




National Police Service Commission



**ANNUAL REPORT
AND FINANCIAL
STATEMENTS
FOR THE FINANCIAL YEAR
2023 ~ 2024**

 THE NATIONAL ASSEMBLY PAPERS LAID	
DATE:	08 OCT 2024
	DAY: Tuesday
TABLED BY:	Hon Owen Bwalya MP Deputy leader of Majority Party
CLERK-AT THE-TABLE:	A. Shibuko

VISION:

Dignified and Professional Police Officers

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:

Interdependence

Synergy

Integrity

Fairness

Transparency

Accountability

Inclusivity

Professionalism

TABLE OF CONTENTS

EXECUTIVE SUMMARY	6
FOREWORD BY THE COMMISSION CHAIRPERSON	7
MESSAGE FROM THE COMMISSION SECRETARY/CEO	9
ABBREVIATIONS AND ACRONYMS	11
1. CHAPTER ONE: ESTABLISHMENT AND MANDATE OF THE COMMISSION	
1.1 Establishment of The Commission.....	13
1.2 Mandate of The Commission.....	13
1.3 Functions of The Commission.....	13
1.4 Powers of The Commission.....	14
1.5 Our Values.....	15
1.6 Composition of The Commission.....	15
1.7 Members of The Commission.....	16
2. CHAPTER TWO: COMMISSION REORGONIZATION AND CORPORATE GOVERNANCE STRUCTURES.	
2.1 Introduction.....	17
2.1.1 Reorganization of the NPSC.....	17
2.1.2 Objectives of the Reorganization.....	17
2.1.3 Corporate Governance Structures	17
2.1.4 Key Governance Principles	18
2.2 Committees of the Commission.....	18
2.3 Organizational Structure of the Commission.....	20
2.4 Key Elements of the Organizational Structure	20
2.5 Key Management Personnel (As of the Financial Year Ended 30th June 2024).....	21
2.6 Strategic Planning and Governance.....	22
3. CHAPTER THREE: PERFORMANCE EVALUATION AND NPSC MILESTONES	
3.1 Introduction.....	25
3.2 Key Milestones of the Commission.....	25
3.2.1 Recruitment, Appointments and Welfare Committee.....	25
3.2.2 Composition and Membership of the Committee	26
3.3 Recruitment, Appointments and Welfare Committee Targets and Achievements.....	26
3.3.4 Appeals, Policy and Legal Affairs Committee.....	30
3.3.3 Complaints Management	32
3.3.4 Policies Management	33
3.3.5 Discipline and Human Resource Audit Committee.....	34
3.3.6 Promotions & Transfers Committee	36
3.3.7 Finance, Planning and Administration Professional Development Committee.....	39
3.3.8 Internal Audit Department	43
3.3.9 Supply Chain Management.....	43

3.3.8	Corporate Communication	43
3.3.6	Coast Region, Mombasa Office.....	44
4.	CHAPTER FOUR: STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS AND LINKAGES.	
4.1	Introduction.....	46
4.2	Recruitment, Appointment and Welfare.....	46
4.3	Counselling Programs.....	48
4.4	Interagency Programs.....	51
4.5	Parliamentary Committee.....	60
4.6	Disciplinary and Human Resource Audit Committee.....	61
4.7	Appeals, Policy and Legal Affairs.....	64
4.8	NPSC Corporate Social Responsibility.....	66
4.9	Stakeholder Engagement.....	68
4.10	Media Engagement.....	75
5.	CHAPTER FIVE: EXTRACTS OF THE FINANCIAL REPORT AND STATEMENTS FOR FINANCIAL YEAR 2023-2024.	
5.1	Introduction.....	76
5.2	Statement of Receipts and Payments for The Year Ended 30th June 2024.....	78
5.3	Statement of Financial Assets and Financial Liabilities as at 30th June 2024.....	79
5.4	Statement of Cash Flows for The Year Ended 30 th June 2024.....	80
5.5	Statement of Comparison of Budget and Actual Amounts: Recurrent for FY 2023/24.....	82
5.6	Budget Execution by Programmes and Sub-Programmes for FY 2023/24.....	84
6.	CHAPTER SIX: CHALLENGES AND RECOMMENDATIONS	
6.1	Challenges Encountered in The Financial Year 2023-2024.....	85
6.2	Recommendations/Way Forward	85

LIST OF TABLE

Table 2.3.1: NPSC Fiduciary Management.....	22
Table 2.4.2: Illustration of the Strategic Issue, Goal and KRAs.....	23
Table 1.2.2.2: Nature of Cases.....	32
Table 2.2.2.3: Summary of complaints received in the financial year 1st July 2023 to 30th June 2024.....	33
Table 3.2.2.4: Summary of the policy mandate for financial year 1st July 2023 to 30th June 2024.....	33
Table 4.2.4.1: Summary of promotions in the FY 2023-2024.....	37
Table 5.2.7.1: Achievements of the Records department.....	42
Table 7.2.10.2: Areas of best practices that can be shared with other Regional offices...	44
Table 6.1: NPSC challenges, implications and mitigation measures.....	85

EXECUTIVE SUMMARY

This is the tenth Annual Report of the National Police Service Commission for the period July 2023 to June 2024. Since its establishment on the 5th of October 2012, the Commission seeks to build on its past successes by continuously enforcing its directive to ensure professionalism and dignity in policing. This report highlights the activities and progress of the Commission towards achieving its mandate, the challenges encountered and the way forward for the next financial year.

The report comprises six chapters as detailed below:

Chapter One defines the establishment and mandate of the Commission, its composition and its current membership.

Chapter Two articulates the Commission's reorganization and corporate governance framework and the development of its internal human capital capacity. This is based on its transformation agenda that seeks to restructure the Commission to make a difference in service delivery specifically, towards its key stakeholder, the police officers.

Chapter Three outlines the performance of various departmental initiatives and operations of the Commission's constituted Committees. It summarizes the Commission's performance, milestones achieved and areas earmarked for further progress.

Chapter Four focuses on the collaborations and engagements with stakeholders, as well as the partnerships and linkages made within the year in review. This section highlights how the Commission continues to build synergy and enhance potential and existing collaborations to facilitate the execution of its mandate.

Chapter Five contains the financial statements of the National Police Service Commission for the period under review under Section 81 (1) and (3) of the Public Finance Management Act, 2012.

Chapter Six discusses the challenges that the Commission experienced, proposed recommendations to address the identified challenges and the organizational outlook for the coming year.

The Commission was fully constituted during the reporting period even with the transitions that took place within the senior leadership.

FOREWORD BY THE COMMISSION CHAIRPERSON



This is the tenth Annual Report of the National Police Service Commission which covers the reporting period July 2023 to June 2024

The Financial Year 2022 – 2023 was marked with significant strides as the Commission maintained its steadfast march towards effective human capital management of the National Police Service. This report offers a comprehensive overview of the

Commission's key strategies and activities all in pursuit of efficient service delivery to the public.

During the year under review, the Commission worked tirelessly to facilitate ongoing police reforms and to improve service standards across the board. One of the most notable achievements was the upward revision of police officers' salaries in recognition of their outstanding service to the country. The Commission issued the 3rd Remuneration Cycle Review detailing a new salary structure for both uniformed and civilian staff. This revised structure will be implemented in two phases; on 1st July 2023 and 1st July 2024.

The Commission concluded the development of the 2023-2027 Strategic Plan whose Key Result Areas are aligned to the government's priorities that include police welfare reforms. In particular, emphasis has been placed on enhancing the Commission's role in promoting good governance, transparency, and accountability within the NPS. This plan is designed to ensure that the Commission continues to lead in promoting a professional, ethical, and highly effective National Police Service. The projected outcomes demonstrate the Commission's unwavering commitment to ensuring that our police officers are supported, motivated, and well-equipped to serve the country with dedication.

Part of the Commission's broader strategy is to address challenges our officers face in the line of duty. Through collaborative efforts with the National Police Service, development partners, and our team of counselors, 31,052 officers across the country received much-needed psychosocial support services. These interventions included psycho-education on topics such as work-related stressors, psychological safety, personal safety, personal finance, and debt management – issues that directly impact the overall well-being of our officers. The significant uptake of these services underscores the positive impact of the Commission's

mental health initiatives.

As a Commission, we are committed to fostering partnerships and have broken new ground in strengthening engagement with stakeholders in the criminal justice system. Notably, the International Justice Mission (IJM) supported in furnishing a counseling room at Nyayo House. This facility serves as a vital resource for the mental health and well-being of our officers, providing a safe, supportive and conducive environment where they can professional psychosocial support services. This partnership exemplifies the kind of collaboration that is central to the Commission's objectives as we leverage upon external expertise, resources and support to fill existing gaps in knowledge and resources to fast-track service delivery to the benefit of our officers. The Commission remains receptive to forging new partnerships and strengthening existing ones to achieve our long-term goal of building a motivated, citizen-centric Service.

I would like to express my gratitude to the Executive under the leadership of His Excellency The President, both Chambers of Parliament as well as the Judiciary for the strategic support during the year under review. I am grateful to the dedicated members of the National Police Service, members and staff of the Commission, and all our partners without whom we would not achieve our planned objectives. These collective efforts have ensured that our police officers could serve the country professionally and diligently, contributing to a safer and more productive Kenya for all.



ELIUD N. KINUTHIA, CBS, OGW, HSC
CHAIRPERSON
NATIONAL POLICE SERVICE COMMISSION

MESSAGE FROM THE COMMISSION SECRETARY/CEO



It is my privilege to present this Annual Report, which highlights the Commission's activities towards the transformation of human resource management and development within the National Police Service. Our ultimate goal is to deliver accountable, effective, and citizen-focused officers to provide a peaceful and secure environment to all Kenyans.

Over the past year, the Commission has made significant steps in reshaping the policing landscape through innovative strategies, the unwavering dedication of the secretariat, and the integration of technology in streamlining our internal processes. Through a customer-centric approach, we have worked diligently to enhance service delivery to members of the Service under the stewardship of our Commissioners.

A cornerstone of our achievements this year has been the development of key policies, frameworks, and regulations – each at various stages of review and adoption. These are designed to strengthen the operational efficiency and well-being of officers. Once fully implemented, these measures will foster motivation and equip the police with greater capability to address the dynamic security needs of our nation.

In line with our resolve to create an enabling environment through which our staff can better deliver on our mandate, we are pleased to announce our relocation to the new Commission headquarters at the CBK Pension Towers. This move symbolizes a new chapter for the Commission, enhancing our capacity to provide fast, efficient, and responsive services. Furthermore, our nationwide footprint continues to grow, with NPSC staff now serving in five strategically located regional offices, bringing our services closer to the people we exist to serve.

The Commission has continued to harness the power of technology to drive efficiency and transparency. Key achievements include the successful development and deployment of a web-based recruitment system, ensuring a more streamlined and equitable hiring process.

Financial prudence and responsible management of resources remain at the core of our operations. I am pleased to report the Commission achieved a budget absorption rate of 98.72% in the year under review, a testament to our effective

utilization of the funds entrusted to us. This high level of budget absorption reflects our commitment to fiscal responsibility, transparency, and the effective delivery of services to the public.

While we are proud of the milestones we have made, we recognize that there is still much to be done. The challenges we face continue to evolve and we must remain agile and forward-thinking. As we look ahead, we are deeply committed to implementing the strategies outlined in our Strategic Plan 2023 – 2027 as well as recommendations made by the National Taskforce on the improvement of the terms and conditions of service for members of the National Police Service.

In closing, I would like to thank the government for the trust placed in us to execute our Constitutional mandate. My sincere gratitude goes to our hardworking staff, dedicated partners, generous sponsors, and supportive stakeholders. The collaborative approach has been instrumental in the Commission's success this year. Together, we are shaping the future of the National Police Service and progress toward a safer Kenya.

I invite you to peruse this report to learn more about the Commission's achievements and provide feedback that will help us improve our service delivery.

A handwritten signature in blue ink, consisting of a large circle containing the letters 'PK', followed by a series of horizontal wavy lines and a long horizontal stroke extending to the right.

PETER LELEY
CS/CHIEF EXECUTIVE OFFICER
NATIONAL POLICE SERVICE COMMISSION.

ABBREVIATIONS AND ACRONYMS.

APS	ADMINISTRATION POLICE SERVICE
CBS	CHIEF OF THE ORDER OF THE BURNING SPEAR
CEO	CHIEF EXECUTIVE OFFICER
CS	CABINET SECRETARY
CSR	CORPORATE SOCIAL RESPONSIBILITY
DCI	DIRECTORATE OF CRIMINAL INVESTIGATIONS
DCEO	DEPUTY CHIEF EXECUTIVE OFFICER
DHCM	DIRECTORATE OF HUMAN CAPITAL MANAGEMENT
DIG	DEPUTY INSPECTOR GENERAL
EACC	ETHICS AND ANTI-CORRUPTION COMMISSION
EDMS	ELECTRONIC DOCUMENT MANAGEMENT SYSTEM
GJLOS	GOVERNANCE, JUSTICE, LAW AND ORDER
IAU	INTERNAL AFFAIRS UNIT
ICT	INFORMATION COMMUNICATION AND TECHNOLOGY
IEC	INFORMATION EDUCATION MATERIAL
IFMIS	INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM
IG	INSPECTOR GENERAL OF THE NATIONAL POLICE SERVICE
IPOA	INDEPENDENT POLICING OVERSIGHT AUTHORITY
IPPD	INTEGRATED PERSONNEL PAYROLL DATABASE
HCM	HUMAN CAPITAL MANAGEMENT
HR	HUMAN RESOURCE
HSC	HEAD OF STATE COMMENDATION
HTC	HIGHER TRAINING COURSE
KLRC	KENYA LAW REFORM COMMISSION

KNCHR	KENYA NATIONAL COMMISSION ON HUMAN RIGHTS
KPS	KENYA POLICE SERVICE
KRA	KENYA REVENUE AUTHORITY
LSK	LAW SOCIETY OF KENYA
MBS	MORAN OF THE ORDER OF THE BURNING SPEAR
MGH	MORAN OF THE ORDER OF THE GOLDEN HEART
MOICNG	MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT
MOU	MEMORANDUM OF UNDERSTANDING
MTEF	MEDIUM-TERM EXPENDITURE FRAMEWORK
MTP	MEDIUM-TERM PLAN
NGAO	NATIONAL GOVERNMENT ADMINISTRATION OFFICERS
NPS	NATIONAL POLICE SERVICE
NPSC	NATIONAL POLICE SERVICE COMMISSION
NPSDC	NATIONAL POLICE SERVICE DISCIPLINARY COMMITTEE
PE	PERSONNEL EMOLUMENTS
PS	PRINCIPAL SECRETARY
OGW	ORDER OF GRAND WARRIOR
PC	POLICE CONSTABLE
RPC	REGIONAL POLICE COMMANDER
SP	STRATEGIC PLAN
SOP	STANDARD OPERATING PROCEDURES
SRC	SALARIES AND REMUNERATION COMMISSION

1. CHAPTER ONE: ESTABLISHMENT AND MANDATE OF THE COMMISSION

1.1 Establishment of The Commission.

The National Police Service Commission is one of the Constitutional Commissions formed under Chapter 15, Article 248(2) of the Constitution of Kenya 2010. The National Police Service Commission was established under Article 234(3) (c)(iv), Article 246 (1) and operationalized by the NPSC Act, 2011 CAP. 185C amendment 2014.

The Commission, among other functions, manages the human resource function of the National Police Service, which was previously handled by the Public Service Commission.

1.2 Mandate of The Commission.

The National Police Service Commission, as established under the Constitution of Kenya 2010 Article 246 (3), is given the mandate to:

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

1.3 Functions of The Commission.

The functions of the National Police Service Commission are further specified in the NPSC Act Revised 2014 [2012]. The Act stipulates that 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, by 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 by Article 47 of the Constitution;
- g. Investigate and summon witnesses to assist in its investigations.

1.4 **Powers of The Commission.**

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

1.5 **Our Values.**

The Commission subscribes to the values below:

- **Interdependence:** In the conduct of our activities, we ascribe to the mantra *“I am because we are”*.
- **Synergy:**our combined efforts with stakeholders produce greater outcome
- **Integrity:**we subscribe to strong moral principles
- **Fairness:**we conduct our activities with impartiality, equality and justice
- **Transparency:** clear, open and honest communications and actions
- **Accountability:** we take responsibility for our actions and their outcomes
- **Inclusivity:**we embrace diversity and ensure equal participation
- **Professionalism:**we emphasise competence, ethics and skill in our undertakings

1.6 **Composition of The Commission.**

Article 246(2) of the Constitution of Kenya 2010 states that the Commission shall comprise of the 9 members, appointed by the President on a full-time basis.

- i. A person who is qualified to be appointed as a High Court Judge.
- ii. Two retired senior police officers.
- iii. Three persons of integrity who have served the public with distinction.
- iv. The Inspector General of the National Police Service, and,
- v. Both Deputy Inspector Generals of the National Police Service.

1.7 Members of The Commission.

MEMBERS OF THE NATIONAL POLICE SERVICE COMMISSION

Eliud N. Kinuthia, CBS, OGW, HSC
Chairperson

Dr. Alice A. Otwala, CBS,
Vice Chairperson

Edwin Chelugot
Commissioner

Eusebius K. Lalbuta,
MBS, OGW, HSC, 'ndc'(K)
Commissioner

Dr. Lilian Kiamba,
MBS, OGW
Commissioner

John Ole Moyaki, MBS
Commissioner

Eliud Kipkoach Legat,
EBS, OGW, HSC, SS, 'ndc'(K)
Commissioner

Douglas Kanja Kirocho,
EBS, OGW
Commissioner

Gilbert Masangeli,
MBS, OGW, SS,
Commissioner

Peter Leley
COMMISSION SECRETARY / CEO

CO-OPTED MEMBER

Bernice Sialasi Lemdekat, MBS
Secretary Administration/ Accounting Officer,
National Police Service

Mohamed I. Amin,
EBS, MBS, OGW, 'ndc'(K),
Director, Directorate of Criminal Investigation

Figure 1.4.1: Members of the National Police Service Commission

2. CHAPTER TWO: COMMISSION REORGONIZATION AND CORPORATE GOVERNANCE STRUCTURES.

2.1 Introduction

The National Police Service Commission plays a crucial role in the oversight, regulation, and management of the human resources of the National Police Service. Established under Article 246 of the Constitution of Kenya, the NPSC's primary function is to ensure an effective, professional, and accountable Police Service.

Reorganization of the Commission aims to address emerging challenges and enhance its ability to meet the needs of police officers as stipulated in its mandate. This reorganization is accompanied by a renewed emphasis on corporate governance to bolster transparency, accountability, and operational efficiency.

2.1.1 Reorganization of the NPSC

The reorganization of the NPSC represents a strategic overhaul designed to modernize its operations and improve execution of its functions. This is driven by several factors, including the need to adapt to evolving law enforcement challenges, enhance organizational efficiency, and strengthen public trust in the police service.

2.1.2 Objectives of the Reorganization

1. **Streamlining Operations:** The reorganization seeks to optimize internal processes and improving the overall efficiency of operations.
2. **Enhancing Accountability:** By redefining roles and responsibilities, the Commission aims to ensure greater accountability in police HR service management.
3. **Improving Oversight:** The new structure is designed to provide more effective oversight that will ensure the Service operates per legal and ethical standards.
4. **Boosting Transparency:** The reorganization includes measures to increase transparency in decision-making processes and interactions with the public.

2.1.3 Corporate Governance Structures

The integration of robust corporate governance structures is essential for ensuring that the Commission operates with the highest standards of integrity

and accountability. Modern corporate governance practices are being introduced to reinforce the Commission's mandate.

2.1.4 Key Governance Principles

1. **Accountability:** Defined roles and responsibilities are established to hold members and staff accountable for their actions and decisions, ensuring that there is a clear line of responsibility.
2. **Transparency:** Enhanced transparency mechanisms are put in place to make the Commission's processes and decisions open to scrutiny, thereby fostering trust and credibility with the public.
3. **Integrity:** The Commission is committed to upholding ethical standards and practices, ensuring that all operations and decisions are made with the highest level of integrity.
4. **Stakeholder Engagement:** Involving various stakeholders, including the public, police officers, and civil society organizations, ensures that diverse perspectives are considered in decision-making.
5. **Effective Oversight:** Implementing robust oversight mechanisms to monitor and ensure that Service complies with established policies and regulations.

These changes aim to create a more effective and transparent framework for managing and supervising police services, ultimately contributing to improved public safety and trust in law enforcement.

2.2 Committees of the Commission.

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

1. Executive Committee

This Committee reviews recommendations emanating from the functional Committees before presenting them to the Commission's meeting for deliberation.

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

Function: Oversees the recruitment, appointment and welfare of police officers.

Role: Ensures a transparent, merit-based recruitment process that aligns with constitutional standards. The committee works to ensure that only qualified individuals are appointed to the police service.

3. **Discipline and HR Audit Committee**

Function: Manages complaints against police officers and oversees disciplinary actions.

Role: Investigate misconduct, abuse of power, or any other violations by police officers. It ensures that disciplinary procedures are conducted fairly and that appropriate actions, including dismissals or penalties, are taken when necessary.

4. **Finance, Planning, Administration and Professional Development Committee**

Function: Internal administration of the Commission.

Role: Ensures that resources allocated to the Commission are used optimally. It oversees financial planning, budgeting, procurement, and financial audits to ensure accountability.

5. **Promotion and Transfers Committee**

Function: Oversees the promotion and transfer of members of the Service.

Role: Ensures that promotions and transfers are based on merit, performance, and the needs of the service. The Committee ensures fairness and transparency in the decision-making regarding career progression and movement within the service.

6. **Appeals, Policy and Legal Affairs Committee**

Function: Ensures compliance with the law and advises on legal matters affecting the Service.

Role: Monitors the Commission's adherence to legal frameworks and

offers guidance on matters of law, especially regarding disciplinary cases, policy changes, and human rights issues.

These committees form the backbone of the Commission's governance framework. By specializing in distinct areas of police management and oversight, they ensure that the NPSC effectively fulfills its mandate, promoting a professional, accountable, and responsive police service.

2.3 **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. The structure is composed of a Secretariat, headed by the **Chief Executive Officer (CEO)**, who also serves as the **Commission Secretary**. 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.

2.4 **Key Elements of the Organizational Structure**

1. Chief Executive Officer (CEO)/Commission Secretary

The overall head of the Commission's operations, responsible for implementing decisions made by the Commission.

2. Two Deputy Chief Executive Officers (DCEOs)

The two DCEOs lead the Commission's core functions:

DCEO Human Capital Management (HCM) / Technical Services

- The DCEO oversees the transformation and management of the National Police Service's human resources. Key areas under this unit include recruitment, training, promotions, and discipline within the Service.

Directors under DCEO HCM/Technical Services:

- i. **Director, Human Capital Management NPS Headquarters** – Manages human resource functions at the National Police Service headquarters, including staffing, performance management, and career development.
- ii. **Director, Human Capital Management** – Handles the overall human

resource strategy for the police service, focusing on personnel management across various regions and ranks.

- iii. **Director, Appeals, Policy, and Legal Affairs** – Manages appeals on disciplinary cases, reviews policies, and ensures compliance with legal frameworks governing the police service.

DCEO Finance, Administration, and Planning (FA&P) / Support Services

- The DCEO oversees administrative, financial, and planning aspects of the Commission, ensuring that resources are managed efficiently and operations run smoothly.

Directors under DCEO FA&P/Support Services:

- i. **Director ICT, and HCM Automation** – Responsible for the automation of human capital management processes and the integration of technology into the Commission’s operations.
- ii. **Director of Finance and Administration** – Manages financial operations, budgeting, procurement, and general administrative functions.

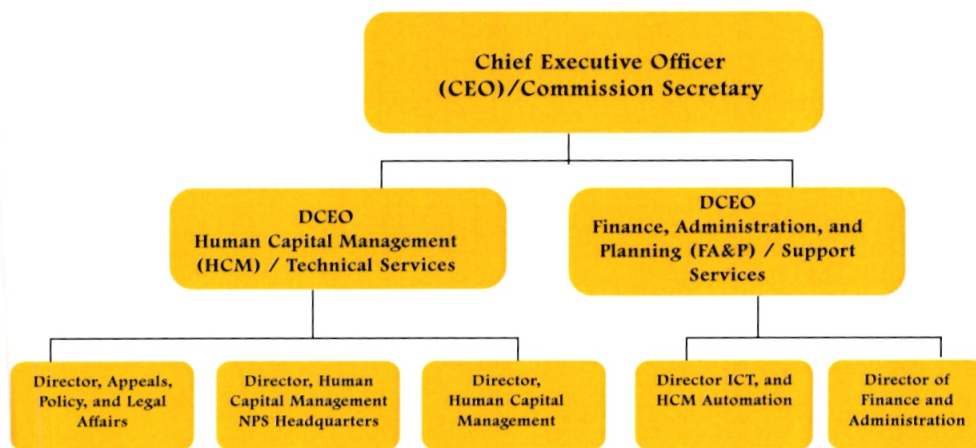


Figure 1.4.2: The NPSC Senior Management Team Structure

2.5 Key Management Personnel (As of the Financial Year Ended 30th June 2024)

The key management personnel during the 2023–2024 financial year, who held fiduciary responsibility and were responsible for ensuring financial integrity,

compliance with regulations, and the overall success of the Commission’s objectives.

Table 2.3.1: NPSC Fiduciary Management.

No.	Designation	Name
1.	Accounting Officer	Mr. Peter Leley
2.	Deputy CEO HCM and Technical Services	Dr Silas O. Mc’Opiyo, PhD, EBS, OGW
3.	Deputy CEO Finance and Administration	Mr. John M. Wambugu
4.	Director Human Capital Management	Mrs. Christine Rotich
5.	Internal Auditor	Ms. Mary Achola
6.	Manager Accounts	Mr. Eric Nyaga
7.	Chairperson – Audit Committee	Mr. Evans Kakai

The Commission’s structure enables effective management of both the human resources of the police service and its internal operations.

2.6 Strategic Planning and Governance.

The Commission is in the process of adopting its new 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 over the next five years.

These issues were identified from the Constitutional foundation of the Commission’s mandate, National Police Service human resource management functions, the unique contribution of constitutional Commissions and independent offices in promoting and protecting sovereignty, constitutionalism, democratic values, and principles as aligned with the fourth Medium Term Plan 2023-2027 on Bottom-Up Economic Transformation Agenda.

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 fulfilment of its mandate.

Table 2.4.2: Illustration of the Strategic Issue, Goal and KRAs

S/No.	Strategic Issues	Goal	KRAs
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 policies are reviewed and enforced
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

S/No.	Strategic Issues	Goal	KRAs
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 the 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

3. CHAPTER THREE: PERFORMANCE EVALUATION AND NPSC MILESTONES

3.1 Introduction

The Commission ensures the efficiency and accountability of the police service through performance evaluation. Performance evaluation ensures that officers meet set standards, and fosters a culture of professionalism and accountability. It is an important tool for identifying areas of improvement and enhancing service delivery.

Over the years, the NPSC has also achieved significant milestones, which have contributed to the transformation of Kenya's policing landscape. These milestones reflect the Commission's commitment to reforming the police service, improving human resource management, and promoting transparency and accountability.

In the financial year 2023–2024, 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 year under review. This section assesses the performance of various departmental initiatives by outlining theme-based policy and programmatic milestones achieved in the financial year 2023-2024.

3.2 Key Milestones of the Commission.

3.2.1 Recruitment, Appointments and Welfare Committee.

The Recruitment, Appointment and Welfare Committee (the Committee) is tasked with the following:

1. Coordinate the overall recruitment process of NPS members including civilian staff of the NPS and ensure the constitutional threshold on inclusivity is met.
2. Coordinate the development of terms and conditions of service for NPS staff; including pay and benefits.
3. Initiate the development of a policy on how officers injured in the course of duty will be managed, including through the provision of an attractive retirement package, through consultations with SRC and the National Treasury.

4. Coordinate the implementation of the NPS regulations on recruitment, appointment and welfare, counseling, housing, chaplaincy policies and provide recommendation for review.
5. Coordinate the development of appropriate guidelines for formation and recognition of police associations.
6. Coordinate research and make recommendations for NPS Staff welfare issues.
7. Approve applications for engagement by police officers in trade and other businesses.
8. Any other functions assigned to the Committee by the Commission.

3.2.2 Composition and Membership of the Committee

The Committee is headed by Commissioner Dr. Alice Otwala CBS, with Commissioner Edwin Cheluget as the alternate Team Leader. Members and the secretariat are drawn from the Commission's staff as well as representatives from the IGs Office, KPS, APS, and DCI.

3.3 Recruitment, Appointments and Welfare Committee Targets and Achievements

1. **Recruitment of police constables:** The Committee had a target to recruit 10,000 police constables in the first quarter. The National Treasury was advised that recruitment should be done in the financial year 2024/2025.
2. **Recruit Civilian staff for NPS:** The Committee had targeted to recruit 1070 civilian staff to meet the establishment gap in the Regions, Counties, and Sub Counties. Interviews have been done and the selection process is ongoing.
3. **Develop guidelines and policies:** Policy on Payment of pension benefits/ dues on Exits have been done. Policy recommendations developed and are pending before the Commission include: The recognition and Reward scheme, reinstatement after contesting elective/ Political posts, and Anti Sexual Harassment draft policies in place awaiting stakeholder engagement and validation. Draft Human Resource Procedure

Manual for both uniformed and civilian officers in place awaiting stakeholder engagement and validation.

4. **Undertake a census of the National Police Reservists and review terms and conditions of service:** A census of the National Police Reservists has been scheduled to be done as part of the implementations of the NPS taskforce report on Terms and Conditions of Service.
5. **Implement recommendations arising from the report from the National Task Force on Terms and Conditions of Service.** The Commission is currently implementing the final report from the National Task Force on Terms and Conditions of Service.
6. **Processing of Appointment of members of the NPSC Medical Board:** Confirmation of appointment of eight (8) NPS members to the NPSC Medical Board
7. **Recruitment of fifty-one (51) civilian staff of NPS** ~ Civilian staff typically handle administrative, technical, or support functions, helping to ensure smooth operations.
8. **Secondment:** Eleven officers of NPS to various government institutions.
9. **Develop a succession management policy for the NPS Airwing:** A draft policy on succession management for the NPS Airwing is in place.
10. **Implement recommendations arising from the report on sick officers and those living with disabilities:** Guidelines on sick officers and those living with disabilities is in place.
11. **Undertake Medical Assessments of sick officers and officers with disabilities:** 55 officers of the NPS Medically assessed at the GSU Training school and in Machakos
12. Map out and identify relevant areas of deployment for police officers with disabilities: Areas identified and officers deployed accordingly
13. **Establish a contributory post-retirement medical scheme:** Discussions on approval and implementation of the scheme are ongoing.
14. **Monitor and evaluate the administration of NPS medical cover;** group life assurance, group personal accident and work injury and benefit

Act insurance cover: Monitoring and evaluation of the administration of the covers is ongoing

15. **Develop a framework for the establishment of a Widows/widowers and orphans of fallen officers' endowment fund:** The draft policy is in place awaiting stakeholder engagement and validation.
16. **Transfer of Service:** One hundred and seventeen(117) officers moved to government institutions while maintaining their employment status and benefits.
17. **Retirement:** the Committee processed retirement for fifty-three (53) officers.
18. **Tax exemption and extension of service** – the Committee processed 13 applications.
19. **Reinstatement of Service:** Request for three (3) officers were processed.
20. **Payment of dues** – outstanding payments for various financial commitments were processed for five (5) officers.
21. **Create awareness of Counselling services available:** Twenty-one thousand, two hundred and sixty-four (21,264) uniformed and non-uniformed officers sensitized.
22. **Conduct face-to-face individual and group Counselling:** Four thousand, nine hundred and fifty-five (4,955) uniformed and non-uniformed officers counselled.
23. **Development of Suicide prevention, HIV/AIDS, sexual harassment, Alcohol and Drug Abuse Policies:** Two thousand, four hundred and seventeen (2,417) uniformed and non-uniformed officers visited and follow-ups made. Draft policy on Suicide prevention, HIV/AIDS, sexual harassment, and Alcohol and Drug Abuse policies is in place awaiting stakeholder engagement and validation.
24. **Train County & Sub County Commanders as Mental Wellness Champions:** 60 County and Sub-County Commanders trained as Mental Wellness Champions.

25. **Review the NPS Psychological Counselling Services Policy:** The reviewed NPS Psychological Counselling Services Policy is in place awaiting stakeholder engagement and validation.
26. **Clinical Supervision for Counselling Unit Staff:** The exercise is pending awaiting the availability of funds.
27. **Debriefing for Counselling Unit staff:** The National Police Service Commission in partnership with IJM debriefed counsellors in the National Police Service.
28. **Benchmarking on best practice in the provision of psychosocial support:** Benchmarking on best practice in the provision of psychosocial support done.

Key Highlights:

- i. The Committee is considering the implementation of the following recommendations from the National Taskforce on Terms and Conditions of Service among others;
 - Raise the minimum grade for recruitment to C – in KCSE retaining D + in marginalized areas.
 - Increase the minimum recruitment age from 18 to 21 to address immaturity.
 - Automation of recruitment to prevent corruption and enhance accountability
 - Recruit cadet officers with a minimum KCSE grade of “B” and allow officers to join cadet training after attaining a degree.
 - Develop a policy for recruiting sportsmen, artists, and similarly talented officers
 - Develop new pay grades and salary structure for non-uniformed NPS members, separate from the Civil Service system.
 - Develop a mortgage scheme for police officers at 2% per annum to enable junior officers to access housing
 - Facilitate a dignified send-off for retired officers.
- ii. Implementation of the third remuneration review cycle for the police

officers and civilian staff of NPS.

- iii. Refurbishing and commissioning of a counseling center in the Nairobi region at Nyayo House.

The committee is on track to deliver its mandate as per the terms of reference and the work plan of the committee.

3.3.4 Appeals, Policy and Legal Affairs Committee.

The Appeals, Policy and Legal Affairs Committee is headed by Commissioner Edwin Cheluget. It is mandated to deliberate and process recommendations received from the National Police Service and give policy recommendations to the Commission on matters within their scope.

3.3.4.1 Functions of The Committee

The Appeals, Policy and Legal Affairs Committee is tasked with the following:

1. Coordinate various research and surveys for policy development;
2. Lead in the coordination of the development and review of policies, regulations and guidelines for the implementation of Commission's mandate;
3. Develop and review the schedule of penalties for the offences against discipline in the Service in accordance with the National Police Service Act (NPS Act);
4. Develop and review policies and procedures to mainstream cross cutting issues including but not limited to gender, human rights, conflict of interest and anti-corruption;
5. Provide leadership on legal affairs, legal review, complaints management, case management and litigation involving the Commission;
6. Implementing the policy and procedures for Appeals to the Commission;
7. Conducting hearings and recommending determinations on appeals;
8. Coordinate the development and review of delegation instruments in the Commission; and
9. Any other function assigned to the Committee by the Commission.

Committee Achievements:

The Committee's terms of reference require focus on the following areas:

1. Appeals management
2. Complaints management
3. Policies management
4. Contract management
5. Litigation/case management

3.3.4.2 Appeals Management

a. Appeals Cases Processed

The Commission processes appeals by members of the service as follows;

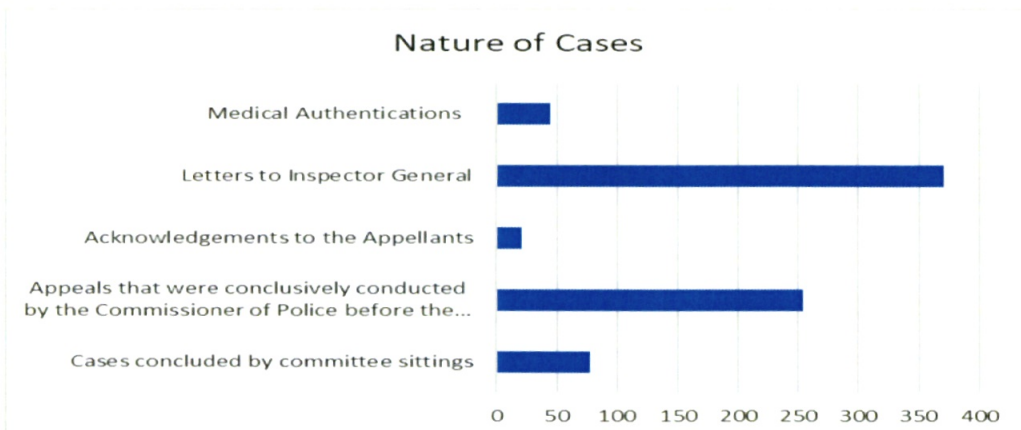
1. As the appellate authority on appeals against dismissal, removal, and reduction in rank, which sanctions can only be affected after the approval of the Commission or;
2. As final appellate authority on appeals relating to any other sanctions which are under the purview of the Inspector General (the IG)

The Commission receives requests for appeals from the service or 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), the Kenya National Commission on Human Rights (KNCHR), law firms, etc.

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.

In the period 1st July 2023 to 30th June 2024 the committee received and processed appeal cases as shown in the table below;

Table 1.2.2.2: Nature of Cases



b. Achievements/Milestones

1. The Committee has concluded three hundred and thirty-two (332) cases in one year having convened three (3) meetings.
2. The Committee initiated oral hearings as a way of determining appeals with inaugural sessions held in Nairobi and Nakuru in October 2023
3. The Committee adopted the use of service personal files for appellants scrutinizing over thirty (30) individual files
4. Introduction of a summary tool in standardization of processing of appeal cases for ease of determination
5. The Committee adopted authentication of medical reports and documents by medical facilities to enhance the standard of hearings and determinations. A total of forty-five (45) medical reports/documents were authenticated in the period under review.

3.3.3 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. As the original custodian of the complaints mandate the legal department collates and maintains updated data of all complaints received by the Commission which upon consideration are marked to various Heads of Committees or Departments for processing.

It is worth noting that the 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.

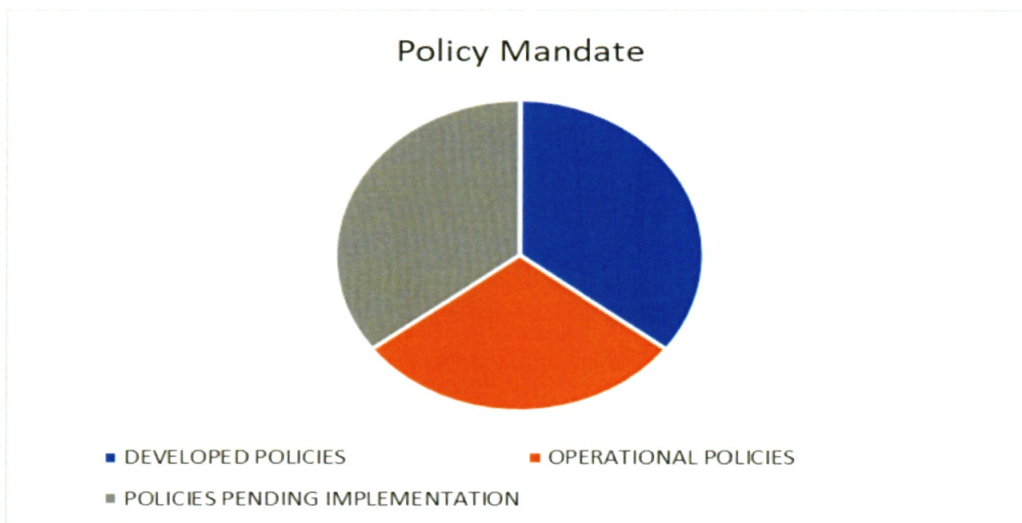
Table 2.2.2.3: Summary of complaints received in the financial year 1st July 2023 to 30th June 2024

NO. OF COMPLAINTS RECEIVED	NO. OF COMPLAINTS PROCESSED
18	18
Total	18

3.3.4 Policies Management

Development, review, monitoring, and evaluation of 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. Sections 10 and 11 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, the Commission has developed 22 policies which are at various stages of implementation. The policies are a guide for the development and management of human resource capacity to achieve national goals and objectives.

Table 3.2.2.4: Summary of the policy mandate for financial year 1st July 2023 to 30th June 2024



3.3.4.1 Contract Management

During the financial year 1st July 2023 to 31st June 2024 Seven (7) contracts were drafted by the legal department and executed between the Commission and various service providers. The legal department continuously monitors the performance of the contracts and resolves any disputes arising from the contracts.

3.3.4.2 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 the protection of the sovereignty of the people, ensuring observance by state organs of the democratic values and principles, and promotion of constitutionalism, the commission also receives suits related to violations of the constitution and human rights.

The legal department is tasked with the 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.

3.3.5 Discipline and Human Resource Audit Committee.

The National Police Service Commission has a mandate under Article 246 (3) to amongst others; Review and recommend confirmation of disciplinary sanctions under section 89 (6) of the NPS Act i.e., restitution, stoppage of salary increments, reduction in rank and dismissals from the NPS.

Composition and membership of the committee

The Discipline and Human Resource Audit Committee is headed by Dr. Lilian Kiamba MBS, OGW alongside Commissioner John Ole Moyaki MBS as the alternate Team Leader. Membership and secretariat to the Committee is drawn from the staff of the Commission as well as representatives from the IGs Office, KPS, APS and DCI.

Committee targets and achievements for the year

The Committee was able to achieve the following in the year under review:

1. Determination of Disciplinary Cases:

The Committee aimed to process 100% of disciplinary cases tabled before the Commission and successfully handled 193 cases with no outstanding issues at the close of the financial year. All cases forwarded to the Commission were resolved within the shortest time possible.

2. Disciplinary Hearings for Officers of the Rank of ASP and above:

The Committee successfully concluded 80% of the cases tabled before the Commission. Two (2) cases remained outstanding at the close of the financial year.

3. Review of NPSC Disciplinary Regulations:

The review of disciplinary regulations was completed and the proposed regulations were forwarded to the APLA Committee for review before adoption and approval for implementation by the Commission.

4. HR Audit and Compliance on Commission Decisions and Policies:

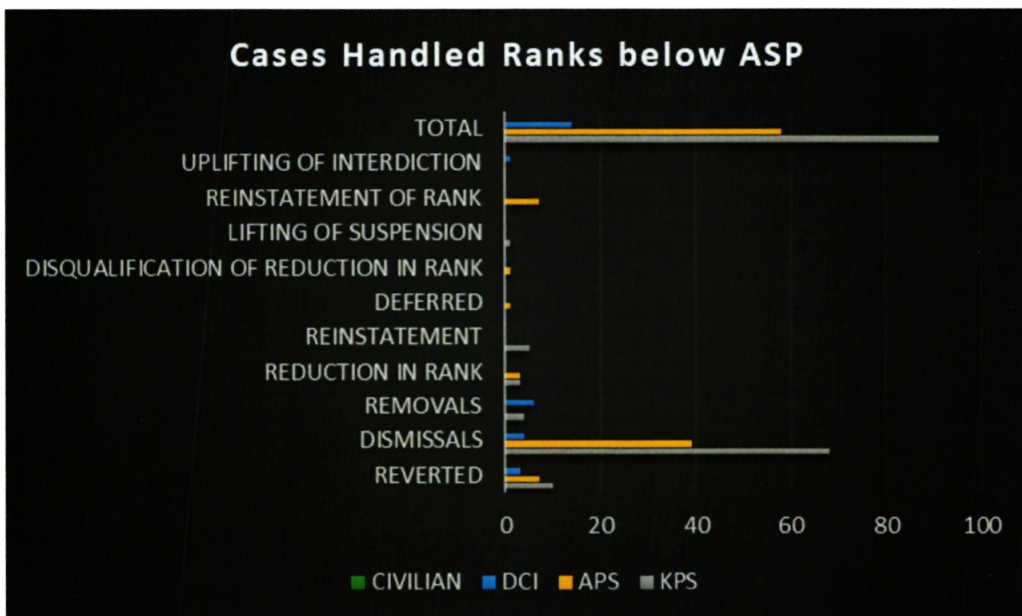
The Commission planned a full HR audit and compliance check on the implementation of its decisions and adherence to its policies by the Service. Progress was slower than expected, with only 30% of the audit completed by Q2 and Q4 due to budgetary constraints. The Committee mapped out audit areas and developed tools in readiness for data collection.

5. Development of Compliance & Quality Assurance Standards and Procedures Manual:

The Committee developed two manuals which are pending approval by the Executive Committee.

6. Automation of Discipline and HR Processes

The process flow in readiness for full automation of the Committee's processes was developed and forwarded to the ICT Directorate for further development.



3.3.6 Promotions & Transfers Committee

The National Police Service Commission has a mandate under Article 246 (3) to amongst others; Determine promotions and transfers within the National Police Service. In this regard, the Commission has put in place the Promotions Regulations; Career Progression Guidelines, and Transfers and Deployment Regulations to streamline the promotions and transfers process within the Service.

Committee's Terms of Reference

- i. Coordinate the provision of recommendations on Promotion and Transfers in the National Police Service (NPS).
- ii. Oversee the implementation and recommend a review of the promotions and transfer policies and regulations.
- iii. Develop and review the Scheme of Service for NPS Staff.
- iv. Coordinate the development of a skills inventory in the NPS.
- v. Provide leadership in the development and implementation of performance and change management systems and measures.
- vi. Any other function assigned to the Committee by the Commission.

Composition and membership of the committee

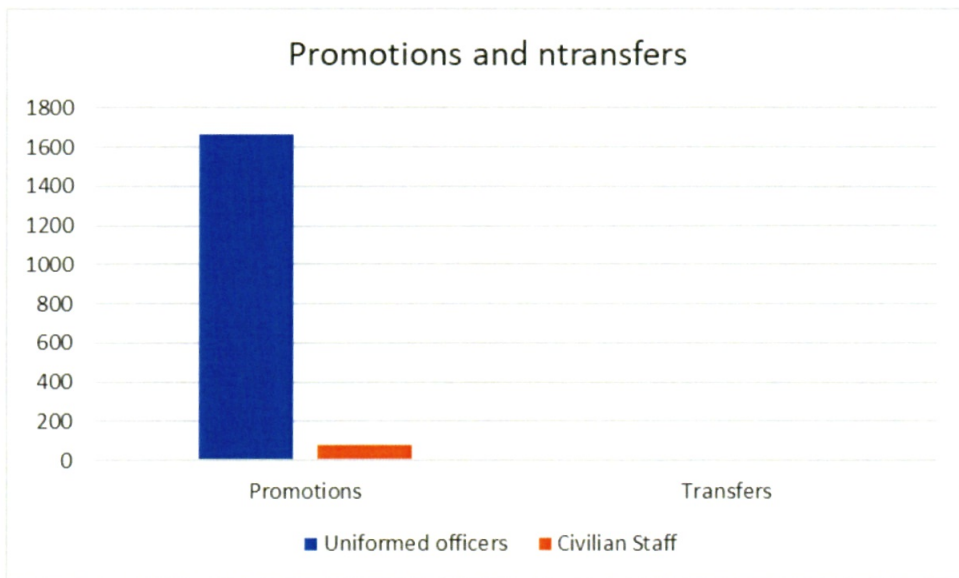
The Committee is headed by Commissioner Eusebius K. Laibuta, MBS alongside the Commission’s Vice-Chairperson Dr. Alice Otwala, CBS as the alternate Team Leader. Membership and secretariat to the Committee is drawn from the staff of the Commission as well as representatives from the IGs Office, KPS, APS, and DCI.

Achievements of the committee on Promotions & Transfers

In the financial year 2023-2024, the NPS saw significant movement in terms of career progression, particularly among uniformed officers. A total of 1,662 promotions were granted to officers across various ranks.

The civilian staff play an essential role in supporting day-to-day operations and 76 personnel across different cadres were promoted during the period under review.

Table 4.2.4.1: Summary of promotions in the FY 2023-2024



These promotions reflect the Commission’s commitment to motivating members of the Service by recognizing the hard work and experience

There were **no transfer** proposals tabled before the Commission for determination for either uniformed or civilian personnel during the 2023-2024 period.

Other areas of achievement by the committee

The Committee made significant strides across several thematic areas under it terms of reference. These initiatives are designed to enhance policy frameworks,

organizational structures, career progression, and automation of processes, all of which are essential for the long-term operational efficiency of the NPS.

- **Policy Development**

The Commission is currently focused on drafting key policy frameworks that will guide operations, training, and professional development for both uniformed officers and civilian staff. The following draft policies are in place and under review:

- A **Draft Promotion Policy Framework** for uniformed officers has been developed, which will formalize the criteria and process for career advancement within the uniformed ranks.
- A **Draft Training Bond Policy** has been formulated, aiming to outline conditions for staff who receive sponsored training to ensure that the Service benefits from their enhanced skills.
- **Draft Training Bond Guidelines** have been prepared to support the implementation of the bond policy, clarifying the obligations of both the Service and staff.
- A **Draft Internship Policy Framework** is also in place, which will provide a structured pathway for young professionals to gain hands-on experience within the Service.
- **Draft Guidelines on Industrial Attachment** are ready, ensuring that students and trainees engaging in industrial attachments are provided with meaningful, structured opportunities that benefit both them and the Service.

These policies once finalized and approved for implementation by the Commission will set the stage for better governance and career growth opportunities.

- **NPS Civilian Staff Establishment**

- The NPS Civilian Staff Establishment has undergone a successful review, which has now been approved by the Commission. This approval paves the way for effective implementation, enabling the Service to optimize its human resources in support of its mandate.

- **Organization Structure for NPS Civilian**

The has been reviewed and approved by the Commission for implementation. A clear organizational structure enhances operational efficiency, decision-making, and the ability to manage personnel effectively.

- **NPS Career Progression Guidelines**

These guidelines have been successfully reviewed and now await stakeholder engagement. The guidelines will define the pathways for career growth for civilian staff within the NPS, providing transparency in promotions and skills development.

- **Automation of Promotions and Transfers**

The Committee has mapped out the promotions and transfer workflows in preparation for automation. Automation will reduce manual processes, and enhance oversight in promotions and transfers.

3.3.7 Finance, Planning and Administration Professional Development Committee.

The Finance Planning Administration and Professional Development Committee is tasked to Coordinate and oversee the implementation of change management and reforms of the NPSC Secretariat, exercise oversight over the administration and management of the NPSC and any other functions assigned to the committee by the Commission.

Composition and membership of the committee

The Committee is headed by Commissioner John Ole Moyaki MBS alongside the Commission's Vice-Chairperson Dr. Alice Otwala, CBS as the alternate Team Leader. Membership and secretariat to the Committee are drawn from the staff of the Commission

Committee Targets and Achievements for the Financial Year

The committee's target-setting process is informed by the committee work plan, emerging trends, industry standards, and best practices. These targets reflect the current Commission's strategic direction. Key highlights in the year under review are as follows:

1. **Staff Recruitment and Deployment:** The target was to recruit and post 31 staff across four regional offices to ensure that the Commission's services are closer to our primary customer.
2. **Staff Establishment Review:** The review of the staff establishment is ongoing, with a planned duration extending from 2023 to 2026. The progress is aligned with the strategic plan for 2023-2027.
3. **Organizational Structure Review:** The NPSC organogram has been reviewed as part of the 2023-2027 strategic plan. The new structure will inject efficiency in the management of NPS HR processes.
4. **Training and Capacity Building:** An updated skills inventory is in place, with emphasis placed on bridging the skills gap in both HCM Technical Services and NPSC support services.
5. **Regional Office Equipment and Setup:** Several regional offices have been equipped, and the activity is expected to be finalized in the coming financial year.
6. **Risk and Resource Management:** Both a risk management framework and a resource mobilization strategy are in progress, with plans for completion within the coming financial year.

ICT and HCM Automation.

The Commission has already initiated the process of automation of its Human Capital Management processes to ensure integrity, accountability and fairness in the recruitment, appointment, promotion, and discipline and efficient police service.

The Commission's ICT directorate has been mandated to implement this automation through its strategic goals and objectives in consistency with the overall strategic plan of the Commission. In line with this, the Commission has achieved the following;

- i. Development of an ICT Strategy for laid out guidelines on the Commission's leverage on ICT for efficiency and effectiveness of its operations.
- ii. Formulation of an automation blueprint to provide a clear roadmap for automation of the Commission processes.

- iii. Review of the Commission's ICT Policy which is at 80% and awaiting stakeholders' validation.
- iv. Development and deployment of a web-based online recruitment system **<https://services.npsc.go.ke/recruitment>** with over 182,600 registered users and 2 successful recruitment processes with 44 vacancies.
- v. Digitization of 1,500,000 Commission records and implementation of an Electronic Document Management System.
- vi. Deployment of a firewall as an IT security solution to safeguard the Commission's electronic data, and detect and prevent cyber intrusions to the Commission's IT resources.
- vii. Implementation of a bulk SMS solution for integration with the Commission's applications to deliver efficient communication and updates.
- viii. Wealth declaration system which captures details of the officer including personal details, spouse(s) and dependents, income, assets and liabilities.
- ix. Visitors management application which manages and stores data regarding visitors for easy retrieval and referencing.
- x. Procurement of a security solution that will provide integrated, automated and simplified security solutions.
- xi. Implementation of business continuity and disaster recovery plans for backups and replications of data for business continuity in the event of a disaster.
- xii. Equipping the Commission with 80 laptops and 16 printers and attaining a 1.5:1 staff to computers ratio.
- xiii. Efficient and effective support for the Counselling services at the regions. The toll-free line at 50 % accomplished and attaining 40 % computing needs.

Directorate targets and achievements:

- i. **Generation of requirements and systems design and development of an ERP System for HCM processes:**
- ii. **Automation of HCM processes:** More than 50 personnel were recruited using the system.

- iii. **Upgraded servers through upgrading the Commission’s data storage capacity:** Server procured
- iv. **Facilitate maintenance of Business Continuity and Disaster Recovery:** Backups in place
- v. **Maintain Commission ICT equipment:** Commission ICT equipment maintained (BCP&DR)
- vi. **Facilitate the provision of Internet, secondary Internet link and telephony services:** GCCN primary Internet link and E1 line up and running.
- vii. **Enhancing Office Connectivity:** Server infrastructure upgraded Enhanced LAN connectivity thus increasing Confidentiality, Integrity and Availability (CIA)

Records Management.

The following are the department’s achievements and challenges for the year 2023/2024 financial year

Table 5.2.7.1: Achievements of the Records department.

	TARGETS	ACTUAL
1.	Number of appeal cases received & processed	256
2.	Number of complaints cases received & processed	92
3.	Audit trail systems in place	85%
4.	Number of digitized vetting records in place	11,500
11.	Automation of records management processes	80%
12.	Number of incoming mails received and processed (in general)	1,357
13.	Number of outgoing emails dispatched	926
14.	Number of records digitized	1,507,372
15.	Cataloging and classification of books	100%
16.	Number of Library policies developed	1
18.	Digitization sensitization to staff	75%
19.	Establishment of a secret registry	100%
20.	Disposal of Commission records	20%

3.3.8 Internal Audit Department

The department has had the quarterly internal audit reviews and reports done in a timely manner. This has greatly benefited the Commission in ensuring weaknesses in the internal controls and any potential risks are identified and attended to in advance for continued improvement. This has been the trend as manifested in the unqualified opinions in the annual audit reports that the Commission has received for the past three financial years.

3.3.9 Supply Chain Management

Department Targets and Achievements for the year 2023/2024

- i. **Sensitization and Capacity Building:** Sensitize and build the capacity of people from each of the three target groups (youth, women, and PWDs) on Government procurement procedure, the requirement for accessing Government procurement opportunities, and opportunities available at the Commission: Awaiting funding for rollout.
- ii. **Pre-qualify the registered groups as an affirmative action:** Target achieved. A prequalified list in place with various categories reserved for specialized groups (youth, women, and people living with disability)
- iii. The three target groups accessed the procurement opportunities and their payments processed within the contract period upon submission of necessary documents.
- iv. **Timely compliance with statutory reporting requirements:** Complied with statutory requirements and submitted reports through PPIP
- v. **Dispose of identified absolute assets:** Target achieved. The absolute asset was disposed of through open tender and public auction
- vi. **Have in place a prequalification /registered list of suppliers:** Prequalification list in place

3.3.7 Corporate Communication

The Corporate Communication Department has for the past year made substantial progress in meeting its strategic objectives. The annual report presents the milestones reached, challenges faced, and the way forward for the department as it strives to meet the organizational goals.

Corporate Communication Targets and Achievements for the Year 2023/2024

- i. **Enhanced Internal Communication:** Establishment of an official email signature, Procurement of a suggestion box procured. Timely information by internal social media platforms and quarterly Newsletters.
- ii. **Strategic Public Relations:** Regular media engagements, Timely advertisements as per the NPSC Act, Approved citizens' service charter
- iii. **Digital Communication:** Social media presence on Facebook, Twitter, and other websites for current updates
- iv. **Branding and Identity:** Designed and printed publications business cards for top management and signages. Procured branded t-shirts
- v. **Stakeholder engagement:** Conducted public forums. Strategic Plan online validation. Quarterly Newsletters

3.3.6 Coast Region, Mombasa Office

The Commission can tap into the regions with better structure on the methodology around decentralization. The terms of reference for the regional office are as follows:

- i. Represent the Commission in activities and forums at the region
- ii. Process HR matters from police officers and members of the public.
- iii. Provide psychosocial support services and counselling to the national Police Service members.
- iv. Sensitization of members of national Police
- v. Support to the national Police Service Commission activities.
- vi. Any other role and responsibilities as assigned by the Commission leadership from time to time

Below are areas of best practices that other regional offices can benchmark with:

Table 7.2.10.2: Areas of best practices that can be shared with other Regional offices

	Focus Area	Lesson Learnt
1.	Expeditious and prompt handling of regional matters.	5 working days of determining and resolving matters raised for the region.

2.	Thorough and timely handling of psychosocial and mental wellness cases.	An approved clear working structure
3.	Effective Resource Management	Reduced use of stationery through digitalization of services.
4.	Improved customer care	Maintain an updated database of all matters handled at the region. Professional handling of clients.
5.	Prompt handling of complaints from NPS	Set clear timelines for handling complaints and any other matter raised by NPS officers.

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

4.1 Introduction.

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

4.2 Recruitment, Appointment and Welfare.

1. Circular on the 3rd remuneration review cycle on new salaries for Police Officers and Civilian Staff of the National Police Service

The National Police Service Commission issued a circular on the 3rd Remuneration Review Cycle detailing new salaries for uniformed and civilian staff of the National Police Service. The government awarded Kes 3.6B to be implemented in 2 phases in FY 23/24 & 24/25. This was the 1st increment to Officers since 2019 that cushioned against the rising cost of living.

The new salary review will see the lowest earning Police Constable Basic Salary move from Kes 20,390 to Kes 21,645 per month. The highest earning police constable from Kes 38,975 to Kes 40,354 per month. This is before addition of other allowances & benefits.

The increment saw the lowest earning Police Officer in the rank of SAIG move from Basic salary of Kes 189,550 to Kes 200,899. The highest ranked SAIG moved from a basic salary of Kes 289,090 to Kes 298,529.



(Left-Right) The Chairperson updates the media on the 3rd Remuneration Review Cycle looking on Vice-Chairperson Dr. Alice Otwala and Commissioner Edwin Cheluget

The increment was distributed along the different pay point notches based on Officers rank & years of service. issued the circular to the Inspector General for implementation after consultation and consensus with SRC.

NPS PROMOTIONAL COURSES TRAINING

National Police Service Commission Chairperson Eliud Kinuthia, CBS, gave a lecture to the Administration Police Service Chief Inspectors of Police promotion course. He was accompanied by the NPSC CS/CEO, Mr. Peter Leley.



Chairperson Eliud Kinuthia, CBS, giving a lecture to APS officers

Kenya Police Promotional Course training

NPSC Chairperson, Eliud N. Kinuthia delivered a key note address to 751 Chief Inspectors of Police Course no.1-25/2023 at the National Police College, Kiganjo Main Campus.



Chief Inspectors of Police during their promotional course training at Kiganjo

The officers were lectured on the role of National Police Service Commission, its powers & functions in the transformation of Human Resource of the National Police Service.

4.3 Counselling Programs.

1. Debriefing Session of Police Officers

A team of counselors from the National Police Service Commission (NPSC) and the National Police Service (NPS) conducted a debriefing session for police officers and judicial staff at Makadara Law Courts, Nairobi County. The session, led by Nairobi Region Team Coordinator Elizabeth Oyula, was organized to support the officers in processing a traumatic incident where a police officer shot a magistrate and other officers before being fatally subdued.



NPSC and NPS Counselors with officers based at Makadara Law Courts

The debriefing aimed to reduce symptoms of post-traumatic stress, depression, and anxiety among the affected staff.

Makadara Station Deputy OCS, Festus Kaptunai, expressed deep gratitude to both the NPSC and NPS for facilitating the session, emphasizing that it had come at a crucial time.

2. NPSC Counselors Mental Health Clinic Session-Karen

NPSC counselors from the Nairobi region interacted with police officers from Karen

Plains Police Station for a mental health clinic session. They were offered guidance and on stress management, coping mechanisms and personal development.



Counselor engaging with police officers on mental health

Officer Commanding Station (OCS) C.I.P Kenneth Lang'at expressed his appreciation and encouraged the counsellors to organize additional mental health clinics for the officers

3. Mental Health Clinic Session -Makadara

A team of Counsellors from led by the Manager Counselling Unit Julius Menza, engaged police officers from Makadara Sub- County for a Mental Health Clinic session. The event which was graced by the Sub-County commander Judith Nyongesa and other senior officers was held at Industrial Area Police Station.



Manager Counseling Unit Mr. Julius Menza engaging Police Officers

4. **Mental Health Clinic Session -Kilimani**

NPSC Team of Counsellors and social workers today, had an engaging mental health clinic with police officers within Kilimani sub county at Kilimani Police station. Several Psychosocial clinics have so far taken place in Embakasi, Buruburu and Kayole. Kilimani OCPD Mr. Moss Ndiwa welcomed the Commission team.



Kilimani OCPD Mr. Moss Ndiwa (middle) with NPSC Counselors and Police officers

5. **Mental Awareness Month**

The NPSC Counseling Unit held a Counseling Clinic in the month of May which is recognized as the Mental Health Awareness Month as Corporate Social Responsibility (CSR) in conjunction with key partners.



Team of NPSC Counselors with representatives from various partners

4.4 Interagency Programs.

1. Validation of the Strategic Framework for Implementation of Reforms in the National Police Service

The National Police Service Commission participated in the Validation of the Strategic Framework for Implementation of Reforms in the National Police Service, Kenya Prisons Service and National Youth Service. The Commission was led by the CEO Mr. Peter Leley and the DCEO J.M. Wambugu. In his speech, Raymond Omollo Principal Secretary, State Department for Internal Security and National Administration, emphasized the need for cooperation among the stakeholders for the full implementation of reforms in the National Police Service, Kenya Prisons Service and National Youth Service.



PS State Department for Internal Security and National Administration Dr. Raymond Omollo, NPSC CEO Mr. Leley with various stakeholders



The CEO Mr. Leley giving his presentation

2. Ministry of Interior Steering Committee

Implementation of the (Rtd) Chief Justice David Maraga Taskforce Recommendations on improving the terms and conditions of service of the

National Police Service, Kenya Prisons and National Youth Service is well underway.



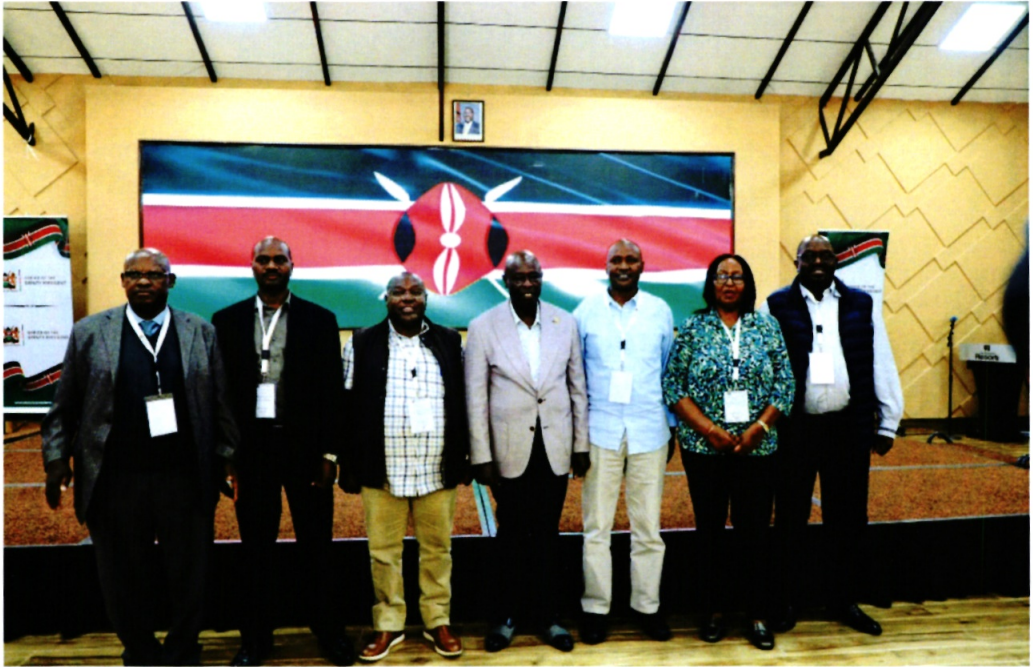
PS Dr. Raymond Omollo chairing the National Steering Committee at Harambee House

In a meeting held at Harambee House, the National Steering Committee, chaired by PS Dr. Raymond Omollo adopted the Strategic Framework for implementing the Recommendations, that will soon be launched, and highlighted the roadmap set for each agency.

3. Opening of Consultative meeting between the Executive and the Constitutional Commissions and Independent Offices-Naivasha

The Commission Chairperson Eliud Kinuthia CBS, opening of the Consultative meeting between the Executive and the Constitutional Commissions and Independent Offices convened by the Office of the Deputy President.

In attendance was Commissioner Dr. Lilian Kiamba, Commissioner Edwin Cheluget, Commissioner Eusebius Laibuta, Commissioner John Ole Moyaki, MBS and CEO Mr. Peter Leley



Commissioner Eusebius Laibuta, Commissioner Edwin Cheluget, Chairman, Mr. Eliud Kinuthia, CBS, Deputy President Rigathi Gachagua Commissioner Dr. Lilian Kiamba, Commissioner John Ole Moyaki, MBS and CEO Mr. Peter Leley

The Deputy President Rigathi Gachagua reiterated the need to have a strengthened Cooperation and coordination between Government entities whilst executing their mandates in line with the constitution.

4. Support Team on Police Reforms

The Commission, led by NPSC CEO, Mr. Peter Leley, held an engagement meeting with a support team on Police Reforms, comprising representatives from UNDP and the Ministry of Interior. The discussion focused on implementing the NPSC roadmap on the Maraga report, covering key areas such as police recruitment, career progression in the service, policy review, automation of HR services, legislative reforms and financial implications.



NPSC CEO, Mr. Peter Leley engaging the support team on Police reforms

The Commission’s efforts are geared towards facilitating human resource reforms in the police service. The UNDP representative was led by Ms. Madelena Monoja, Kenya Deputy Resident Representative and the Interior team was led by Dr. Charles Otieno, consultant.



NPSC CEO, Mr. Peter Leley with representatives from UNDP and Ministry of Interior and National Coordination.

5. Consultative meeting on corruption prevention and zero default audit for the National Police Service and its stakeholders.

NPSC led by the Chairperson Eliud Kinuthia, participated in a consultative meeting on corruption prevention and zero default audit for the National Police Service

and its stakeholders at KSG. The meeting was chaired by Felix Koskei, EGH, Head of Public Service and chief of staff at the executive office of the President. Mr. Koskei delivered a key message from the President Dr, William Ruto CGH on the government's resolve to fight corruption.



From left: NPSC Chairperson Mr. Eliud Kinuthia, PS ministry of Interior, Mr. Raymond Omollo, Head of Public Service Mr. Felix Koskei, NPS IG Mr. Japheth Koome

The Commission Chairperson noted, the Commission addressed about 1,239 disciplinary cases by Police officers, out of which 47 were corruption cases and the majority of whom have been dishonorably dismissed from the National Police Service.



Stakeholders' participants during the consultative meeting on corruption prevention and zero default audit for the National Police Service and its stakeholders.

6. **Review of the implementation of Police Reforms and Security Situation**

NPSC CS/CEO Peter Leley, joined Principal Secretary Ministry of Interior and National Administration Mr. Raymond Omollo together with NGAO and Police Commanders from the coast and North Eastern region in review of the implementation of Police reforms and security situation.



Stakeholders' representatives from, NPSC, Ministry of Interior and National Administration NGAO and Police Commanders from the Coast and North Eastern region

The retreat was hosted by REINVENT Ocean Beach Resort Malindi. The Deputy Inspector General Mr. Douglas Kanja was in attendance

7. **The 5th Memorial service for Widows and Orphans of the fallen heroes for the National Police Service and Kenya Prison Service**

The Commission led by the CEO, Mr. Peter Leley, participated in the 5th Memorial service for Widows and Orphans of the fallen heroes for the National Police Service and Kenya Prison Service at the National Police College Embakasi 'A' Campus.



NPSC CEO Leley, members of NPS and Clergymen at the 5th Memorial service



Officers holding banner for Joint Thanksgiving Police prayer service

9. Fostering inter-agency cooperation for enhanced justice in Kenya

An inter-agency forum convened and sponsored by the International Justice Mission (IJM) two-day workshop held on 14th and 15th June, 2024 at Chaka Ranch in Nyeri County, 37 communication officers drawn from 10 government agencies in the CJS engaged on shared challenges in their line of work, and at the same time suggested ways of strategizing communication. Speaking during the forum dubbed ‘Inter-Agency Comms Wellness’, facilitators from IJM sensitized on its role and areas of partnerships with CJS actors, in their mission that seeks

to protect people in poverty from violence and enhance justice in Kenya, “until all are free”.



Representatives from Government agencies hosted by IJM

The workshop that also scheduled various team building activities was graced by IJM’s counselling psychologists, who addressed the major causes of trauma, vicarious trauma and Post Traumatic Stress Disorders (PTSD) among officers serving in the security sector, thereafter

10. Kenya National Police DT SACCO Seminar

Kenya National Police DT SACCO held Nairobi Central Regional top savers seminar. Commissioner Eusebius K. Laibuta graced the occasion as a key supporter of the SACCO which Commission employees are part of.



Commissioner Eusebius Laibuta addressing Police Sacco members

The Vice Chairman David Kangogo with Key speakers Dr. Ng'ang'a Gachara and trained members on investment dynamisms, wealth creation and retirement planning.

4.5 Parliamentary Committee.

1. Constitutional Implementation Oversight Committee of the National Assembly

The Constitutional Implementation Oversight Committee of the National Assembly met National Police Service Commission in Mombasa to deliberate on conflict areas where **Ex- officio uniformed members have unilaterally assumed the role of Human Resource** Management of Police Officers without consulting the Commission. The commission led by the Chairperson Eliud Kinuthia CBS tabled before the committee a report detailing ways of better harmony in the



Commissioners table report to the Constitutional Implementation Oversight Committee of the National Assembly

The Chairman reported that the amendments on quorum and making of ex-officio members determinants of quorum violates Articles 250(6)(7) Commissioners present were; Vice Chairperson Dr. Alice Otwala, Commissioners; Lilian Kiamba, John Ole Moyaki, Edwin Chelugot and the Commission Secretary/CEO Peter Leley who led the secretariat team. The National Assembly committee is led by Githunguri MP Gathoni Wa Muchomba.

2. Departmental Committee on Administration and Internal Security

The National Police Service Commission led by the Chairperson Eliud Kinuthia, CBS engaged with the Departmental Committee on Administration and Internal Security headed by Honorable Tongoyo Gabriel Koshal, Narok West M.P. at Parliament Mini Chamber County Hall building.



(Left-Right) NPSC Chairperson Kinuthia, CEO Mr. Leley, Vice Chairperson Dr. Otwala, Commissioner Laibuta, Commissioner Cheluget

The meeting was convened to consider the Commission’s FY 2024/2025 budget and supplementary estimates. Also present were Vice-Chairperson Dr Alice Otwala CBS, Commissioners Edwin Cheluget, Eusebius Laibuta MBS, John Ole Moyaki MBS, Commission Secretary/CEO Peter Leley and the Commission Secretariat.

4.6 Disciplinary and Human Resource Audit Committee.

The National Police Service Commission Disciplinary hearings of Police Officers in different regions within the country. The National Police Service Disciplinary Committee headed by the Commissioner Dr. Lilian Kiamba, MBS, OGW, conducted several disciplinary hearing of police officers based in different parts of the country as part of the Commission’s mandate.

1. **Disciplinary hearing of a Senior Police Officer at the Regional police Headquarters, Nairobi Area**



National Police Service Disciplinary Committee headed by the Commissioner Dr. Lilian Kiamba, MBS, OGW (front line, 3rd left) paid a courtesy call to the RPC, Nairobi Area Mr. Adamson Bungei, MBS (front line, 4th left).

2. **Disciplinary hearing of a Senior Police Officer at the Municipality of Eldoret, in Uasin Gishu County**



National Police Service Disciplinary Committee headed by the Commissioner Dr. Lilian Kiamba, (front line, 3rd left) paid a courtesy call to Uasin Gishu County Commandant Benjamin Mwanthi (front line 4th left).



Committee Members during the hearing at Municipality of Eldoret, in Uasin Gishu County

3. Disciplinary hearing of Senior Police Officers at the GSU Training College (Campus B) Embakasi

Commissioner Lilian Kiamba paid a courtesy call to Mr Charles M. Naibei OGW AIG Commanding Officer at GSU Embakasi B and Magadi Field Campus during the process.



Commissioner Dr. Lilian Kiamba and members of the Committee during hearing at GSU Training College Embakasi

4.7 Appeals, Policy and Legal Affairs.

1. North and South Rift Valley Regions

The National Police Service Commission's Committee on Appeals Policy and Legal Affairs (APLA), led by Commissioner Edwin Cheluget, held a quasi-court session on 12th October to hear the appeals of former police officers who were dismissed on diverse dates for various disciplinary offenses. The hearing was held at the K9 Dog Section unit in Nakuru County



Appeals Policy and Legal Affairs (APLA) Committee during the quasi-court session at the K9 Dog Section unit in Nakuru County.

Commissioner Eusebius Laibuta participated in the hearing as a member of the APLA committee. A team of technical staff from the commission secretariat and NPS also attended the hearing.



Appeals Policy and Legal Affairs (APLA) Committee members including Commissioner Edwin Cheluget (2nd, from right) and Commissioner Eusebius Laibuta (3rd, from right) during press briefing at the K9 Dog Section unit in Nakuru County.

2. Appeals Policy and Legal Affairs hearing in Nairobi

The National Police Service under its Committee on Appeals Policy and Legal Affairs (APLA) headed by Com. Edwin Cheluget held a quasi-court session to hear appeals of police officers who were dismissed for various disciplinary offences.



Appeals Policy and Legal Affairs (APLA) Committee during the hearing



The National Police Service under its Committee on Appeals Policy and Legal Affairs (APLA) headed by Commissioner Edwin Cheluget (3rd right), during the hearing

The hearing was held in the Commission previous headquarters offices in Nairobi, Westlands at Skypark.

4.8 NPSC Corporate Social Responsibility.

1. National Tree Planting exercise

National Police Service Commission took part in the National Tree planting exercise during the National Tree Planting Holiday on 13th November 2023. The NPSC Chairperson Eliud Kinuthia, CBS joined the National & County Government Staff on Tree Planting in Lamu County while staff of the Commission planted tree in Dagoretti Sub-County in Nairobi.



NPSC Chairperson Eliud Kinuthia, CBS with the National & County Government Staff in Lamu Country during the Nation-wide Tree Planting exercise



NPSC staff planting tree in Dagoretti Sub-County in Nairobi during the National Tree Planting holiday

2. NPS SPORTS

National Police Service Commission, led by the CS/CEO Peter Leley graced the African Championship trials at Nyayo Stadium. He announced that the National Police Service Commission has developed a policy for recruitment and management of Sportsmen, Artists and similarly talented persons, that will be rolled out soon.



CS/CEO Peter Leley during the African Championship trials at Nyayo Stadium.

4.9 Stakeholder Engagement.

3. Courtesy call from Chief Registrar of the Judiciary

The National Police Service Commission Chairperson Mr. Eliud Kinuthia, welcomed to its offices, the Chief Registrar of the Judiciary, Hon. Winfridah Mokaya during a Courtesy Call.



From left: The Chief Registrar of the Judiciary, Hon. Winfridah Mokaya, NPSC Chairperson Mr. Eliud Kinuthia, CBS, and NPSC Vice Chairperson Dr. Alice Otwala

The discussion centered on areas of mutual co-operation between institutions which are key stakeholders in the reforms of the security sector. Also present was the Vice Chairperson of the Commission Dr. Alice Otwala.

4. Delegation from Vision 2030 Delivery Secretariat

A delegation from Vision 2030 Delivery Secretariat paid a courtesy to the Chief Executive Officer Peter Leley and deliberated on the progress of police reforms. Vision 2030 representative Juliet Murimi, underscored the importance of reforms and efficiency in the police service as a cornerstone for national development and security. Recruitment process of police officer was noted as a key area that would enhance operations and effectiveness of the service.



NPSC CEO Mr. Leley with Commission secretariat hosts Vision 2030 Delivery Secretariat

The CEO expressed the NPSC commitment geared towards facilitating police reforms in realization of Vision 2030 agenda. Constitutional reforms are a key component which envisions a democratic political system that is issue based, people-centred, result-oriented and accountable to the public.

5. National Association of Retired Police Officers

The NPSC welcomed National Association of Retired Police Officers during a courtesy call to the Commission offices in Nairobi at Skypak. The Commission Vice Chairperson Dr. Alice Otwala meet The NARPOK team led by the National Chairman Japheth Mwania. the association has 47 chapters in all the Counties with more than 3,000 registered members.



NARPOK officials who accompanied the chair included Patrick Mugo, Alfred Otieno Osuu, Mary Kaol, Fredrick Shiundu and Julius Waweru.

The discussion centered on welfare matters of police officers in service and retired officers. NARPOK presented a Retirement Policy Framework to Dr. Otwala who is in charge of Recruitment, Appointments and Welfare Committee at the Commission

NARPOK officials who accompanied the chair included Patrick Mugo, Alfred Otieno Osuu, Mary Kaol, Fredrick Shiundu and Julius Waweru.

6. Principal Secretary, State Department of Labour and Skills Development

NPSC CS/CEO Mr. Peter Leley welcomed Mr. Shadrack Mwadime, Principal Secretary, State Department of Labour and Skills Development during a courtesy call to the Commission Offices at SkyPark Plaza Westlands Nairobi.



From left: Mr. Shadrack Mwadime, Principal Secretary, State Department of Labor and Skills Development and NPSC CS/CEO Mr. Peter Leley during a courtesy call

The discussion included enhancing HR practices, building capacity through skill development partnerships, and addressing general labour legislation. The discussions affirmed a commitment to closer cooperation between the Police and the Labour Ministry.

7. International Police Organization (IPO)

NPSC Chairperson, Eliud Kinuthia, CBS, received a delegation from the International Police Organization (IPO) led by IPO President Andrew Kerr to the Commission. The meeting focused on shared interests and explored possible collaborations in the security sector. In attendance were NPSC Vice Chairperson, Dr. Alice A. Otwala, along with Commissioners Eusebius Laibuta, Edwin Cheluget, John Ole Moyaki, and NPSC CS/CEO Peter Leley.



NPSC Commissioners, NPSC CEO Peter Leley with IPO President Andrew Kerr

8. Institute of Human Resource Management (IHRM)

NPSC CEO welcomed Courtesy Call by the Executive Director Institute of Human Resource Management (IHRM) CHRP Quresha Abdullahi. IHRM is a professional body of HR practitioners anchored in the Ministry of Public Service, Gender and affirmative Action stipulated under the HR act (HRMP) Act, No. 52 of 2012.



NPSC CEO, Peter Leley and Executive Director Institute of Human Resource Management (IHRM) CHRP Quresha Abdullahi.

The meeting was aimed at partnering with the institution on improving the capacity in Human Capital Management at the Commission, bilateral support

of both institutions as well as matters HR compliance and regulation.

9. Internal Validation of NPSC New Strategic Plan For 2023 – 2027 AT KSG

The NPSC Chairperson Eliud Kinuthia, Commissioners, CS/CEO and Senior Management team of the Commission engaged in internal validation of Commissions' new Strategic Plan for 2023 – 2027 at Kenya school of Government, Nairobi.



The Chairperson giving his remarks

The new Strategic Plan was developed in line with Government Guidelines on preparations of SPs. It was aligned with the government Bottom Up Transformation Agenda, 4th MTP and Recommendations of the National Taskforce on Improvement of the Terms & Conditions of Service and other Reforms for members of the National Police Service, Kenya Prisons Service and National Youth Service.



The CS/CEO Peter Leley addressing senior management

This engagement saw the Commission management team identify structural and technical gaps, validate and internalize the strategy for ownership and ease in its implementation towards effective service delivery.

4.10 **Media Engagement.**

1. Circular on the **3rd Remuneration Review Cycle on New Salaries for Police Officers and Civilian Staff of The National Police Service**
2. The Chairperson Eliud Kinuthia CBS, engaged in the citizen TV program dubbed Sema Na Citizen. **The Chairperson spoke with media personality Rashid Abdallah about services delivery of police officers ‘Utendakazi wa Police’**

5. CHAPTER FIVE: EXTRACTS OF THE FINANCIAL REPORT AND STATEMENTS FOR FINANCIAL YEAR 2023-2024.

5.1 Introduction.

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

The Accounting Officer in charge of the National Police Service Commission is responsible for the preparation and presentation of the entity's financial statements, which give a true and fair view of the state of affairs of the entity for and as at the end of the financial year ended on June 30, 2023. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of the entity; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

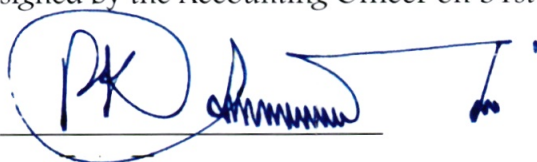
The Accounting Officer in charge of the National Police Service Commission accepts responsibility for the entity's financial statements, which have been prepared on the Cash Basis Method of Financial Reporting, using appropriate accounting policies in accordance with International Public Sector Accounting Standards (IPSAS). The Accounting Officer is of the opinion that the National Police Service Commission's financial statements give a true and fair view of the state of entity's transactions during the financial year ended June 30, 2024, and of the entity's financial position as at that date. The Accounting Officer in charge of the National Police Service Commission further confirms the completeness of the accounting records maintained for the National Police Service Commission, which have been relied upon in the preparation of the entity's financial statements as well as the adequacy of the systems of internal financial control.

The Accounting Officer in charge of the National Police Service Commission

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

Approval of the financial statements

The National Police Service Commission financial statements were approved and signed by the Accounting Officer on 31st August, 2024.

A handwritten signature in blue ink, consisting of the letters 'PK' inside a circle, followed by a series of horizontal wavy lines and a vertical line extending upwards.

Accounting Officer
Peter Leley

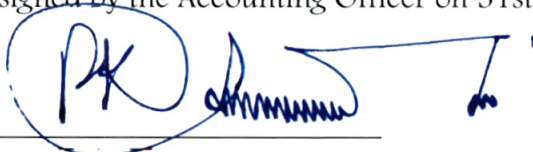
A handwritten signature in blue ink, appearing to be 'Eric Nyaga Festus'.

Manager Accounts
CPA Eric Nyaga Festus
ICPAK Member Number: 18635

5.2 **Statement of Receipts and Payments for The Year Ended 30th June 2024.**

Description	Note	2023-2024	2022-2023
		Kshs	Kshs
Receipts			
Exchequer Releases	1	1,170,040,880	941,768,022
Proceeds from Sale of Assets	2	130,500	-
Total Receipts		1,170,171,380	941,768,022
Payments			
Compensation of Employees	3	605,809,568	459,775,615
Use of Goods and Services	4	378,305,332	336,442,947
Social Security Benefits	5	6,109,991	10,964,791
Acquisition of Assets	6	177,344,514	134,201,000
Total Payments		1,167,569,405	941,384,352
Surplus/Deficit		2,601,975	383,670

The National Police Service Commission financial statements were approved and signed by the Accounting Officer on 31st August, 2024.



Accounting Officer
Peter Leley

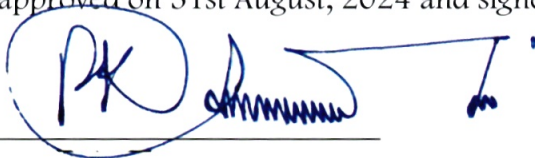


Manager Accounts
CPA Eric Nyaga Festus
ICPAK Member Number: 18635

5.3 Statement of Financial Assets and Financial Liabilities as at 30th June 2024.

Description	Note	2023-2024	2022-2023
Financial assets			
Cash and cash equivalents			
Bank balances	7A	11,342,741	4,353,483
Cash balances	7B	336,711	12,973
Total cash and cash equivalents		11,679,452	4,366,456
Imprests and advances	8	2,043,487	2,365,738
Total financial assets		13,722,939	6,732,194
Financial liabilities			
Third party deposits and retention	9	8,742,253	4,276,649
Net financial assets		4,980,686	2,455,545
Represented by			
Fund balance b/fwd.	10	2,455,545	2,116,872
Prior year adjustment	11	-76,834	- 44,996
Surplus/(Deficit)for the year		2,601,975	383,670
Net financial position		4,980,686	2,455,545

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on 31st August, 2024 and signed by:



Accounting Officer
Peter Leley



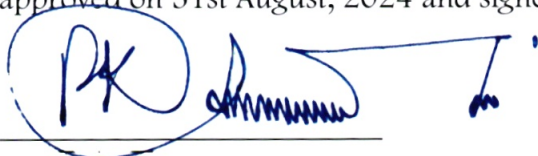
Manager Accounts
CPA Eric Nyaga Festus
ICPAK Member Number: 18635

5.4 Statement of Cash Flows for The Year Ended 30th June 2024

Description	Notes	2023-2024	2022-2023
		Kshs	Kshs
Receipts for Operating Income			
Exchequer releases	1	1,170,040,880	941,768,022
Payments for Operating Expenses			
Compensation of employees	3	- 605,809,568	- 459,775,615
Use of goods and services	4	- 378,305,332	- 336,442,947
Social security benefits	5	- 6,109,991	- 10,964,791
Adjusted For:			
Adjustments during the year			
Decrease/(Increase) in accounts receivable	12	322,251	- 297,837
Increase/(Decrease) in deposits and retention	13	4,465,604	2,093,997
Prior year adjustments	11	- 76,834	- 44,996
Net Cash Flow from Operating Activities		184,527,010	136,335,833
Cash flow From Investing Activities			
Proceeds from Sales of Assets	2	130,500	-
Acquisition of assets	6	- 177,344,514	- 134,201,000
Net Cash Flows from Investing Activities		- 177,214,014	- 134,201,000
Cash flow From Financing Activities			
Net cash flow from financing activities			
Net increase in cash and cash equivalent		7,312,996	2,134,833
Cash & Cash Equivalent at Start of The Year	7	4,366,456	2,231,622

Description	Notes	2023-2024	2022-2023
		Kshs	Kshs
Cash & Cash Equivalent at End of The Year	7	11,679,452	4,366,455

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on 31st August, 2024 and signed by:



Accounting Officer

Peter Leley



Manager Accounts

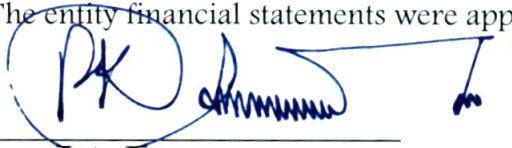
CPA Eric Nyaga Festus

ICPAK Member Number: 18635

5.5 Statement of Comparison of Budget and Actual Amounts: Recurrent for FY 2023/24.

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utilization
	a	b	c=a+b	d	e=c-d	f=d/c %
Receipts						
Exchequer releases	1,170,040,880	-	1,170,040,880	-	1,170,040,880	-
Proceeds from sales of Assets	50,000		130,500		130,500	
Total Receipts	1,170,090,880	-	1,170,171,380	-	1,170,171,380	-
Payments						
Compensation of employees	593,920,000	12,000,000	605,920,000	605,809,568	110,432	99%
Use of goods and services	396,675,898	-13,674,861	383,001,037	378,305,332	4,695,705	99%
Social security benefits	2,710,000	3,400,000	6,110,000	6,109,991	9	100%
Acquisition of assets	200,204,102	12,477,051	187,727,051	177,344,514	10,382,537	94%
Total Payments	1,193,510,000	10,751,912	1,182,758,088	1,167,569,405	15,188,683	99%
Surplus/Deficit	-	-	-	2,601,975		-

The entity financial statements were approved on 31st August, 2024 and signed by:



Accounting Officer

Peter Leley



Manager Accounts

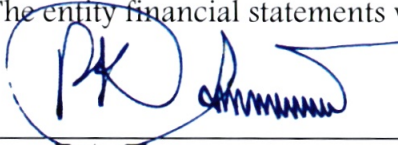
CPA Eric Nyaga Festus

ICPAK Member Number: 18635


b) Statement of Comparison of Budget and Actual Amounts: Recurrent for FY 2023/24

Receipt/Expense Item	Original Budget a	Adjustments b	Final Budget c=a+b	Actual on Comparable Basis d	Budget	% of
					Utilization Difference e=c-d	Utilization f=d/c %
Receipts						
Exchequer releases	1,170,040,880	-	1,170,040,880	-	1,170,040,880	-
Proceeds from sales of Assets	50,000		50,000		130,500	
Total Receipts	1,170,090,880	-	1,170,090,880	-	1,170,171,380	-
Payments						
Compensation of employees	593,920,000	12,000,000	605,920,000	605,809,568	110,432	99%
Use of goods and services	396,675,898	-13,674,861	383,001,037	378,305,332	4,695,705	99%
Social security benefits	2,710,000	3,400,000	6,110,000	6,109,991	9	100%
Acquisition of assets	200,204,102	12,477,051	187,727,051	177,344,514	10,382,537	94%
Total Payments	1,193,510,000	10,751,912	1,182,758,088	1,167,569,405	15,188,683	99%
Surplus/Deficit	~	~	~	2,601,975		~

The entity financial statements were approved on 31st August, 2024 and signed by:



Accounting Officer
Peter Leley



Manager Accounts
CPA Eric Nyaga Festus
ICPAK Member Number: 18635

5.6 Budget Execution by Programmes and Sub-Programmes for FY 2023/24.

Programme/Sub-programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	2023 Kshs			2023 Kshs	Kshs
Programme 1					
National Police Service Human Resource Management					
Sub-programme 1					
Human Resource Management	585,922,418	- 35,485,841	550,436,577	511,352,457	39,084,120
Sub-programme 2					
Counseling Management Services.	307,861,570	5,674,340	313,535,910	290,253,567	23,282,343
Sub-programme 3					
Administration and standards setting	135,466,012	7,532,969	142,998,981	139,778,328	3,220,653
Total	1,029,250,000	22,278,532	1,006,971,468	941,384,352	65,687,116

6. CHAPTER SIX: CHALLENGES AND RECOMMENDATIONS

6.1 Challenges Encountered in The Financial Year 2023-2024.

The Commission faced several challenges during the financial year 2023-2024, which affected the realization of some key activities and programs. Below is a summary of these challenges, their implications, and the proposed mitigation measures:

Table 6.1: NPSC challenges, implications and mitigation measures

S/ No.	Challenge	Implication	Mitigation Measures
1.	Budgetary constraints and Inadequate financial resources	<ul style="list-style-type: none"> • Deferred activities. • Lack of appropriate tools and equipment. 	<ul style="list-style-type: none"> • Resource mobilization • Collaboration with Development partners
2.	Lack of automated systems to streamline operations.	<ul style="list-style-type: none"> • Difficulty in tracking processes & retrieving data. • Authentication of information is difficult. 	<ul style="list-style-type: none"> • Fast track the automation of internal HR processes. • Implement an ERP
3.	Inadequate ICT infrastructure	<ul style="list-style-type: none"> • Negative impact on performance of staff. 	<ul style="list-style-type: none"> • Equip ICT Infrastructure to enhance effectiveness and efficiency.
4.	Ineffective succession management	<ul style="list-style-type: none"> • Loss of continuity and emergence of leadership gaps • Stagnation of officers and limited career progression. 	<ul style="list-style-type: none"> • Develop and implement a Succession Management policy. • Review staff establishment and optimize human capital deployment
5.	Lack of standardization of HR services across the three arms of the Service	<ul style="list-style-type: none"> • Inability to measure progress of reform measures evenly across the NPS. • Difficulty in conducting audit. 	<ul style="list-style-type: none"> • Document internal control procedures for ease of reference. • Institutionalize monitoring and evaluation procedures to streamline personnel practices in the Service.

6.2 Recommendations/Way Forward

To overcome these challenges, the Commission should prioritize the following actions:

1. **Prioritize Automation of Human Resource Processes:** This will streamline operation and enhance efficiency in processing NPS HR activities.
2. **Operationalize the Electronic Document Management System (EDMS):** This system will help in better management of documents, reducing paperwork and enhancing the speed of operations.
3. **Financial allocation:** Sufficient funding for the Commission is necessary to enable it to effectively carry out its mandate.
4. **Resource Mobilization:** Collaborating with development partners will help mobilize additional resources.
5. **Capacity building:** Allocating budgets for training will ensure continuous capacity building of the staff.