *NPSC Disciplinary Committee Hearing*

The NPSC Disciplinary Committee held a four-day disciplinary hearing at the GSU Training School in Embakasi, Nairobi.



*The National Police Service Disciplinary Committee held a four-day disciplinary hearing at the GSU Training School in Embakasi, Nairobi*

The committee, which handles cases involving officers ranked Assistant Superintendent of Police (ASP) and above, ensured that proceedings were conducted with integrity, transparency and adherence to due process. This exercise reinforced the Commission's mandate to uphold discipline and professionalism within the police service.

### ► *Pre-Retirement Training for Police Officers*

The National Police Service Commission (NPSC) held a two-day pre-retirement training session at the College of Insurance Nairobi, for police officers and civilian staff nearing the end of their service. This marked the first Commission's first initiative designed to prepare participants for life after retirement by equipping them with essential knowledge and practical skills for seamless transition upon retirement.



*Police officers and Civilian staff of the NPSC during the pre-retirement training at the college of Insurance*

The training underscored the Commission’s commitment to ensuring that officers are supported not only during their service but also as they prepare for a new chapter of life beyond active duty.

► *Support for Anti-Corruption and Police Reform*

The NPSC affirmed its commitment to supporting Inspector General Douglas Kanja in his efforts to combat corruption and transform police stations into “centers of excellence”. During a high-level meeting at the Administration Police Training College in Embakasi, NPSC CEO Peter Leley emphasized the Commission’s dedication to promoting integrity and professionalism within the police service.



*NPSC CEO Peter Leley affirms the Commission's support for IG Douglas Kanja in advancing anti-corruption reforms and transforming police stations into centers of excellence.*

The meeting, which included top police commanders and officials from the Ethics and Anti-Corruption Commission (EACC), focused on strengthening anti-corruption measures across the police service.

► *NPSC and NPS Joint Committee on Evaluation of Constitutional Values and Principles*

A joint committee comprising officers from the NPSC and the NPS conducted an evaluation of compliance with constitutional value and principles under Articles 10 and 232.

The exercise assessed levels of compliance, identified best practices and challenges, and developed actionable recommendations to strengthen adherence. The tea, also sought to provide evidence-based inputs to guide reforms and policy decisions.



*NPSC and NPS officers at the Wildlife Research and Training Institute to evaluate compliance with constitutional values and principles*

The workshop hosted at the Wildlife Research and Training Institute, was supported by CEO Dr. Patrick Omondi, who was commended for facilitating collaboration across institutions.

➤ *Farewell Luncheon for former Chairperson and Commissioners of the National Police Service Commission*

The National Police Service Commission held a farewell luncheon in honor of the former Chairperson and Commissioners marking the successful end of their term in office. During the event, CS/CEO Peter Leley paid tribute commending their exemplary leadership and dedication to the Commission mandate. He commended Mr. Eliud Kinuthia, Dr. Alice Otwala, Mr. Eusebius Laibuta, Dr. Lilian Kiamba, and Mr. John Ole Moyaki, for steering the Commission during a period of transformation.



*Former NPSA Chairperson and Commissioners with the IG and DIG APS during the farewell luncheon at the close of their six-year term*

The occasion brought together senior leadership of the National Police Service including the Inspector General and Deputy Inspector General of the Administration Police Service (APS), who joined in honoring the Commissioners.

### **Courtesy Calls**

#### **Courtesy Call**

The Commission paid a courtesy call on Hon. Kipchumba Murkomen, EGH, Cabinet Secretary for Interior and National Administration, at his office in Harambee House.



*NPSC Board members during the courtesy call on CS Hon. Kipchumba Murkomen, EGH, at in Harambee House*

In his remarks, the Cabinet Secretary commended the Commission for fostering a cordial working relationship with the National Police Service, noting that such synergy is essential for enhancing service delivery to the public.

➤ *Courtesy call to Nyanza Regional Police Commander, AIG Nyamohanga*

The NPSC Kisumu regional office paid a courtesy call on the Nyanza Regional Police Commander, AIG Nyamohanga, to discuss issues affecting staffing and officer welfare.



*NPSC Kisumu regional office team engages AIG Nyamohanga on staffing, promotion and officer welfare in Nyanza Region*

The engagement covered the deployment and shortage of civilian staff, the importance of merit-based promotions and ongoing measures to enhance officer well-being. This dialogue highlighted the Commission's commitment to working closely with regional leadership to strengthen operational efficiency and staff support systems.

### **Media Engagements**

- *Press Briefing on promotion interviews of 132 officers from Chief Inspector to Assistant Superintendent of Police (ASP)*

The NPSC interviewed 132 police officers for promotion from Chief Inspector to Assistant Superintendent of Police (ASP). These candidates had successfully

completed a rigorous six-month leadership-training course at the National Police Service campuses in Kiganjo and Emali. The NPSC remains committed to ensuring a fair, transparent, and merit-based promotion process.

In its ongoing effort to enhance efficiency and transparency, the Commission introduced the new Police Recruitment System (PRS). This digital platform is designed to streamline the entire recruitment process, from application to appointment, ensuring real-time data validation and greater accountability.



*The NPSC announces the promotion interviews of 132 officers from Chief Inspector to Assistant Superintendent of Police (ASP) and unveils the new digital police recruitment system (PRS)*

The Commission emphasized that both the promotions and the new recruitment platform are part of its long-term commitment to modernizing human resource management in the police service.

## **Counselling and Psychosocial Support**

### **➤ Mental Health Session in Garissa County**

A mental health awareness and counseling session was conducted at Modogashe Police Station, Garissa County, led by Counselor Zakia Rashid and NPSC officials.



*Counselor Zakia Rashid and NPSC officials lead a mental health session at Modogashe Police Station, Garissa County, encouraging officers to prioritize wellness and seek support without stigma.*

The session focused on educating officers about mental health issues, promoting psychological wellness, and addressing the high-stress nature of police work. Key topics included Post-Traumatic Stress Disorder (PTSD), signs of stress, substance use, and forms of depression and anxiety.

➤ ***Police Mental Health Clinic at Karen Plains Police Station***

NPSC counselors held a mental health session for police officers at the Karen Plains Police Station in Nairobi. The interactive session provided a safe space for officers to discuss personal and work-related concerns.



*NPSC counsellors engage police officers at Karen Plains Police Station in Nairobi on managing stress, building resilience and prioritising mental wellness.*



*NPSC counselling team led by Elizabeth Oyula, supports police officers and judicial staff at Makadara Law Courts following a traumatic incident.*

The intervention emphasized emotional recovery and reinforced the availability of ongoing psychosocial support for affected staff.

➤ *Psychological Support in Narok County*

A team from the NPSC, led by Deputy Director of Human Capital Management Esther Mwatha and Counselling Unit Manager Julius Menza, travelled to Narok County to provide psychological support to police officers.



*NPSC officials Esther Mwatha and Julius Menza lead a psychological support session for officers in Narok County*

The session provided officers with a safe environment to share experiences, process emotions and build resilience. Through guided dialogue, the officers gained coping skills to help them manage stressors both on and off duty.

## **5. CHAPTER FIVE: FINANCIAL REPORT AND STATEMENT FINANCIAL YEAR 2024-2025**

### **5.1 Introduction**

#### **1. Statement of Management Responsibilities**

Section 81 (1) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the Accounting Officer for a National Government entity shall prepare financial statements in respect of that entity. Section 81 (3) requires the financial statements so prepared to be in a form that complies with relevant accounting standards as prescribed the Public Sector Accounting Standards Board of Kenya from time to time.

The Accounting Officer in charge of the National Police Service Commission is responsible for the preparation and presentation of the entity's financial statements, which give a true and fair view of the state of affairs of the entity for and as at the end of the financial year (period) ended on June 30<sup>th</sup>, 2025. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period, (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity, (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud, (iv) safeguarding the assets of the entity; (v) selecting and applying appropriate accounting policies, and (vi) making accounting estimates that are reasonable in the circumstances.

The Accounting Officer in charge of the National Police Service Commission accepts responsibility for the entity's financial statements, which have been prepared on the Accrual Basis Method of Financial Reporting, using appropriate accounting policies in accordance with International Public Sector Accounting Standards (IPSAS). The Accounting Officer is of the opinion that the entity's financial statements give a true and fair view of the state of entity's transactions during the financial year ended June 30<sup>th</sup>, 2025, and of the entity's financial position as at that date. The Accounting Officer further confirms the completeness of the accounting records maintained for the entity, which have been relied upon in the preparation of the entity's financial statements as well as the adequacy of the system of internal controls.

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

**Approval of the financial statements**

The National Police Service Commission financial statements were approved on 31<sup>st</sup> August, 2025.



Accounting Officer  
Peter Leley, EBS  
National Police Service Commission



Manager Accounts  
CPA Eric Nyaga Festus  
ICPAK Member Number: 18635

## 5.2 Statement of Financial Performance

	Notes	Period Ended June 30 <sup>th</sup> , 2025
		Kshs
<b>Revenue from non-exchange transactions</b>		
Transfers from exchequer	5	999,150,162
Total		<b>999,150,162</b>
<b>Total revenue</b>		
		<b>999,150,162</b>
<b>Expenses</b>		
Employee costs	6	672,188,915
Use of goods and services	7	363,229,016
Depreciation and amortization expense	8	781,913
<b>Total expenses</b>		<b>1,036,199,844</b>
<b>Surplus/Deficit for the year</b>		<b>(37,049,682)</b>
<b>Net Surplus/Deficit</b>		<b>(37,049,682)</b>

The Financial Statements of Financial Performance were signed by:



Accounting Officer

Peter Leley, EBS

National Police Service Commission



Manager Accounts

CPA Eric Nyaga Festus

ICPAK Member Number: 18635

### 5.3 Statement of Financial Position

	Notes	Period as at June 30 <sup>th</sup> , 2025	Opening Statement 1 <sup>st</sup> July 2024
		Kshs	Kshs
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	9	14,695,149	11,679,452
<b>Total Current Assets</b>		<b>14,695,149</b>	<b>11,679,452</b>
<b>Non-Current Assets</b>			
Property, plant, and equipment	11	15,387,559	-
Receivables from Non-Exchange Transactions	10	1,511,084	2,043,487
<b>Total Non-Current Assets</b>		<b>16,898,643</b>	<b>2,043,487</b>
<b>Total Assets (A)</b>		<b>31,593,792</b>	<b>13,722,939</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	12	50,984,505	1,596,172
Refundable Deposits	13	14,421,083	8,742,253
Current Provision	14	2,453,861	-
<b>Total Current Liabilities</b>		<b>67,859,448</b>	<b>10,338,425</b>
<b>Non-Current Liabilities</b>			
Non-Current Provisions	14	2,028,015	2,028,015
<b>Total Non-Current Liabilities</b>		<b>2,028,015</b>	<b>2,028,015</b>
<b>Total Liabilities (B)</b>		<b>69,887,463</b>	<b>12,366,440</b>
<b>Net Assets (A-B)</b>		<b>(38,293,672)</b>	<b>1,356,499</b>
<b>Represented By:</b>			
Accumulated surplus		(38,293,671)	1,356,499
<b>Net Assets</b>		<b>(38,293,671)</b>	<b>1,356,499</b>

The Financial Statements of Financial Position were signed by:



Accounting Officer  
Peter Leley, EBS  
National Police Service Commission



Manager Accounts  
CPA Eric Nyaga Festus  
ICPAK Member Number: 18635

## Statement of Changes in Net Assets

Description	Accumulated Surplus	Total
	Kshs	Kshs
<b>As at 30<sup>th</sup> June 2024</b>		
<b>(Cash basis)</b>	<b>4,980,686</b>	<b>4,980,686</b>
Adjustments:		
(To recognize assets and liabilities)	0	0
Provisions	(2,028,015)	<b>(2,028,015)</b>
Trade payables-Pending bills	(1,596,172)	<b>(1,596,172)</b>
<b>As at 1<sup>st</sup> July, 2024</b>	<b>1,356,499</b>	<b>4,980,686</b>
Surplus/ deficit for the period	(37,049,682)	(37,049,682)
Return to exchequer	(2,600,488)	(2,600,488)
<b>As at 30<sup>th</sup> June 2025</b>	<b>(38,293,671)</b>	<b>(34,669,484)</b>

The Financial Statements of Change in Net Assets were signed by:



Accounting Officer

Peter Leley, EBS

National Police Service Commission



Manager Accounts

CPA Eric Nyaga Festus

ICPAK Member Number: 18635

#### 5.4 Statement of Cash Flows for the year

		Period Ended June 30 <sup>th</sup> , 2025
	Notes	Kshs
<b>Cash flows from operating activities</b>		
<b>Receipts</b>		
Transfers from exchequer		999,150,162
<b>Total receipts</b>		<b>999,150,162</b>
<b>Payments</b>		
Employee costs		669,735,054
Use of goods and services	7(b)	307,629,450
<b>Total payments</b>		<b>977,364,504</b>
<b>Net cash flows from/ (used in) operating activities</b>	16	<b>21,785,658</b>
<b>Cash flows from investing activities</b>		
Purchase of PPE	11	(16,169,472)
<b>Net cash flows from/ (used in) investing activities</b>		<b>(16,169,472)</b>
<b>Cash flows from financing activities</b>		
Return to Exchequer		(2,600,488)
<b>Net cash flows from financing Activities</b>		<b>(2,600,488)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>3,015,698</b>
Cash and cash equivalents at the start of the period (1 <sup>st</sup> July 2024)	9	11,679,452
<b>Cash and cash equivalents at the end of the period</b>	9	<b>14,695,150</b>

The Financial Statements of Cash flows for the year 2024/2025 were signed by:



Accounting Officer

Peter Leley, EBS

National Police Service Commission



Manager Accounts

CPA Eric Nyaga Festus

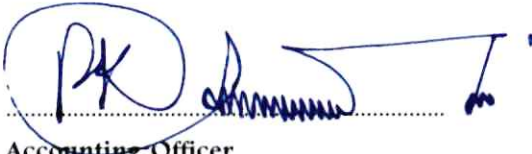
ICPAK Member Number: 18635

## 5.5 Statement of Comparison of Budget and Actual Amounts

**Recurrent and Development Combined**

Description	Original budget	Adjustments	Final budget	Actual on a comparable basis	Budget utilization difference	% of utilization
	A	B	C=a+b	D	E=c-d	F=d/c %
<b>Revenue</b>						
Transfers from exchequer	1,131,272,317	(124,203,397)	1,007,068,920	999,150,162	7,918,758	99%
Other income	-	-	-	-	-	-
<b>Total revenue</b>	<b>1,131,272,317</b>	<b>(124,203,397)</b>	<b>1,007,068,920</b>	<b>999,150,162</b>	<b>7,918,758</b>	<b>99%</b>
<b>Expenses</b>						
Employees costs	711,460,000	(41,000,000)	670,460,000	664,414,058	6,045,942	99%
Use of goods and services	298,714,021	10,640,964	309,354,985	308,286,871	1,068,114	100%
Social benefits	5,321,000	-	5,321,000	5,320,996	4	100%
Other payments: Acquisition of Assets	-	-	-	-	-	-
<b>Total recurrent expenses</b>	<b>1,015,495,021</b>	<b>(30,359,036)</b>	<b>985,135,985</b>	<b>978,021,925</b>	<b>7,114,060</b>	<b>99%</b>
<b>Capital items</b>						
Acquisition of PPE	115,777,296	(93,844,361)	21,932,935	21,723,285	209,650	99%
<b>Total expenses Development</b>	<b>115,777,296</b>	<b>(93,844,361)</b>	<b>21,932,935</b>	<b>21,723,285</b>	<b>209,650</b>	<b>99%</b>
<b>Total expenses</b>	<b>1,131,272,317</b>	<b>(124,203,397)</b>	<b>1,007,068,920</b>	<b>999,745,209</b>	<b>7,323,711</b>	<b>99%</b>
<b>Surplus/ deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- 595,047</b>	<b>595,047</b>	

The Financial Statements of Comparison of Budget and Actual Amounts were signed by:

A handwritten signature in blue ink, featuring a large circle around the initials 'PK' followed by a series of horizontal strokes.

Accounting Officer

Peter Leley, EBS

National Police Service Commission

A handwritten signature in blue ink, appearing to be 'Eric Nyaga Festus'.

Manager Accounts

CPA Eric Nyaga Festus

ICPAK Member Number: 18635

## 5.6 Reconciliation Table

	<b>Amount in Kshs</b>
<b>Actual Surplus Amounts as per the statement of Budget</b>	<b>- 595,047</b>
Cash and cash equivalents at the start of the period	11,679,452
Return to Exchequer	- 2,600,488
Increase in receivables (Imprests & salary Advances)	532,403
Increase in Payables (Refundable Deposits)	5,678,830
<b>Closing Cash and Cash Equivalent as per the statement of Cash flows</b>	<b>14,695,149</b>

## 5.7 Overview of the Financial Statements

### 1. Statement of Compliance

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

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

The use of public resources by MDAs is primarily governed by Chapter 12 of the Constitution, the relevant Appropriation Act, the Public Finance Management Act, of 2012, and the Public Procurement and Disposal Act, of 2015. These financial statements were authorized for issue by the Accounting Officer on April 15, 2025.

### 2. Reporting Period

The reporting period for these financial statements is for the period ended 30<sup>th</sup> June, 2025.

### 3. Basis of preparation

These financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period on an accrual basis unless otherwise specified (for example, the Statement of Cash Flows). Under an accrual basis, revenues are recognized when rights to assets are earned or levied rather than when cash is received, and expenses are recognized when obligations are incurred rather than when they are settled. The financial statements have been prepared and presented in Kenya Shillings

to the nearest shilling. The accounting policies adopted have been consistently applied to all the years presented.

## 6. CHAPTER SIX: CHALLENGES AND RECOMMENDATIONS

This chapter highlights the main challenges encountered during the financial year and proposes actionable recommendations to strengthen efficiency, transparency and overall effectiveness in fulfilling the Commission's mandate.

### 6.1 Challenges encountered in the financial year

1. **Financial Constraints:** The Commission continued to experience inadequate funding for operations, equipment and key programs. Activities such as disciplinary hearings, human resource audits and public outreach were significantly constrained, limiting the ability to deliver fully on its mandate.
2. **Operational Inefficiencies:** Heavy reliance on manual human resource processes slowed down critical functions, including performance appraisals and data verification. The lack of resources to implement advanced systems increased the risk of inaccuracies in HR data.
3. **Accessibility and Transparency Gaps:** The Commission faced challenges in fully complying with accessibility and transparency standards. The absence of a braille version of the Service Delivery Charter and limited public participation forums reduced inclusivity, public trust and stakeholder engagement.
4. **Security and Mobility Limitations:** Staff encountered security risks and restricted movement in certain regions affected by insecurity. The shortage of vehicles also limited the Commission's ability to reach police officers at their duty stations, reducing service coverage.
5. **Cybersecurity Vulnerabilities:** Existing systems remained exposed to cyber threats, creating a risk of data breaches and loss of sensitive information, while also limiting confidence in digital platforms.

### 6.2 Recommendations

To enhance our efficiency, transparency, and overall effectiveness, the following key areas require strengthening:

1. **Financial Management:**
  - i. The National Treasury is urged to increase budgetary allocations to cover core operations, outreach programs and modernization initiatives.

- ii. Development partners are encouraged to provide technical and financial support through partnership and sponsorships to bridge resource gaps.
  - iii. Parliament is requested to consider policy measures that grant greater financial autonomy, enabling timely implementation of work plans and procurement of essential resources.
2. **Operational Standards:**
- i. The National Treasury should allocate dedicated funding to enable the rollout of centralized HR tracking systems and biometric verification tools, ensuring accountability in recruitment, promotions and welfare management.
  - ii. The Kenya National Commission on Human Rights (KNCHR) is encourage to partner with the Commission in embedding human rights compliance and fairness in disciplinary guidelines, complaints management and operational policies, ensuring alignment with national and internal standards.
3. **Staff and Public Engagement:**
- i. The Ministry of Interior is urged to facilitate more frequent public participation forums, enabling the Commission to strengthen community trust and awareness.
  - ii. Parliament should allocate resources for tele-counselling services, ensuring that officers and their families have access to psychological support.
4. **Security and Mobility:**
- i. Security agencies, including the National Police Service and Ministry of Interior, should provide enhanced operational security for the Commission when working in high-risk regions.
  - ii. The National Treausry should allocate funds to procure vehicles and cover transport services, ensuring continuous access to officers at their duty stations.
  - iii. Parliament is called upon to ensure that sufficient funding is ring-fenced for mobility and field security operations within the Commission's annual budget.
5. **Technological Advancement:**

- i. The ICT Authority should provide technical guidance and capacity building for strengthening cybersecurity systems across the Commission.
- ii. The National Treasury is urged to allocate resources to automate HR processes, eliminating inefficiencies and reducing delays in service delivery.
- iii. Development partners are encouraged to support the Commission in implementing robust cybersecurity training and supplying protective technologies to safeguard sensitive police data.