



REPUBLIC OF KENYA

National Police Service Commission



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ANNUAL REPORT

FOR FINANCIAL YEAR
2018 - 2019



VISION

Dignified and Professional Police Officers

MISSION

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

CORE VALUES

Interdependence

Synergy

Integrity

Fairness

Transparency

Accountability

	
THE NATIONAL ASSEMBLY PAPERS LAID	
DATE: 22 SEP 2020	DAY: TUESDAY
TABLED BY:	Hon Anas Kimani MP Leader of Opposition
CLERK AT THE TABLE:	A. Shabaka





FOREWORD BY THE COMMISSION CHAIRPERSON



The National Police Service Commission derives its foundation from Article 234 read together with Article 246 (1) and 246(3) of the Constitution of Kenya, 2010, and is responsible for the overall management of the human resource function of the National Police Service as well as the Commission Secretariat. During the period under review, the Commission's focus has been on moving forward the transformation agenda of the National Police Service under the sector guidance of the Ministry of Interior and Coordination of National Government. I am delighted to report that the Commission has now reoriented its strategic priorities towards realisation of its Vision of a dignified police service, whose human resource is harmonised, efficient and people-friendly.

To realise this vision, our priorities are concretised in four pillars under the Commission's 2019-2022 strategy. The first pillar is the transformation of the Commission towards current 'whole-of-government approach' and to enhance its capacity in service delivery. The second is de-linking of staff previously under the Public Service Commission to the NPSC, and its direct administration as envisaged under Article 234, as well as harmonisation of civilian staff and the decentralisation of Commission's services to regional and county levels. The third pillar is automation of processes and records, reorganisation of payroll systems in line with the NPS harmonisation process. The fourth, is review of existing training and professional development approach and the welfare schemes for police officers to realise transparent, efficient and value-for-money services, and the last pillar is about building synergy and partnerships with other stakeholders.

The National Police Service Commission is committed to continue pursuing policy dialogues and synergy building with other Government agencies in the security sector to ensure the Commission performs the functions assigned to her by the Constitution of Kenya, 2010. This discourse shall continue being informed by the principle of resources follow the function and parity of treatment for common Commissions as outlined in Article 234(3)(c)(iv) of the Constitution of Kenya, 2010.

**Eliud N. Kinuthia, CBS, OGW, HSC
CHAIRPERSON**



Executive Summary

This is the sixth annual report of the National Police Service Commission since its establishment on 5th October 2012. This report is prepared in fulfilment of article 254 (1) of the Constitution of Kenya which requires each Commission to prepare and submit a report to the President and Parliament at the end of each financial year. It highlights the operations, activities and financial statements of the Commission's budgetary allocation and expenditure for the period 2018-2019.

This report is composed of six chapters and each chapter is divided into sub-chapters outlining various aspects of the Commission's activities during the financial year 2018-2019.

Chapter One of this report gives an account of the mandate of the Commission, its composition and current membership.

Chapter Two outlines the achievements of the Commission on corporate governance structures and the transformative initiatives championed by the current leadership of the Commission. These initiatives include the Rapid Response Initiative (RRI), appointment of the change guiding team, rebranding of the Commission to reflect a Government institution and development of the NPSC Strategic Plan 2019 - 2022. In this chapter, the Commission has highlighted its Key Result Areas (KRAs) as set out in the Strategic Plan. The plan is designed to provide a unique strategy for transforming the Commission to better serve the human resource and welfare needs of Police Officers and civilian staff of the Commission.

Chapter Three of this report gives an account of performance reviews and achievements of the Commission for the financial year 2018-2019. It gives an account of the Commission's activities in line with its mandate during the year under review. It elaborates on the following key areas; Human Capital Management achievements, which include recruitment and appointment, welfare, policies formulation, sensitisation and Institutional Strengthening. Other areas of achievements highlighted here include the Commission's Institutional Strengthening with a focus on Capacity Building, Staff Training and Disciplinary Control.

Chapter Four focuses on NPSC Stakeholder engagement and Partnerships. It gives a highlight of the Commission's involvement in the implementation of outreach activities targeting its stakeholders, participating in exhibitions and shows, holding of media briefings, courtesy calls, media mentions and appearances among others. It mentions the key partners who the Commission works with in discharging its mandate.



Chapter Five details the Commission's financial report on activities for the financial year 2018-2019 while chapter Six highlights challenges that the Commission has faced during the year under review and the proposed recommendations to address these challenges.

In conclusion, the National Police Service Commission appreciates the involvement of its key stakeholders in discharge of its mandate throughout the financial year 2018-2019.

MESSAGE FROM THE COMMISSION SECRETARY/ CHIEF EXECUTIVE OFFICER



During the 2018-2019 financial year, the National Police Service Commission was again busy with activities aimed at enhancing the management of human resources of the National Police Service. Firstly, the Commission Secretariat enabled the successful completion of the inaugural Commissioners' end of term exit as their constitutional term of six years was ending in October 2018.

It was during this period that the Commission developed and launched an exit/end of term report detailing the work done, successes/achievements and challenges faced by the Inaugural Commission. At the same time, five policy documents developed to aid in the management of the human resources in the National Police Service were also finalised and launched together with the end of term report, by H.E the President Uhuru Kenyatta at State house, on 2nd October 2018. These policies included; policy on housing, training and development, welfare, chaplaincy and psychological counselling.

Secondly, it was at the last quarter of the financial year, that the Commission received and welcomed a new Chairperson and Commissioners who were sworn into office on 18th March 2019. The Secretariat congratulates the Chairperson Mr. Eliud N. Kinuthia (CBS, OGW, HSC) and Commissioners; Dr. Alice A. Otuala (CBS), Mr. Naphtaly K. Rono (MBS, HSC), Mr. Eusebius K. Laibuta (MBS, OGW, HSC, ndc (K)), Ms. Lillian Kiamba (MBS, OGW) and Mr. John T. Ole Moyaki (MBS); for joining the Commission to offer the policy and strategic directions for the next six year period.

The Chairperson and Commissioners undertook a one-week induction program organised by the Secretariat and spearheaded by the Head of Public Service, the Ministry of Interior and Coordination of National Government, the Public Service Commission, The Salaries and Remuneration Commission, the National Gender and Equality Commission, Independent Policing Oversight Authority and the Cabinet Affairs Office; among other key Government players. This induction program was meant to be a preparation for action and was necessary to give the Commissioners a whole of Government's approach in dealing with the human resource aspects of the National Police Service.

Initially, the Commission in its efforts to build the institutional capacity identified four key priority areas to focus on in the secretariat such as maintaining discipline and order, establishing systems and procedures, leveraging on technology, and improving the brand and image of the organisation to offer more visibility to the Service and members of the public. These priority areas are envisaged to define the culture and spirit of the secretariat to offer the much-needed support to the Commission. I am glad to note that the new Commission has come up with a strategic direction aimed at transforming the Commission to better serve the human resource and welfare needs of police officers.

In an effort to leverage on technology, the Commission took part in oversighting and commissioning of an Integrated Police Human Resource Management System, which saw police officers registered through a biometric system throughout the country. I wish to appreciate the critical role played by the Cabinet Secretary, Ministry of Interior and Coordination of National Government, Dr. Fred Matiang'i, to launch this police digitisation program. This is a critical tool to both the NPS and NPSC, which will help to guide in the placements, deployments, transfers, disciplinary control procedures and promotions.

I wish to thank the Government for the continued support to the Commission through budgetary allocations and other resource requirements. I note that the financial resources allocated to us during the year were not adequate but we look forward to a better future in the coming financial year. The Secretariat of the Commission continued to support the goals and objectives set by the Commission and still reiterate its commitment to support the new Chairperson and Commissioners for their strategic direction, leadership and oversight over the activities set out in the new Strategic Plan 2019-2022.

We will remain focused on the redefined Vision of offering “Dignified and Professional Police Officers” and a Mission “To facilitate the transformation of the human resource management in the National Police Service for efficiency and effectiveness”.



Joseph V. Onyango, MBS
CS/CHIEF EXECUTIVE OFFICER

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ABBREVIATIONS AND ACRONYMS

APS	Administration Police Service
CAJ	Commission on Administrative Justice
CBS	Chief of the Order of the Burning Spear
CEO	Chief Executive Officer
CS	Commission Secretary
DCI	Directorate of Criminal Investigations
DIG	Deputy Inspector General
EACC	Ethics and Anti-Corruption Commission
EBS	Elder of the Order of the Burning Spear
ERP	Enterprise Resource Planning
IAU	Internal Affairs Unit
ICT	Information and Communication Technology
IEC	Information Education Communication
IFMIS	Integrated Financial Management Information System
IGP	Inspector General of Police
IPOA	Independent Policing Oversight Authority
IPPD	Integrated Personnel Payroll Database
HCM	Human Capital Management
HSC	Head of State Commendation
KRA	Kenya Revenue Authority
KPS	Kenya Police Service
MBS	Moran of the Order of the Burning Spear
MGH	Moran of the Order of the Golden Heart
ndc (K)	National Defense College of Kenya
NPS	National Police Service
NPSC	National Police Service Commission
nsc (AU)	National Security College of Australia
OGW	Order of Grand Warrior
RPC	Regional Police Commander
SOP	Standard Operating Procedures
TSC	Teachers Service Commission

Chapter 1

INTRODUCTION

1.1 Establishment of the Commission

The Commission is established under Article 234(3)(c)(iv), Article 246 (1) of the Constitution of Kenya, 2010 and operationalised by NPSC Act, 2011 CAP. 185C amendment 2014. It is one of the independent Commissions established under Chapter Fifteen, listed under Article 248 (2) of the Constitution of Kenya, 2010.

It essentially performs, among other functions, the human resource management of the National Police Service (NPS).

1.2 Mandate of the Commission

The Commission is mandated by Article 246(3) of the Constitution to perform the following functions:

- (i) Recruit, appoint and confirm persons in the Service.
- (ii) Determine promotions and transfers within the Service.
- (iii) Exercise disciplinary control over the Service.
- (iv) Remove persons holding offices in the Service; and,
- (v) Perform any other functions prescribed by national legislation.

1.3 Composition of the Commission

The Commission comprises of the following persons, each appointed by the President:

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



1.4 Members of the Commission



**Eliud N. Kinuthia, CBS, OGW, HSC
CHAIRPERSON**



**Hillary Nzioki Mutyambai
M.G.H. nsc (AU)
COMMISSIONER**



**Eusebius K. Laibuta,
MBS, OGW, HSC, 'ndc' (IO)
COMMISSIONER**



**Edward Mbugua, CBS,
OGW, 'ndc' (K).
COMMISSIONER**



**Dr. Alice A. Otwala, CBS
VICE CHAIRPERSON**



**Noor Gabow, CBS, OGW
COMMISSIONER**



**Lilian Kiamba,
MBS, OGW
COMMISSIONER**



**John Ole Moyaki, MBS
COMMISSIONER**



**Joseph V. Onyango, MBS
COMMISSION SECRETARY / CEO**



**Naphtaly K. Rono, MBS, HSC
COMMISSIONER**

CO-OPTED MEMBERS



**George Kinoti, CBS
Director, Directorate of Criminal
Investigations**



**Dr. (Eng) Karanja Kibicho, CBS
Principal Secretary, Interior and
Citizen Services**

CHAPTER 2

ACHIEVEMENTS ON GOVERNANCE AND TRANSFORMATION AGENDA

2.1 NPSC Transformation

2.1.1 Appointment and Swearing in of the 2nd Commission

The 2nd Commission to the National Police Service Commission was appointed into office by H.E. President Uhuru Kenyatta on the 13th March 2019 via Gazette Notice No. 2407. They were then sworn into office on the 18th March 2019 in a ceremony that was presided over by the Chief Justice David Maraga at the Supreme Court of Kenya



H.E. President Uhuru Kenyatta (Centre), Deputy President Dr. William Ruto (3rd Left), with the NPSC Commission, after the IG Hilary Mutiyambai (5th Left) signed the Leadership and Integrity Code and the Accountability Pledge at Statehouse, Nairobi.

Chairperson Eliud Kinuthia and Commissioners Dr. Alice Otwala, Eusebius Laibuta, Naphtaly Rono, John Ole Moyaki and Lilian Kiamba took their oaths of office as witnessed by the Head of the Public Service Dr. Joseph Kinyua, outgoing Inspector General Joseph Boinnet, and Deputy Inspectors General Edward Mbugua (Kenya Police Service) and Noor Gabow (Administration Police Service) respectively as well as the NPSC Chief Executive Officer Joseph Onyango.

The National Police Service Commission and the National Police Service received the new Inspector General on 8th April 2019 in a ceremony that was presided over by the Chief Justice at the Supreme Court of Kenya. Mr. Hilary Mutiyambai took over from his predecessor Mr. Joseph Boinnet whose 4-year term came to an end on 11th March 2019. During his swearing in, Mr. Hilary Mutiyambai affirmed his commitment to security and safety for all Kenyans.

2.1.2 Oath of Office by NPSC Chairperson and Commissioners



Chairperson Eliud N. Kinuthia, CBS, OGW, HSC



Inspector General: Hilary Nzioki
Mutyambai, M.G.H. nsc (AU)



Vice Chairperson Dr. Alice A. Otwala,
CBS



Commissioner Naphtaly K. Rono,
MBS, HSC



Commissioner Lilian Kiamba, MBS, OGW



Commissioner Eusebius Laibuta,
MBS, OGW, HSC, 'nde' (K)



Commissioner John Ole Moyaki, MBS

2.2 Organisation of the Commission

The Commission in order to effectively perform its functions, introduced key reforms that led to the reorganisation, to better serve the human resource and welfare needs of Police Officers and Civilian staff of the Commission.

2.2.1 New NPSC Organisation Structure

The new structure is modelled along the technical function and the support function of the Commission. The technical function of the Commission is to facilitate transformation of the human resource management of the National Police Service for enhanced efficiency and effectiveness.

Effective discharge of this technical function will require a support service of the Commission, which is mainly the finance, planning and administration. The Commission is charged with the leadership responsibility to ensure successful discharge of the technical and the support function of the Commission.



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KEY

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



2.2.2 NPSC Committees

The Commission is now re-structured into five Committees each headed by a Commissioner. In addition to their roles as laid down, the Committees may perform any other function assigned to it by the Commission.

The Committees are as listed below:

- (i) ***Recruitment, Appointment and Welfare Committee***
The Committee coordinates overall recruitment of uniformed and non-uniformed staff, develops their employment terms and conditions, generates policies on Police recruitment, appointment and welfare, and oversees their implementation, while initiating research areas and forming recommendations in their scope.
- (ii) ***Promotions and Transfers Committee***
This Committee initiates and oversees the implementation and review of the promotions and transfers, policies and regulations, and exercises oversight over transfers and promotions in the NPS for uniformed and non-uniformed staff. It also maintains a skills inventory and conducts promotional interviews for NPS members.
- (iii) ***Appeals, Policy and Legal Affairs Committee***
The Committee coordinates research and surveys for policy development and are on the forefront of development and review of policies, regulations and guidelines for implementation of the NPSC mandate. It additionally provides leadership on legal affairs, legal review, complaints management, case management and litigation involving the NPSC. The Committee also conducts hearings recommends determination on appeals.
- (iv) ***Discipline and HR Audit Committee***
This Committee recommends review of the policies, regulations, guidelines and procedures on Discipline matters in the NPS, oversees and promotes compliance with the disciplinary procedures in the Service, recommends disciplinary action against an officer who commits a criminal offence, and conducts audit on both implementation of the Commission's decisions by the NPS and HRM of civilians in NPS.

(v) ***Finance, Planning, Administration and Professional Development Committee***

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

2.3 Induction of the Commissioners

The Commissioners were taken through an enriching induction program held at the Kenya School of Government, which ran from 8th to 11th April 2019. The official opening of the induction program was presided over by the Cabinet Secretary, Ministry of Interior and Co-ordination of National Government Dr. Fred Matiang'i EGH, The PS, State Department of Interior, Dr. (Eng.) Karanja Kibicho, CBS, was also present during the event.

The Commissioners gained an understanding of critical policies and procedures that would equip them to effectively undertake their new roles. They learnt about the role of public service in national development and the Big Four Agenda, the constitutional guidelines for management of National Police Service, the independence of Constitutional Commissions, how to conduct meetings, and the decision making process, a value based approach to the management of change programmes, the functional relationship between IPOA, NPSC and NPS, and what NPS expects from NPSC, Principles and Practice in National Security, among others.



Cabinet Secretary, Ministry of Interior and Co-ordination of National Government Dr. Fred Matiang'i EGH (seated centre) with NPSC Commission during the induction program at the KSG. Seated 3rd Left is The Principal Secretary, Ministry of Interior and Co-ordination of National Government Dr. (Eng.) Karanja Kibicho.

2.4 Rapid Response Initiative

The Commission devised a rapid response initiative, which was aimed at efficient and effective on boarding of the newly appointed commissioners. This consisted of familiarising them with their new offices, breakfast meetings with staff, touring the secretariat workstations, induction and appointment of a change guiding team. The Commissioners were taken around the NPSC offices by the CEO and Directors and they were able to meet with staff at their workstations and get to know the scope of their work.

They later met all staff formally at the second quarterly breakfast meeting, 2019. Each of the Commissioners articulated his/her vision for NPSC with clarity, and encouraged staff to be on board with the changes and plans that they were set to entrench in order to secure success in the transformation of individual Police officers.



NPSC Chairperson Eliud Kinuthia, CBS, OGW, HSC interacting with members of the secretariat during a breakfast meeting.

The new strategies planned to soon take effect would focus on:

- (i) Recasting of NPSC vision .
- (ii) Rebranding - Letterhead, business card and other documentation to give the Commission a new identity to conform with the new vision.
- (iii) Change in language and culture of the Commission to adopt new terminologies and nomenclature.
- (iv) Drum up on Commission strongest values in observing ethics and integrity.

2.5 Appointment of Change Guiding Team

The Commission put in place a change guiding team mainly composed of the secretariat whose main function is to convey change initiatives as they are communicated and rolled out by the Commission.



NPSC Commissioners, Senior Management Staff, Consultants and Members of the Change Guiding Team at Kenya Institute of Monetary Studies, Nairobi.

2.6 Development of the Commission Strategic Plan 2019 - 2022

A retreat of the Committee on the Strategic Plan was organised at Machakos in early April 2018 where each Directorate outlined the broad focus areas and the road map it intends to pursue between 2019 -2022. An initial matrix of the key strategic areas was developed including the strategic objectives and strategies. The retreat also aligned the key focus areas with the revised implementation matrix.

The formal draft of the Commission’s Strategic Plan 2019 – 2022 was then presented to the Commissioners for ratification in a retreat held at Nakuru at the end of April 2018 where observations and policy direction under each pillar were discussed and agreed upon.

Thereafter, departmental meetings were held to populate the activities based on the approved strategic focus as well as development of Key Performance Indicators (KPIs), costing of activities, development of timelines as well as assignment of responsibilities.

The Commission further subjected the plan through an ownership process to ensure their leadership vision is clearly articulated and mainstreamed in the strategies and objectives of the final plan.



NPSC Chairperson Eliud Kinuthia CBS, OGW, HSC engaging Mr. Stephen Mbogo, Deputy Director Research during the Strategic Plan Retreat in Nakuru.

The Strategic Plan for the period 2019-2022 key features are:

(a) *A 3-Year Cycle Strategic Plan*

The Commission opted to have the Strategic Plan in two cycles, each for three years, with the first running from 2019 to 2022. The year 2018 was considered a transitional year. The two cycles will enable the Commission to:

- Set goals and achieve them within the targeted periods.
- Gain enough time to review the strategies achieved.
- Roll over to the next Strategic Plan the strategies that will not have been achieved in the first.

(b) *Focus Areas*

- Delinking, integration and harmonisation of non-uniformed staff of NPS.
- Decentralisation of Police HR Services.
- Enhanced institutional capacity of the Commission.
- Improved welfare and professional Development .
- Re-engineering efficiency and effectiveness in NPS Human Resource Services through automation.
- Established synergy with stakeholders.

(c) *Key Monitoring Indicators*

The Commission's new structure is modelled along its technical and support functions. The technical function of the Commission serves to facilitate transformation of the Human Resource Management of the National Police Service, while the support function guarantees effective discharge of the technical function.

Through the key monitoring indicators, the Commission will monitor to ensure that the implementation of the Strategic Plan is a success. Mid-term, end-term, and ad-hoc reviews will be carried out to ascertain that execution of the plan is on course.

(i) *Commission Technical Services Indicators*

1. Number of Police Constables and Civilians recruited.
2. Percentage of backlog cleared of appointments and confirmations.
3. Number of cases overstayed in hardship areas without reasonable cause.
4. Number of promotion cases awarded.
5. Number of stagnation in promotion and transfers without reasonable cause addressed.
6. Disciplinary SOP in place.
7. A special insurance cover for formed units of NPS.
8. Percentage of implementation of the housing policy for Police officers.
9. Percentage of policies and regulations reviewed.
10. Number of policies and regulations developed.
11. Speed, accuracy, quality and transparency in capturing data and exercise of disciplinary control.
12. Number of dismissals approved.
13. Number of reduction in rank approved.
14. Number of removal from Service confirmed.
15. Number of appeals processed.
16. Number of reinstatements or dismissals upheld.
17. Number of Police officers receiving regular updates on mobile platforms regarding their disciplinary matters and other Human Resource Management matters.

(ii) *Commission Support Services Indicators*

1. Percentage of delinked civilian staff.
2. Number of civilian staff paid harmonised terms.
3. Number of decentralised counselling and wellness centres.



4. Number of Regions, Counties and Sub County offices established.
5. Acquisition and equipping of a new office block.
6. Number of vehicles leased.
7. Establishment of an ERP system.
8. Percentage of Commission offices equipped with ICT software.
9. Number and types of IEC materials prepared.
10. An aligned NPSC structure.
11. Development and implementation of an interdependence framework.
12. Development and implementation of a co-option framework.

(d) *Commission Committees as Delivery Units of Strategy*

The Commission is now re-structured into five Committees each headed by a Commissioner. In addition to their roles as laid down, the Committees may perform any other function assigned to it by the Commission.



Commissioner John Ole Moyaki with the CEO Joseph V. Onyango, Director Communication and Outreach Patrick Odongo and other staff of the Commission holding a discussion during a retreat to review the NPSC Strategic Plan in Nakuru.

2.7 Rebranding the Commission to Reflect a Government Institution

The Commission has rebranded itself to provide a much stronger reflection and image as a Government Institution.

2.7.1 Review of Commission Mission and Vision Statements

The Commission has re-stated its Vision Statement to focus more on the individual Police officer, and recast the Mission Statement to resonate with the role the Commission undertakes to ensure success in the positive metamorphosis of the Police human resource output.

They now state as below:

Vision: Dignified and Professional Police Officers

Mission: To facilitate transformation of Human Resource Management in the National Police Service for Efficiency and Effectiveness.

2.7.2 Rebranding of the Commission Logo

Rebranding of the NPSC logo put into consideration the Constitution of Kenya, 2010 and made an accommodation for crucial features such as the Government Coat of Arms.

The logo colours remain unchanged with the colour yellow representing the Commission; maroon, the Administration Police, and blue representing the Kenya Police.



The New NPSC Logo and letterhead impression.

CHAPTER 3

OTHER PERFORMANCE ACHIEVEMENTS OF THE COMMISSION

3.1 Human Capital Management Achievements in the FY 2018/2019

Introduction

During the Financial Year 2018/2019, the Commission undertook activities in line with its mandate. This Chapter highlights activities and achievements of the Commission's Human Capital Management Directorate during the year under review.

The Commission has managed to put in place various strategies to improve the conditions of service for the officers and enhance provision of welfare benefits to Police officers and their families. This comprises matters of recruitment, remuneration, welfare of Police officers including housing and psychological welfare of Police officers.

3.1.1 National Police Service Welfare

The Commission launched NPS policies in September 2018 to assist the service in improving the lives of the police officers and their work. With support from experts and practitioners and the input of the Service, the Commission embarked on development of policies and regulations to guide the Human Resource Management of the Police Service.

This Policy on welfare was put in place to help establish, promote and maintain a healthy and safe working environment for the Officers in order to improve motivation and productivity of the Service's employees.

The Commission embarked on fulfilling the policy by ensuring that issues of recruitment, appointment, well-being of officers with disabilities, housing of Police Officers, psychological and counselling issues and retirement of Officers are well addressed through informed decision making and providing recommendations to advice the Commission on those areas.

The welfare Policy is supported by the following policies:

3.1.1.1 Policy on Counselling

In recognition of the detrimental effect on the mental well-being of the uniformed members of the Service, caused by the nature of policing, there was a need to help deal with the effects of these traumatic experiences.

This policy sets out a framework that will improve employees' emotional wellness, attitudes and seek to create a functional counselling system that is responsive to the needs and expectations of its employees at the workplace.

To achieve the same, the Commission has established NPS counselling and rehabilitation centre to assist the Service in addressing psychological stress related problems affecting officers. The alarming rise in cases of suicide among members of the Service and in particular, the uniformed members, has caused great concern for the need to respond to these circumstances. The Centre is expected to start its operations in the coming financial year 2019/2020.



NPS Counselling Centre in Karen.

3.1.1.2 Policy on Training and Development in the National Police Service

The aim of this policy is to provide for standard training procedures and requirements for the NPS. The policy offers a clear guide on the administration of the training programmes with a view to expand the competence of all Service members for continuous improvement on job performance.

National Police Service Commission has conducted a number of trainings for the police officers during the financial 2018/2019 year to improve on skills and competencies for efficiency and effectiveness in service delivery. The trainings are as follows:

Table 1: Number of Trainings by NPSC

S/NO	PERIOD	VENUE	DESCRIPTION
1.	December 2018	GSU Training School, Embakasi	Manager, Human Capital Management, NPSC, Ms. Sharon Sagwa trained Police officers on Performance Appraisal
2.	6th May 2019	NPS Senior Staff College, Loresho	NPSC CEO Mr. Joseph Onyango trained County Police Commanders on the Mandate of the Commission.



NPSC CEO Joseph Onyango making a presentation during the RPCs Leadership Development Course 1/2019

3.1.1.3 The Policy on Housing in the National Police Service

The Policy provides for the management of housing in the National Police Service with a focus on provision, housing standards, allocation and maintenance of housing in the Service. The Policy was necessary to ensure that there is decent and dignified housing for members of the Service; in line with the Government’s Big Four Development Agenda.



This policy informed greatly the recent allocation of house and commuter allowances for Police officers to curb the issue of officers sharing houses and prompt them to seek decent housing for themselves and their families.

The Recruitment, Appointment and Welfare Committee has also provided a number of recommendations that will help the Commission and the Service in ensuring the Police officers are incorporated in benefiting from the Big Four Agenda on Housing.

3.1.2 Sensitisation on Career guidelines and Regulations

The Career Progression guidelines are meant to set standards for the basics of professional qualifications and knowledge of the job.



Participants listening-in to contributions made by the former IG of Police Joseph Boinnet during a Stakeholder forum at the Kenya School of Government.

The Commission took part in the sensitisation of Police officers on Career progression and Regulations in all the Eight (8) regions in the country in September 2018.

The table below illustrates the Recruitment, Appointment and Welfare Performance in the year under review.

Table 2: Statistics of cases handled by NPSC on Recruitment, Appointment and Welfare

S/No	DESCRIPTION	Cases Received	Cases Disallowed	Cases Approved	Cases Pending
1.	Confirmations				
	(i) Confirmation in appointment to SP	0	0	0	0
	(ii) Confirmation in appointment to Inspectors	0	0	0	0
2.	Posthumous Confirmation	29	0	29	-
3.	Re-designation of civilian staff	0	0	0	0
4.	Renewal of contract for Pilots and Engineers in the Police Airwing	2	0	2	0
5.	Retirement Cases:				-
	Age grounds	10	0	10	-
	Medical grounds	8	-	-	-
	12-20 years rule	75	0	75	-
	50 year rule	41	0	41	-
6.	Extension of service due to disability	2	-	-	-
7.	Request for Extension of service beyond sixty years.	6	-	-	-
	TOTAL CASES HANDLED	173	0	157	-

3.1.3 Promotions and Transfers

In discharging this key mandate, the Commission in collaboration with the Office of the Inspector General of Police determined transfers of Officers to various stations based on operational needs and personnel requirements as envisaged under Article 246 (3) of the Constitution and as outlined in the NPSC Transfer and Deployment Regulations, 2015.

In Collaboration with the Office of the Inspector General, the Commission determined the transfer and secondment of the officers from the Service to various public institutions, among them, Kenya Revenue Authority (KRA), Independent Police Oversight Authority (IPOA), Ethics and Anti-Corruption Commission (EACC), County Assemblies, Kenya Airports Authority (KAA), Office of the President, Interpol and others.

National Police Service Commission also ratified the promotions of a number of Officers to the next ranks as recommended by the Inspector General.

Table 3 shows the statistics of Cases handled by the Promotion and Transfer Committee in the financial year 2018/2019.

Table 3: Statistics of Cases handled by the Promotion and Transfer Committee

PROMOTION					
S/ No	Description	Cases Received	Cases Finalised	Cases Deferred	Cases Pending before the Committee
	Promotion of Gazetted officers				
1.	CP to AIG (DCI)	6	0	0	6
	SSP to CP (DCI)	39	0	0	39
	SP to SSP (DCI)	21	0	0	21
	ASP to SP (KPS & DCI)	92	92	0	0
	ASP to SP (DCI)	75	0	75	0
2.	Belated confirmation in appointment to the rank of IP	1	1	0	0
3.	Promotion to the rank of SGT	1	1	0	0
4.	Promotion from CI to ASP after HTC course (No. 103 – 107)	150	150	0	0
5.	Promotion from CI to ASP after Completing STC course	30	30	0	0
6.	Promotion on Merit	147	4	142	1
7.	Promotion of Constables 50 years and above (DCI)	388	0	0	388
8.	Promotion of Constables 50 years and above (KPS)	3,485	0	0	3,485
9.	Promotion of officers in hardship areas (KPS)	34	0	0	34
	TOTAL	4,469	278	217	3,974
TRANSFERS /DEPLOYMENT					
S/ NO	DESCRIPTION	Cases Received	Cases Finalized	Cases Deferred	Cases Pending before the Committee
1.	Transfer, Posting and Deployment (Uniformed officers)	274	274	0	0
2.	Deployment ratifications				
	AIG – Regional Commanders	8	8	0	0
	SAIG	3	3	0	0
	AIG	26	26	0	0
	CP	4	4	0	0
	SSP	1	1	0	0
	CP – County Police Commanders	47	47	0	0
3.	Transfer on medical grounds	3	1	0	2
4.	Transfer of Service (uniformed officers)	38	21	15	2
5.	Secondment(uniformed officers)	17	17	0	0
	TOTAL CASES HANDLED	421	402	15	4

3.1.4 Exercising Disciplinary Control

Being a disciplined Service, the Commission takes cognizance of the importance of implementing its mandate to exercise disciplinary control, ensure parity as well as contributing to prompt and procedural handling of cases in the Service.

The Commission has been able to make determinations on officers' discipline cases in the period under review as indicated in table 4.

Table 4: Detailed summary of the disciplinary cases handled

S/No	Description	Service	Cases Received	Cases Finalised
1.	Disciplinary Cases	APS(Uniformed)	324	324
2.		KPS (Uniformed)	148	148
3.		KPS (Civilian)	2	2
4.		DCI (Uniformed)	2	2
5.	Non-Compliance Case	Civilian	1	1
Total Cases			477	477

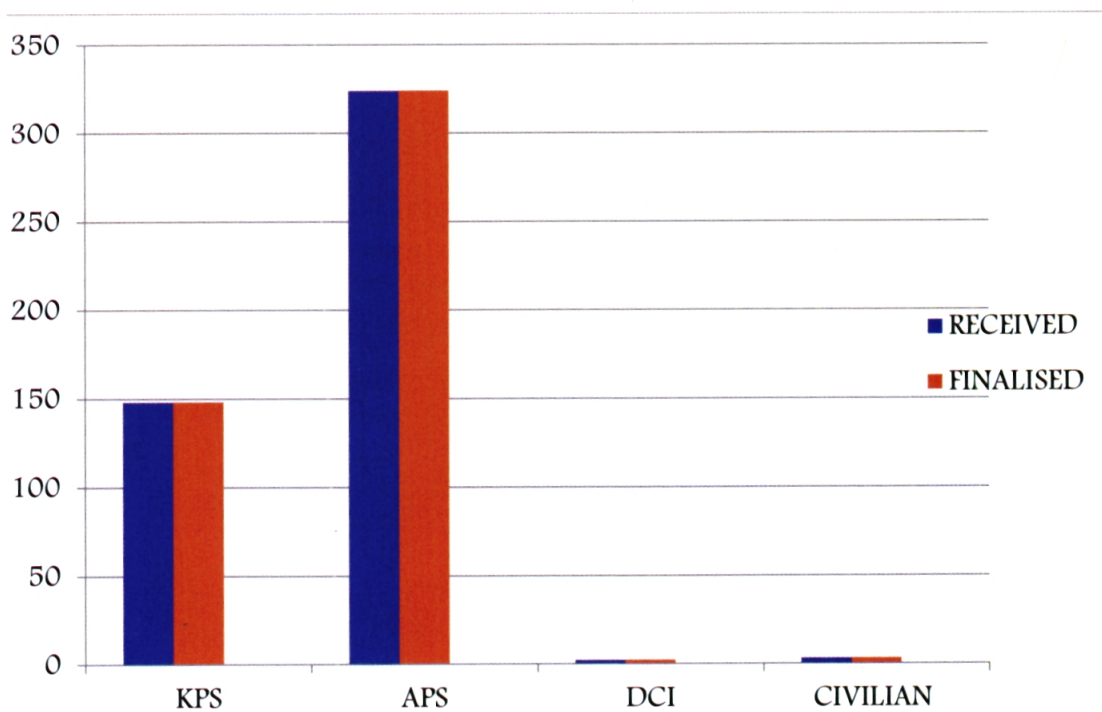


Figure 2: Breakdown of the Disciplinary Cases per Service

Table 5: Nature of disciplinary cases received as per table 4 above

APS (Uniformed) – The total number of cases were 324 in which 312 are dismissal and 12 are reduction in rank.
KPS (Uniformed) – The total number of cases were 148 in which dismissals = 133 , reinstatement = 6 , removal = 3 reduction in rank = 2, belated dismissal = 1, belated reinstatement = 1, posthumous reinstatement =1 & lifting of interdiction = 1
KPS (Civilian) – The total number of cases were 2 in which both were dismissals.
DCI (Uniformed) – The total number of cases were 2 in which one was authority to remove under public interest and the other one was reinstatement.
Civilian Case – Only one case was handled, which was request for redeployment

3.1.5 Human Resource Audit and Automation

The National Police Service launched an Information Management System, which was unprecedented in its nature and aimed at the digitisation of all Service records. This initiative called for the biometric registration of Officers all over the country; which was initiated by the National Police Service in January 2019.

The exercise was launched on 7th January 2019 in Kilifi County Police Headquarters by Cabinet Secretary for Interior and Coordination of National Government; Dr. Fred Matiang'i and was also graced by his ICT counterpart Joe Mucheru, the then Inspector General of Police Joseph Boinnet, NPSC CEO Joseph Onyango among other senior government officials and top Police Commanders.

The Commission played the role of oversight in this exercise; and its major responsibility was to ensure compliance as well as appreciating the work being done by the Service. Eleven (11) teams representing the Commission were dispatched to oversee the biometric registration of NPS Officers in various stations across the country.

This system sets out to digitise the NPS human resource operations in terms of recruitment, promotion, transfer and discipline. It also captures the Officers' personal details, educational background, rank, contact information, photograph, fingerprint, postings and transfers, service qualifications, trainings, career progress, disciplinary/criminal cases, awards and medals attained during service as well as next of kin details among other personal data. Therefore, it is anticipated to aid the Service in effective human capital management.



Officers going through the Biometric registration exercise at the Kericho Teachers Training College

3.1.6 Determination of Appeals Against Disciplinary Sanctions

The Commission being the appellant body of the Service on all matters related to Human Resource, analysed all appeal cases on dismissal and reduction in rank and other human resource-related matters. All appeals cases were subjected to thorough scrutiny that involved investigation reports, reports from the Inspector General, the officers' personal files and facts from the officers' appeal letters.

The Commission also received a number of Complaints, which were part of the Appeals from Officers through their individual letters and/or through third parties and our stakeholders who include; Internal Affairs Unit (IAU), Commission on Administrative Justice (CAJ), Independent Policing Oversight Authority (IPOA), Ethics and Anti-Corruption Commission (EACC) and the Office of the President among many others.

Table 6: Determinations on Officers’ appeal cases

FROM JULY 2018 TO JUNE 2019APPEALS COMMITTEE					
S/ No	Period	Description	Cases Received	Cases Finalised	Pending Cases
1.	July 2018 to June 2019	Appeals and Complaints	429	61	368

Note: The complaints received are also part of appeals and are handled as one.

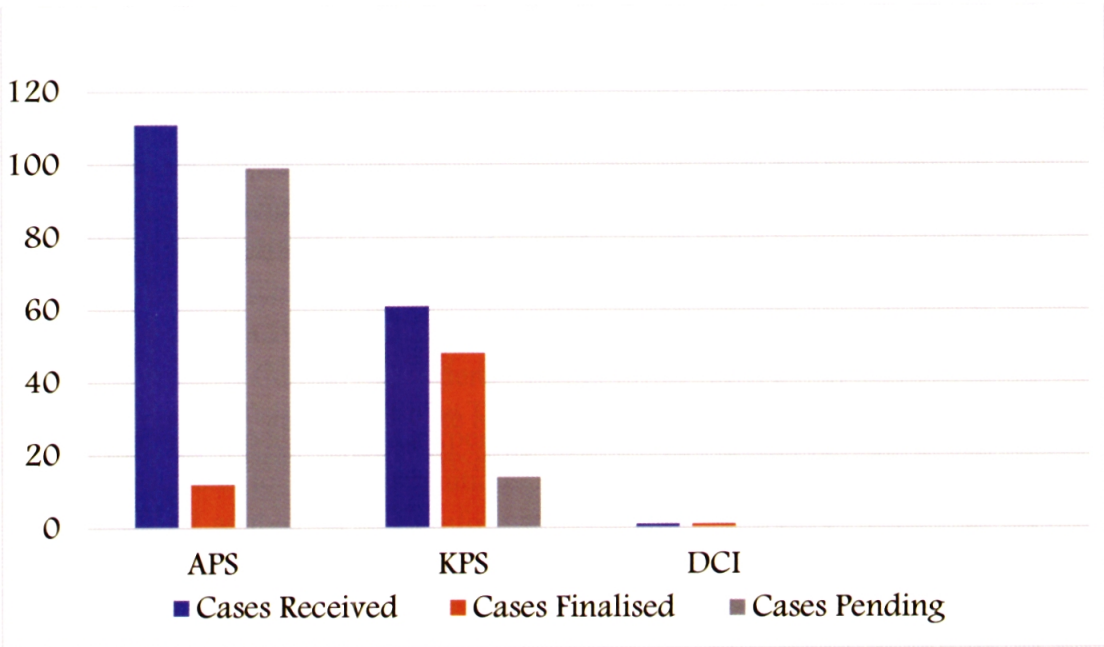


Figure 3: Breakdown of Appeals Cases per Service

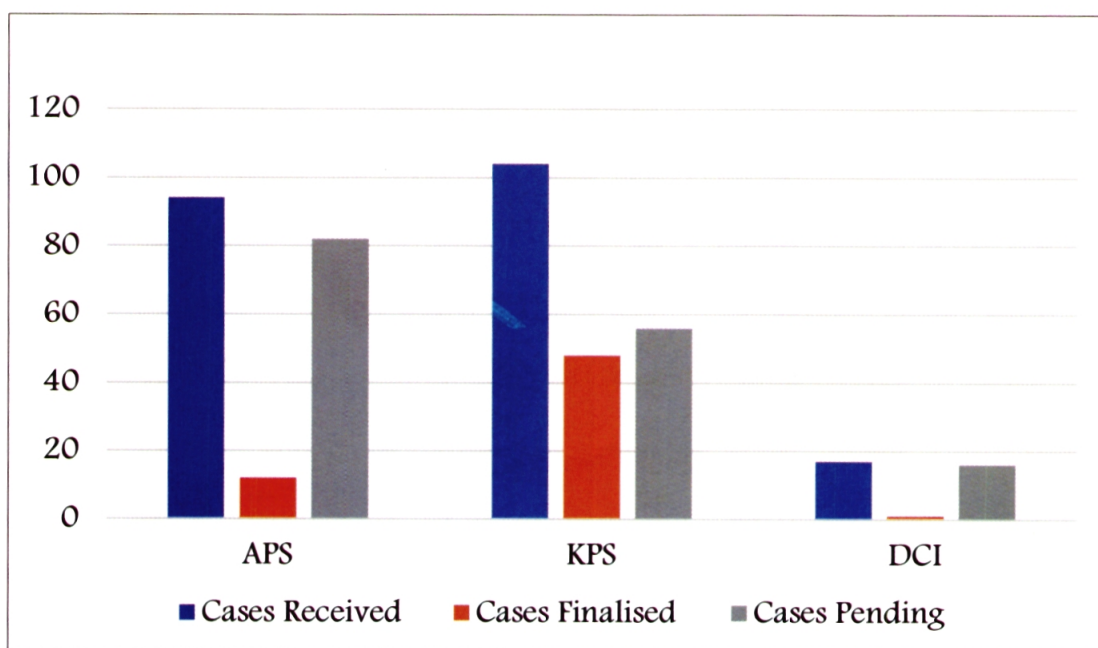


Figure 4: Breakdown of Complaints Cases per Service

3.2 Institutional Strengthening

3.2.1 Human Resource Capacity Building and Competency Development

In this financial year, the Commission has been able to strengthen its Secretariat through absorbing seconded staff from various ministries to fill various vacant positions in the Commission. In addition, some employees who had earlier been engaged on contractual/deployed/seconed terms were brought on board on Permanent and Pensionable terms.

The National Police Service Commission Human Capital Management Advisory Committee handles all Human Resource matters for all Commission staff as well as the cases forwarded by the NPS Human Resource Advisory Committee for determination and approval.

In the year 2018/2019 four hundred and thirty-three (433) cases were handled with regard to the National Police Service non-uniformed officers as shown in Table 7.

Table 7: Civilian officers' cases dealt by the Advisory Committee

S/ No	Description	Cases Received	Cases Approved	Cases Deferred/ Rejected	Cases Pending Before the Committee
NATIONAL POLICE SERVICE					
Promotions					
1.	Human Capital Management	1	-	1(rejected)	-
2.	Charge Hand Officers	15	15	-	-
3.	Clerical Officers	23	21	2	-
4.	Cleaning Personnel	25	25	-	-
5.	Mechanical Personnel	1	1	-	-
6.	Artisans	14	14	-	-
7.	Armourers	3	3	-	-
8.	Accounts Personnel	8	8	-	-
9.	Office Administrators	3	2	1	-
10.	Telecommunication Personnel	4	3	1	-
11.	Supply Chain Management	4	4	-	-
12.	Hospitality	1	1	-	-
13.	Cook	1	1	-	-
14.	Economists/ Statisticians	1	1	-	-
15.	Support Staff	4	4	-	-
TOTAL		108	103	5	
Confirmation in Appointment					
1.	Belated	10	10	-	-
2.	Accounts	1	-	1	-
3.	Finance	1	-	1	-
4.	Clerical Officers	2	2	-	-
5.	Charge Hand	1	1	-	-
6.	Confirmation of Certificate	1	1	-	-
7.	Mechanical	1	1	-	-
TOTAL		17	15	2	
Special Duty Allowance					
1.	Renewal	33	-	33	-
2.	New request	28	-	28	-
3.	Accounts	16	-	16	-
4.	Support Staff	4	-	4	-
5.	Human Capital Management	19	8	11	-
6.	Finance	3	-	3	-

7.	ICT	8	-	8	
8.	Logistics	4	-	4	-
9.	Supply Chain Management	11	-	11	-
10.	Records Personnel	4	-	4	-
11.	Office Administrators	1	-	1	-
12.	Armourer	1	-	1	-
	TOTAL	132	8	124	
Re-designation					
1.	Office Administrators	3	2	-	-
2.	Human Capital Management	5	3	2	-
3.	Supply Chain Management	3	1	2	-
4.	Records Management	1	1	-	-
5.	Clerical Officer	1	1	-	-
6.	Cleaning Personnel	1	1	-	-
	TOTAL	14	9	4	
Retirement					
1.	Retirement Under 50 rule	6	6		-
	TOTAL	6	6		
Discipline					
1.	Discipline cases	6	5(to be investigated)	1	-
	TOTAL	6	5	1	
Upgrading					
1.	Supply Chain Management	6	6	-	-
2.	Charge Hand	6	5	1	-
	TOTAL	12	11	1	
Ratification					
1.	Cleaning Personnel	1	1	-	-
	TOTAL	1	1	-	-
Renewal of Contract					
1.	Hospital Officer	1	1	-	-
	TOTAL	1	1		
Lifting of Interdiction					
1.	Clerical Personnel	1	1	-	-
	TOTAL	1	1		

Table 8: Representation of cases handled by the Advisory Committee concerning the Commission Secretariat

		No. of Cases	Cases Approved	Cases Deferred/ Rejected
1.	Promotions	6	4	2
2.	Confirmation in Appointment	71	71	-
3.	Special Duty Allowance	13	2	11
4.	Re-designation	3	2	1
5.	Secondment	1	1	-
6.	Acting Appointment	2	1	1
7.	Acting Allowance	1	1	-
8.	Medical	1	1	-
9.	Training	152	54	98
10.	Discipline	2	2	-
11.	Contract	26	26	-
12.	Re-Appointment	2	-	2
	TOTAL	257	142	115

Table 9: NPSC Staff Cases Handled by the Commission

S/No.	Description	No. of cases 2017/2018	No. of Cases 2018/2019
1.	Permanent Staff	114	116
2.	Newly Employed Staff (Permanent)	48	32
3.	Contract Renewal	36	26
4.	Deployed Staff	21	4
5.	Promotion	6	4
6.	Training	56	54

3.2.2 Staff Training

Group sensitisation of staff on HCM policies and procedures manual, SOP's, NPSC regulations, code of conduct, and value systems sensitisation was held at the CID training school in South C.

The Commission undertook a staff group training in January, 2019. In attendance were 188 Commission staff headed by the Chief Executive Officer (CEO), Mr. Joseph V. Onyango and a representative from National Police Service.





Director of Human Capital development at the NPS Mr. Kitoo Kapchanga (right) addressing the members of staff during NPSC group training in Naivasha

The purpose of the training was to sensitise National Police Service Commission staff on the National Police Service Commission regulations, standard operating procedures (SOPs), policies, core values and principles that governs the staff in their daily running of their activities.

The training also aimed at equipping the Commission staff with knowledge on the Commission's Strategic Plan (2018-2022), running themes: Discipline and Order, System and Procedures and Leverage on Technology.

The training also provided a platform for addressing work-related issues raised by the Commission stakeholders, understanding the expectations of the Service and clarifying those expectations.

3.2.3 Staff Mortgage Scheme

In line with the Big Four (4) Agenda, the Commission put in place a staff mortgage scheme to facilitate staff to acquire an already constructed house or construction of a house on their duly acquired, land purchase or residential plot, purchase of off plan or ongoing development, take over mortgage, mortgage plan loan/top up and equity release.

3.2.4 State Commendations

On 12th December, 2018, on Jamhuri Day, The Commission Secretary, Mr. Joseph V. Onyango and the Manager Legal Ms. Sarah Muthiga were awarded by H.E The President, the Moran of the Burning Spear (MBS) and the Head of State Commendation (HSC) awards respectively.

The two awards are proof that the Commission is on the right track in achieving its mandate and ensuring efficient and effective service delivery.

3.2.5 Vetting

The Commission achieved the following milestones:

- Vetting of the remaining 250 Traffic Police Officers from the previous financial year.
- Release of results for 1551 vetted traffic officers as at 1st September 2017.
- Review of traffic officers removed from the service.
- Vetting of 1,666 Chief inspectors whose results were proceeds awaiting release.
- In May 2018 the Commission vetted 15 officers selected from across the NPS and proposed to join the Internal Affairs Unit (IAU).

3.2.6 Inaugural Commissioner's Exit Report

The Commission successfully launched the NPSC Exit report that highlighted the strides the Commission undertook in implementing its mandate. This report gives the achievements by the Commission from 2012 to 2018, challenges faced, lessons learnt and the recommendations to the incoming Commissioners.

3.2.7 Performance Contracting

The Commission successfully prepared and implemented the performance contracts between the Chairperson and the CEO, and the CEO and the Directors, which were signed on 8th of August 2018. This was done to enable the setting of performance targets for the Commission employees with clear output indicators for monitoring and evaluation of the Commission activities and programs.

3.2.8 Strategic Planning

Development of the 2019– 2022 Strategic Plan commenced in the year under review where a final draft was developed awaiting input and approval from the new Commission and official launch. This plan will define the path the Commission will pursue in the next three years in order to deliver on its mandate.



3.2.9 Annual Reporting

The 2017/2018 Annual Report detailed the Commissions operations, activities and financial statements of NPSC budgetary allocation and expenditure within the financial year, which was submitted to the President and Parliament.

3.2.10 Planning, Monitoring and Evaluation

The Commission undertook planning, monitoring, evaluation and reporting on implementation of 2017/2018 performance targets. The targets that were not achieved were proposed to be rolled over into the next financial year.

3.2.11 NPSC Performance Appraisal Tools

The Commission developed performance appraisal tools, which will be used to review and evaluate the performance and productivity of the staff. This system will be used as a basis for offering rewards and sanctions and also to capture individual strengths, weaknesses and potential for future improvements.

CHAPTER 4

STAKEHOLDER ENGAGEMENT AND PARTNERSHIPS

4.1 NPSC Stakeholder Engagements

Throughout the years, the Commission has channeled its efforts towards strengthening its ties with stakeholders. This has been achieved through initiating various engagement and participation forums aimed at involving the stakeholders in the decision making process.

During the reporting period, the Commission was involved in various activities such as the implementation of outreach activities targeting its stakeholders, participating in exhibitions and shows, holding of media briefings, courtesy calls, media mentions and appearances among other activities.

4.1.1 The 7th and 8th Annual Conference for Chairpersons of Constitutional Commissions (CCs) and Independent Offices (IOs)

The Commission was among Commissions that participated in the 7th Annual Conference for Chairpersons of Constitutional Commissions (CCs) and Independent Offices (IOs) that took place in Meru County. The theme of the conference was dubbed ‘Public Participation: Pathway to Sustainable Development’.



His Excellency President Uhuru Kenyatta (centre), Meru Governor Hon. Kiraitu Murungi (seated 3rd Left) with various Cabinet Secretaries, Chairpersons and CEOs of Constitutional Commissions and Independent Offices. Back row 2nd right is the NPSC CEO Joseph V. Onyango.

The conference brings together Constitutional Commissions and Independent Offices with the objective of measuring progress made in enhancing governance in the Country in order to foster a Just, peaceful, prosperous and cohesive Nation. The conference was graced by H.E. The President Uhuru Kenyatta who in his speech emphasised on the need for all to double their efforts towards a united Country.

4.1.2 International Trade Fair and Show

Trade Fairs present a forum for the Commission to interact with not only the common *mwanaanchi* but also the business community who consume Policing services and the Police Officers themselves – for exchange of views essential for improving Police in the Country. This platform presented an opportunity to present the Commission's new image, Vision and Mission for efficiency and effective service delivery to the NPS.



H.E. President Uhuru Kenyatta at the NPS Stand during the Mombasa Show. The President toured Police IC3, Airwing and Community policing desks. Present behind the President is the NPSC Chairperson, Eliud Kinuthia.

4.1.3 Stakeholder Engagement on NPSC Policies for the National Police Service

The Commission conducted stakeholder engagement forums in the eight regional headquarters to sensitise members of the National Police Service and the public on the Career Progression Guidelines and the NPSC Regulations. The Career Progression Guidelines provide for a well-defined career path and development, which can facilitate the promotion of Police Officers as well as attract and retain suitably qualified officers.



NPSC CEO Joseph Onyango displaying to participants a copy of the career progression guidelines.

4.1.4 Visit to Utumishi Academy

The Commission visited The Academy to familiarize themselves with the Academy's capacity to continue playing an increased role in supporting education needs of the Police families especially in the face of recent increase in Police numbers. The Commissioners were impressed with the current physical infrastructure, the quality of school administration and the students' continued good performance in National exams.



NPSC Commissioners during their visit to Utumishi High School.

The Chairperson pledged the Commission's support to the Academy to achieve its objective given the importance the institution plays in fostering the welfare needs of children of Police Officers.



4.1.5 National Police Service Athletics competition trophy awards

The Commission was honoured to grace the NPS Athletics Competitions. The Chairperson applauded those officers who distinguished themselves during the event and urged them to represent the Service with honour whenever they compete in National or International events.

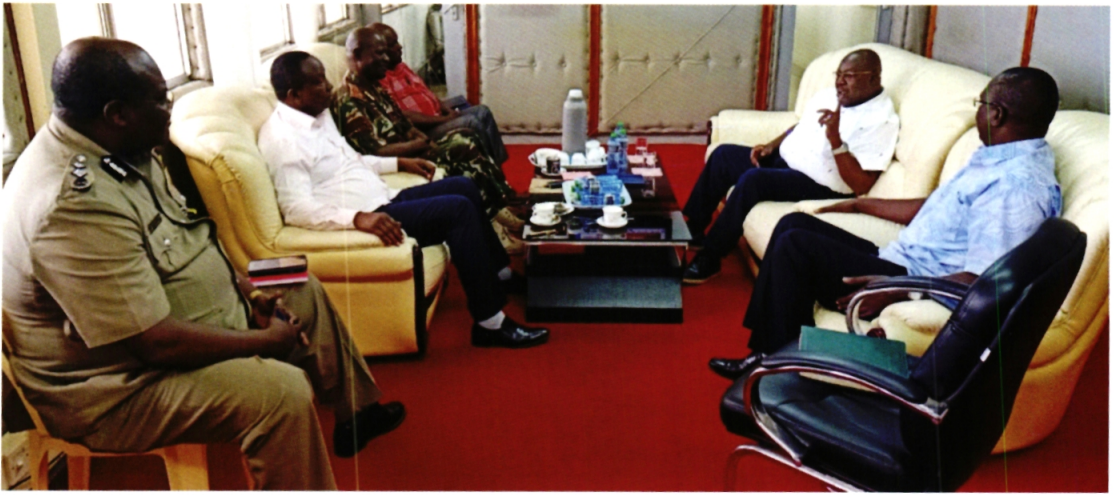


A Kenya Police Officer Receiving a trophy from NPSC Chairperson Eliud Kinuthia during the NPS Athletics week.

The Chairperson pledged the continued support of the Commission to sports within the Service. This annual event drew participants from KPS, APS and DCI.

4.1.6 Consultation with Regional Security Committee

The Commission acknowledges the value of constant consultation with the wider stakeholders across the security spectrum as a way of advancing its agenda in promoting better policies through continuous review of welfare and terms of service of its members based on information on the real working conditions of officer – “what obtains from the ground”. They deliberated upon potential areas of collaboration with the Commission in exercising the disciplinary control function.



The Chairperson National Police Service Commission Eliud Kinuthia, CBS, OGW, HSC hosted by Regional Security Committee led by Regional Commissioner Coast Region Mr. John Elungata.

4.1.7 National Security Strategy Development Workshop for East and North Africa in Tunis



NPSC Vice Chairperson Dr. Alice Otwala during the National Security Strategy Development Workshop for East and North Africa in Tunis.

The five-day long, senior-level workshop focused on the principles and practice of National Security Strategy development and implementation in Africa with the aim of promoting inter-disciplinary exchanges and a holistic perspective on security. The workshop was organised in recognition of the critical role National Security plays in enabling Nations and societies world over to realise the aspirations of peace and prosperity within their respective borders as well as regional and ultimately global peace and security.



4.1.8 Training of integrity Assurance Officers by EACC

The training was organised by the Ethics and Anti-Corruption Commission. The Commission's mandate includes development of policies that ensure NPS personnel perform their duties with professionalism and integrity and is committed to working with other relevant government institutions towards achieving this goal.



NPSC Commissioners Lilian Kiamba and John Ole Moyaki and NPSC Staff during the Integrity Assurance Officers Training in Machakos.

The first batch of 13 Officers successfully completed the training and an additional 35 Officers are expected to undergo similar training in the near future.

4.1.9 Courtesy call to Teachers Service Commission (TSC)

The Commissioners paid a courtesy visit to TSC. These two institutions bear similar mandates and can benefit from sharing experiences and benchmarking on best human capital management practices.



NPSC and TSC Leadership when the NPSC Commissioners paid a courtesy call to the Teachers Service Commission

4.1.10 Engagement with stakeholders through the Media

The Commission has adopted a robust communication strategy to reach the large and diverse constituency of its stakeholders by using various channels including local radio stations, which use Kiswahili and other languages and, which have a wide base of listeners. These radio stations also have question and answer sessions, which are ideal for the Commission preferred way of reaching the public.



NPSC Chairperson briefs the Media on the new NPSC Strategic Plan during the Coastal Region Tour at the County Police Commander's Office in Mombasa.

4.1.11 Strategic Plan 2019 - 2022

The Strategic Plan presents a new chapter in the areas of focus for the commission in the period 2019 – 2022 and gives a clear path to true transformation of Policing in Kenya. The Plan was developed through a highly consultative process and drawing on ideas and feedback from a wide cross-section of stakeholders’.



Cabinet Secretary Interior and Coordination of National Government Dr. Fred Matiang'i receiving copies of the NPS and NPSC Strategic Plans. Present (right) is the IG of Police, Hilary Mutyambai

The Plan accords priority to the following key result areas: Transformation and Automation of Human Capital Services, Change Management and Commission Capacity Development, Police Welfare, Training and Professional Development, Decentralisation of Human Capital Services to the Regions, Counties and Sub-counties, Stakeholder Engagement and Synergy Development.



The leadership of NPSC, NPS and other Stakeholders after the joint launch of NPSC and NPS Strategic Plans at KSG Nairobi.

4.1.12 National, Regional and County sensitization visits

The Chairperson and Commissioners visited the Central, South Rift and Coast regions to interact with Officers and exchange on the various initiatives the Commission is undertaking to improve their working conditions as well as receive their view on the reforms progress.

The Commissioners used this tour to receive feedback from Police Officers in order to tailor Policies specific to needs across the diverse conditions experienced across the Country. The changed rapid result activities initiated by the Commission were communicated to the Officers.



The National Police Service Commission meeting about 2000 Police Officers attending various courses at National Police Service College, Kiganjo Main Campus.

CHAPTER 5:

EXTRACTS OF FINANCIAL STATEMENTS AND AUDIT REPORTS

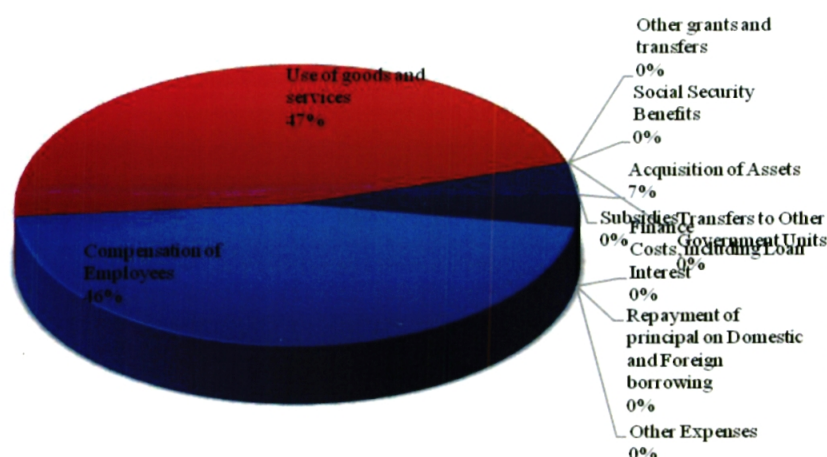
5.1 Extract of Un-Audited Financial Statements for the Year Ended 30th June 2019

5.2 Budget Execution Historical Performance and Outlook

Statement of Budget Execution (Ksh. Millions) Recurrent Expenditure F/Y 2018-2019

Description	Approved Budget	Exchequer Funding	Variance	Percentage Funding
Exchequer	699.83	617.69	82.14	88.00%
Description	Approved Budget	Actual Expenditure	Variance	% Utilisation
Compensation of Employees	297.91	280.90	17.30	94.29%
Use of Goods and Services	355.03	284.92	70.10	80.25%
Acquisition of Assets	46.89	45.46	1.43	97.00%
Total	699.83	611.00	88.83	87.30%

Budget Utilisation as Per Economic Items

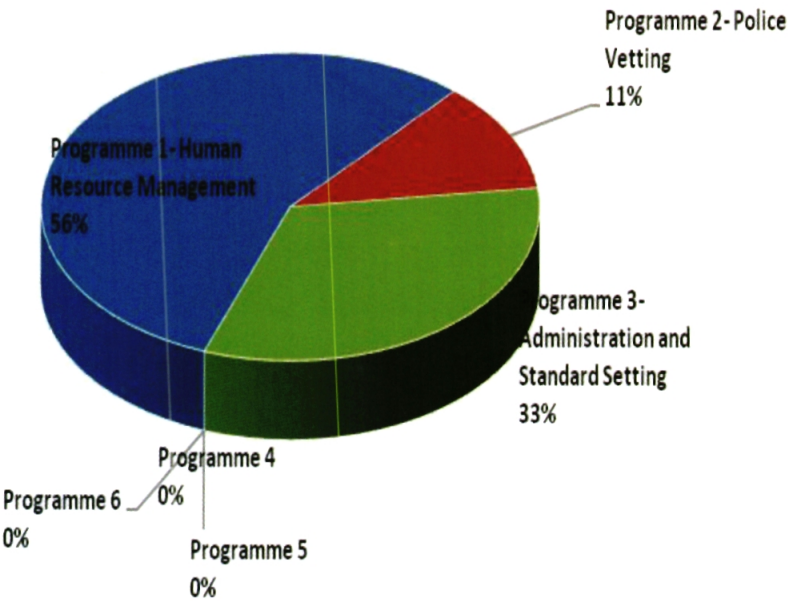


5.3 The Classification of Programmes

ANALYSIS OF PROGRAMME RESOURCE ALLOCATION (KSH. MILLIONS)

Description	2018/19		
	Approved Budget	Actual Payments	Variance
Programme 1: National Police Service Human resource management	699.83	611.00	88.83
Sub Program			
Human Resource Management	391.05	362.83	28.22
Police Vetting	80.73	75.11	5.61
Administration and standards Setting	228.04	173.06	54.99
TOTAL	699.83	611.00	88.83

BUDGET ALLOCATION BY PROGRAMMES



5.4 Statement of Entity Management Responsibilities

Section 81 (1) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the accounting officer for a National Government Entity shall prepare financial statements in respect of that entity. Section 81 (3) requires the financial statements so prepared to be in a form that complies with relevant accounting standards as prescribed 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 Commission for and as at the end of the financial year (period) ended on June 30, 2019. This responsibility includes:

- (i) Maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period;
- (ii) Maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Commission;
- (iii) Designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud;
- (iv) Safeguarding the assets of the Commission;
- (v) Selecting and applying appropriate accounting policies; and
- (vi) Making accounting estimates that are reasonable in the circumstances.

The Accounting Officer in charge of the National Police Service Commission accepts responsibility for the Commission'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 Commission's financial statements give a true and fair view of the state of Commission's transactions during the financial year ended June 30, 2019, and of the Commission'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 Commission, which have been relied upon in the preparation of the Commission's financial statements as well as the adequacy of the systems of internal financial control.

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

Approval of the Financial Statements

The Commission's financial statements were approved and signed by the Accounting Officer on 30th September, 2019.



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts



5.5 Report of the Independent Auditors on the National Police Service Commission

REPUBLIC OF KENYA

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P.O. Box 30084-00100
NAIROBI

OFFICE OF THE AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL ON NATIONAL POLICE SERVICE COMMISSION FOR THE YEAR ENDED 30 JUNE 2018

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of National Police Service Commission set out on pages 9 to 26, which comprise the statement of assets and liabilities as at 30 June 2018, and the statement of receipts and payments, statement of cash flows and summary statements of appropriation – recurrent, development and combined for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit

In my opinion, the financial statements present fairly, in all material respects, the financial position of National Police Service Commission as at 30 June 2018, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Cash Basis) and comply with the National Police Service Commission Act, 2011 and Public Finance Management, Act 2012.

Basis for Opinion

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

Key Audit Matters

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

Report of the Auditor-General on Financial Statements of National Police Service Commission For the year ended 30 June 2018

REPORT ON LAWFULNESS AND EFFECTIVENESS IN USE OF PUBLIC RESOURCES

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

Basis for Conclusion

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

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

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

Basis for Conclusion

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

Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Cash Basis) and for maintaining effective internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal control, risk management and governance.

In preparing the financial statements, management is responsible for assessing the Commission's ability to sustain services, disclosing, as applicable, matters related

Report of the Auditor-General on Financial Statements of National Police Service Commission For the year ended 30 June 2018



to sustainability of services and using the going concern basis of accounting unless the management either intends to cease operations, or have no realistic alternative but to do so.

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

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities which govern them, and that public resources are applied in an effective manner.

Those charged with governance are responsible for overseeing the financial reporting process, reviewing the effectiveness of how the entity monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

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

In addition to the audit of the financial statements, a compliance audit is planned and performed to express a conclusion about whether, in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way, in accordance with the provisions of Article 229(6) of the Constitution and submit the audit report in compliance with Article 229(7) of the Constitution.

Further, in planning and performing the audit of the financial statements and audit of compliance, I consider internal control in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7 (1) (a) of the Public Audit Act,

Report of the Auditor-General on Financial Statements of National Police Service Commission For the year ended 30 June 2018



2015 and submit the audit report in compliance with Article 229(7) of the Constitution. My consideration of the internal control would not necessarily disclose all matters in the internal control that might be material weaknesses under the ISSAIs. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Because of its inherent limitations, internal control may not prevent or detect misstatements and instances of non-compliance. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate.

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

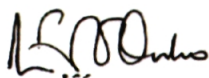
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Commission to cease sustaining its services.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Commission to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

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

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



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

Nairobi

22 January 2019

5.6 Statement of Receipts and Payments

RECEIPTS	Note	2018-2019	2017-2018
		Kshs	Kshs
Exchequer releases	1	617,699,750	445,334,826
TOTAL RECEIPTS		617,699,750	445,334,826
PAYMENTS			
Compensation of Employees	2	280,609,989	204,045,589
Use of goods and services	3	284,928,626	228,015,832
Acquisition of Assets	4	45,463,458	15,202,198
TOTAL PAYMENTS		611,002,072	447,263,619
			-
SURPLUS/DEFICIT		6,697,678	1,928,793

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 30th September, 2019 and signed by:



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts

5.7 Statement of Assets and Liabilities

	Note	2018-2019 Kshs	2017-2018 Kshs
FINANCIAL ASSETS			
Cash and Cash Equivalents			
Bank Balances	5A	6,419,053	1,761,888
Cash Balances	5B	171,886	4,761
Total Cash and cash equivalent		6,590,938	1,766,649
Accounts receivables – Outstanding Imprests	6	4,228,973	1,853,446
TOTAL FINANCIAL ASSETS		10,819,911	3,620,095
FINANCIAL LIABILITIES			
Accounts Payables – Deposits and retentions	7	1,549,829	1,047,690
NET FINANCIAL ASSETS		9,270,082	2,572,405
REPRESENTED BY			
Fund balance b/fwd	8	2,572,405	4,501,198
Prior year adjustment		-	-
Surplus/Deficit for the year		6,697,678	1,928,793
NET FINANCIAL POSITION		9,270,083	2,572,405
			-

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 30th September, 2019 and signed by:



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts

5.8 Statement of Cash Flows

		2018-20 19	20 17 -20 18
		Kshs	Kshs
Receipts for operating income			
Exchequer Releases	1	617,699,750	445,334,826
Payments for operating expenses			
Compensation of Employees	2	280,609,989	204,045,589
Use of goods and services	3	284,928,626	228,015,832
Adjustments during the year		-1,873,388	-13,931,990
Net cash flow from operating activities		50,287,747	-658,585
CASHFLOW FROM INVESTING ACTIVITIES			
Acquisition of Assets	4	(45,463,458)	(15,202,198)
Net cash flows from Investing Activities		(45,463,458)	(15,202,198)
CASHFLOW FROM BORROWING ACTIVITIES			
NET INCREASE IN CASH AND CASH EQUIVALENT		4,824,290	(15,860,783)
Cash and cash equivalent at BEGINNING of the year	5	1,766,649	17,627,432
Cash and cash equivalent at END of the year	5	6,590,939	1,766,649

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 30th September, 2019 and signed by:



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts



5.9 Summary Statement of Appropriation: Recurrent and Development Combined

Receipt/Expense Item	Original Budget a	Adjustments b	Final Budget c=a+b	Actual on Comparable Basis d	Budget Utilisation Difference e=c-d	% of Utilisation f=d/c %
RECEIPTS						
Exchequer releases	699,835,390	-	699,835,390	617,699,750	82,135,640	88%
Other Receipts						
TOTAL RECEIPTS	699,835,390	-	699,835,390	617,699,750	82,135,640	88%
PAYMENTS						
Compensation of Employees	146,455,000	151,455,000	297,910,000	280,609,989	17,300,011	94%
Use of goods and services	176,444,100	178,587,672	355,031,772	284,928,626	70,103,146	80%
Acquisition of Assets	20,296,809	26,596,809	46,893,618	45,463,454	1,430,164	97%
Other Payments						
TOTAL PAYMENTS	343,195,909	356,639,481	699,835,390	611,002,068	88,833,322	87%
Surplus/Deficit	356,639,481	(356,639,481)	0	6,697,682	(6,697,682)	

(a) The Commission received Ksh.90,000 in form of A.I.A. collected from sale of tender. This was surrendered to the National Treasury.

(b) Provided below is a commentary on significant underutilization (below 90% of utilisation) and any overutilisation (above 100%).

- *Exchequer Release*– The Commission was funded up to Eighty-Eight per cent (88%) of the approved budget during the period under review.
- *Use of Goods and Services*– The Commission budget utilisation at Eighty per cent (80%) was as a result of some pending bills for suppliers of goods and services amounting to Ksh.7,071,607.10, which was caused by lack of sufficient supporting documents to facilitate the payments and closure of IFMIS.
- The Commission had sought for additional funds for payment of office accommodation pending bills and rent for the period February 2019 to June 2019. However, the process of signing an agreement was not complete by the closure of the financial year. The estimated rent amount was Ksh.26,173,035.10 and it remained unpaid. This contributed to the underutilisation of the overall approved budget.
- The Commission did not have a development budget during the reporting period.
- The Commission operated within its approved budget.

The entity financial statements were approved on 30th September, 2019 and signed by:



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts



5.10 Summary Statement of Appropriation: Recurrent

	Original Budget a	Adjustments b	Final Budget c=a+b	Actual on Comparable Basis d	Budget Utilization Difference e=c-d	% of Utilization f=d/c %
RECEIPTS						
Exchequer releases	699,835,390	-	699,835,390	617,699,750	82,135,640	88%
Other Receipts						
TOTAL RECEIPTS	699,835,390	-	699,835,390	617,699,750	82,135,640	88%
PAYMENTS						
Compensation of Employees	146,455,000	151,455,000	297,910,000	280,609,989	17,300,011	94%
Use of goods and services	176,444,100	178,587,672	355,031,772	284,928,626	70,103,146	80%
Acquisition of Assets	20,296,809	26,596,809	46,893,618	45,463,454	1,430,164	97%
Other Payments						
TOTAL PAYMENTS	343,195,909	356,639,481	699,835,390	611,002,068	88,833,322	87%
Surplus/Deficit	356,639,481	(356,639,481)	0	6,697,682	(6,697,682)	

Notes

- (a) The Commission received Ksh.90,000 in form of A.I.A. collected from sale of tender. This was surrendered to the National Treasury.
- (b) Provided below is a commentary on significant underutilisation (below 90% of utilisation) and any overutilisation (above 100%).
- *Exchequer Release*– The Commission was funded up to Eighty-Eight per cent (88%) of the approved budget during the period under review.
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 - The Commission operated within its approved budget.

The entity financial statements were approved on 30th September, 2019 and signed by:



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts

5.11 Summary Statement of Appropriation: Development- N/A

Receipt/Expense Item	Original Budget a	Adjustments b	Final Budget c=a+b	Actual on Comparable Basis d	Budget Utilisation Difference e=c-d	% of Utilisation f=d/c %
RECEIPTS						
Exchequer releases	-	-	-	-	-	-
Other Receipts	-	-	-	-	-	-
TOTAL RECEIPTS	-	-	-	-	-	-
PAYMENTS						
Compensation of Employees	-	-	-	-	-	-
Use of goods and services	-	-	-	-	-	-
Acquisition of Assets	-	-	-	-	-	-
Other Payments	-	-	-	-	-	-
TOTAL PAYMENTS	-	-	-	-	-	-
Surplus/Deficit	-	-	-	-	-	-

The Commission did not have a development budget during the year.

The entity financial statements were approved on 30th September, 2019 and signed by:



Joseph V. Onyango
Commission Secretary/CEO

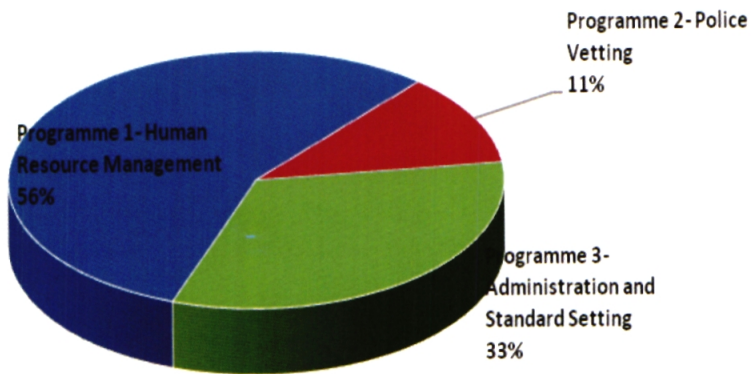


CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts

5.12 Budget Execution by Programmes and Sub-programmes

Programme/Sub-programme	Original Budget 2019 Kshs	Adjustments Kshs	Final Budget 2019 Kshs	Actual on comparable basis 30th June, 2019 Kshs	Budget utilisation difference Kshs
Programme– NPSC Human Resource Management	699,835,390	-	699,835,390	611,002,068	88,833,322
Sub-programme 1– Human Resource Management	391,058,100	-	391,058,100	362,833,653	28,224,447
Sub-programme 2– Police Vetting	80,733,862	-	80,733,862	75,115,583	5,618,279
Sub-programme 3– Administration and Standard Setting	228,043,428	-	228,043,428	173,052,833	54,990,595

BUDGET ALLOCATION BY PROGRAMMES



5.13 Notes to the Financial Statements

1. Exchequer Releases

Description	2018 -2019	2017 -2018
	Kshs	Kshs
Total Exchequer Releases for quarter 1	152,031,700	63,453,164
Total Exchequer Releases for quarter 2	127,050,100	103,849,962
Total Exchequer Releases for quarter 3	126,861,440	133,792,190
Total Exchequer Releases for quarter 4	211,756,510	144,239,510
Total	617,699,750	445,334,826

Note:

The Commission’s had an approved budget of Ksh.699,835,390 that was funded with an exchequer of Ksh.617,699,750 representing 88%. The budget was under funded by Ksh.82,135,640 representing 22%.

2. Compensation of Employees

	2018 -2019	2017 -2018
	Kshs	Kshs
Basic salaries of permanent employees	118,252,607	80,742,378
Basic wages of temporary employees	53,522,866	63,769,303
Personal allowances paid as part of salary	90,499,872	51,430,869
Employer Contributions Compulsory national social security schemes	18,334,643	8,103,038
Employer Contributions Compulsory national health insurance schemes	0	0
Total	280,609,989	204,045,589



Notes to the Financial Statements (Continued)

3 Use of Goods and Services

	2018 -2019 Kshs	2017 -2018 Kshs
Utilities, supplies and services	2,612,851	1,570,276
Communication, supplies and services	5,978,305	3,596,998
Domestic travel and subsistence	43,986,852	79,720,040
Foreign travel and subsistence	2,380,417	295,504
Printing, advertising and information supplies and services	4,122,064	1,194,210
Rentals of produced assets	89,006,235	60,552,554
Training expenses	12,198,172	6,590,743
Hospitality supplies and services	35,249,713	20,404,686
Insurance costs	44,293,585	26,200,000
Specialised materials and services	196,986	227,274
Office and general supplies and services	7,143,016	3,430,318
Other operating expenses	9,002,130	4,190,590
Routine maintenance – vehicles and other transport equipment	18,818,519	10,035,154
Routine maintenance – other assets	1,739,715	718,728
Fuel Oil and Lubricants	8,200,066	9,288,757
Exchange Rate Losses	-	-
Total	284,928,626	228,015,832

Notes to the Financial Statements (Continued)

4. Acquisition of Assets

Non Financial Assets	2018 -2019 Kshs	2017 -2018 Kshs
Refurbishment of Buildings	17,090,718	1,043,646
Purchase of Office Furniture and General Equipment	11,372,740	2,606,843
Purchase of ICT Equipment, Software and Other ICT Assets	0	0
Purchase of Specialised Plant, Equipment and Machinery	-	11,551,709
Sub-total	28,463,458	15,202,198
Financial Assets		
Domestic Lending and On-Lending	17,000,000	
Sub-total	17,000,000	0
Total	45,463,458	15,202,198

Note:

Domestic lending and on-lending funds amounting to Ksh.17M represent funds allocated and set aside for borrowing by members of staff to enable them buy and own houses in line with Big Four Agenda; Affordable Housing for all. The funds are held in the NPSC Staff Mortgage Scheme with the Housing Finance Group, Westlands branch.

The Mortgage Scheme was started during the year and is therefore, it is in the formative stage. Five members of staff submitted their applications and their loans were being processed towards end of the financial year. Repayment of the loans will take place once the funds are released as per the NPSC Staff Mortgage guidelines and the signed agreement.

Notes to the Financial Statements (Continued)

5.

A. Bank Accounts

Name of Bank, Account No. & currency	Amount in bank account currency	Indicate whether recurrent, Developme nt, deposit e.t.c	Exc rate (if in foreign currency)	2018 -2019 Kshs	2017 -2018 Kshs
Central Bank of Kenya, 1000181486, KShs	Ksh	Recurrent	1	4,869,223	714,189
Central Bank of Kenya, 1000182202, KShs	Ksh	Deposit	1	1,549,829	1,047,699
Central Bank of Kenya, 1000182563, KShs	Ksh	CBK 165	1	-	-
Total				6,419,053	1,761,888

B. Cash in Hand

	2018 -2019 Kshs	2017 -2018 Kshs
Cash in Hand – Held in domestic currency	171,886	4,761
Cash in Hand – Held in foreign currency	0	0
Total	171,886	4,761

Cash in hand should also be analysed as follows:

	2018 -2019 Kshs	2017 -2018 Kshs
Location 1–Headquarters, Cash Office	171,886	4,761
Total	171,886	4,761

Notes to the Financial Statements (Continued)

6. Accounts Receivable - Outstanding Imprests

Description	2018 -2019 Kshs	2017 -2018 Kshs
Government Imprests	2,370,488	148,891
Salary advances	1,439,485	1,330,000
Airtime Overpayment	419,000	374,555
Total	4,228,9743	1,853,446

7. Accounts Payable

Description	2018 -2019 Kshs	2017 -2018 Kshs
Retention	1,481,719.85	125,000.05
Deposits	68,109.30	922,689.60
Total	1,549,829	1,047,690

An analysis of accounts payables is enclosed in the financial statements.

8. Fund Balance Brought Forward

Description	2018 -2018 Kshs	2017 -2018 Kshs
Bank accounts	1,761,888	17,620,986
Cash in hand	4,761	6,446
Accounts Receivables	1,853,446	1,791,205
Accounts Payables	(1,047,690)	(14,917,439)
Total	2,572,405	4,501,198

Note:

The balance carried forward for the audited accounts has been adjusted with Ksh 9.00 to reflect the correct amount of Ksh 2,572,405 from Ksh. 2,572,396.



Notes to the Financial Statements (Continued)

9. Related Party Disclosures

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

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

- Key management personnel that include the Cabinet Secretaries and Accounting Officers.
- Other Ministries Departments and Agencies and Development Projects;
- County Governments; and
- State Corporations and Semi-Autonomous Government Agencies.

Related party transactions:

Description	2018 -2019 Kshs	2017- 2018 Kshs
Key Management Compensation	8,417,292	7,390,047
Transfers to related parties		
Transfers to other MDAs	-	-
Total Transfers to related parties	8,417,292	7,390,047
Transfers from related parties		
Transfers from the Exchequer	617,699,750	445,334,826
Transfers from other MDAs	-	-
Total Transfers from related parties	626,117,042	452,724,873

10. Other Important Disclosures

A. Pending Accounts Payable

Description	Balance b/f FY 2017/2018 Kshs	Additions for the period Kshs	Paid during the year Kshs	Balance c/f FY 2018/2019 Kshs
Construction of buildings	3,493,520	-	3,493,520	-
Supply of goods	7,720,862	358,284	7,720,862	358,284
Supply of services	51,662,743	6,713,323	51,662,743	6,713,323
Total	62,877,125	7,071,607	62,877,125	7,071,607

B. Other Pending Payables

Description	Balance b/f FY 2017/2018 Kshs	Additions for the period Kshs	Paid during the year Kshs	Balance c/f FY 2018/2019 Kshs
Amounts due to National Government entities	0	0	0	0
Amounts due to third parties	1,047,690	1,356,719.80	854,580.35	1,549,829
Total	1,047,690	1,356,719.80	854,580.35	1,549,829

11. Progress on Follow up of Auditor Recommendations

The Commission received an unqualified audit report for the financial year 2017-2018.



Joseph V. Onyango
Commission Secretary/CEO



CPA Esther Kitonyi
ICPAK Member Number: 5133
Manager Accounts



Summary of Fixed Asset Register

Asset class	Historical Cost b/f (Kshs) 2018/2019	Additions during the year (Kshs)	Disposals during the year (Kshs)	Transfers in/(out) during the year	Historical Cost c/f (Kshs) 2017/2018
Land					
Refurbishment of Buildings and Structures	19,500,000	17,090,718	0	36,590,718	36,590,718
Transport equipment	116,540,181	0	0	116,540,181	116,540,181
Office equipment, furniture and fittings	24,477,984	11,372,740	0	35,850,724	35,850,724
ICT Equipment	37,409,039	0	0	37,409,039	37,409,039
Machinery and Equipment	14,170,422	0	0	14,170,422	14,170,422
Domestic Lending and on-Lending	0	17,000,000	0	17,000,000	17,000,000
Infrastructure Assets- Roads, Rails	0	0	0	0	0
Heritage and cultural assets	0	0	0	0	0
Intangible assets	0	0	0	0	0
Work in Progress	0	0	0	0	0
Total	212,097,626	45,463,458			257,561,084

Note:

The balance as at the end of the period is the cumulative cost of all assets bought by the Commission. Additions during the year tie to note 4 on acquisition of assets during the year.



CHAPTER 6

CHALLENGES & RECOMMENDATIONS

6.1 Challenges

6.1.1 Inadequate financial resources

Several activities that were earmarked for the financial year 2018-2019 were deferred due to financial limitations that arose from budget cuts while others were due to ambitious departmental expectations despite limited resources.

6.1.2 Inaccessibility of NPSC human resource services by Police officers

The human resource services offered by the Commission are currently only available to Police officers at the Commission Headquarters in Nairobi. This has hindered prompt service delivery to Police officers to embrace the Commission and its services to them.

6.1.3 Inadequate welfare and psychological support to Police officers

During the course of carrying out their duties and in some cases severe working conditions experienced by Police officers, they experience certain events which require them to be given welfare and psychological support services so as to assist in their integration to society.

6.1.4 Technological challenges and limitations

The Commission occasionally experiences difficulties in carrying out its mandate due to limitations to the ICT solutions at its disposal. Because of this, collection, processing and analysis of data/information is prone to errors, delays and security lapses. Specifically, the main areas of concern are:

- (a) Inadequate ICT solutions to handle Police human resource processes; and
- (b) Inadequate ICT infrastructure to interface NPSC and NPS.



6.2 Recommendations

6.2.1 Inadequate financial resources

- (i) Diversification of sources of funds for the Commission.
- (ii) Lobby for an all-inclusive approach in undertaking key Police reform activities with other government agencies.
- (iii) Adopt program based budgeting to enable the Commission receive more funds from treasury.

6.2.2 Inaccessibility of NPSC human resource services by Police officers

- (i) Decentralisation of the NPSC human resource services regionally then nationally.
- (ii) Delinking civilian staff of the Police Service to form a solid human resource workforce regionally then nationally.

6.2.3 Inadequate welfare and psychological support to Police officers

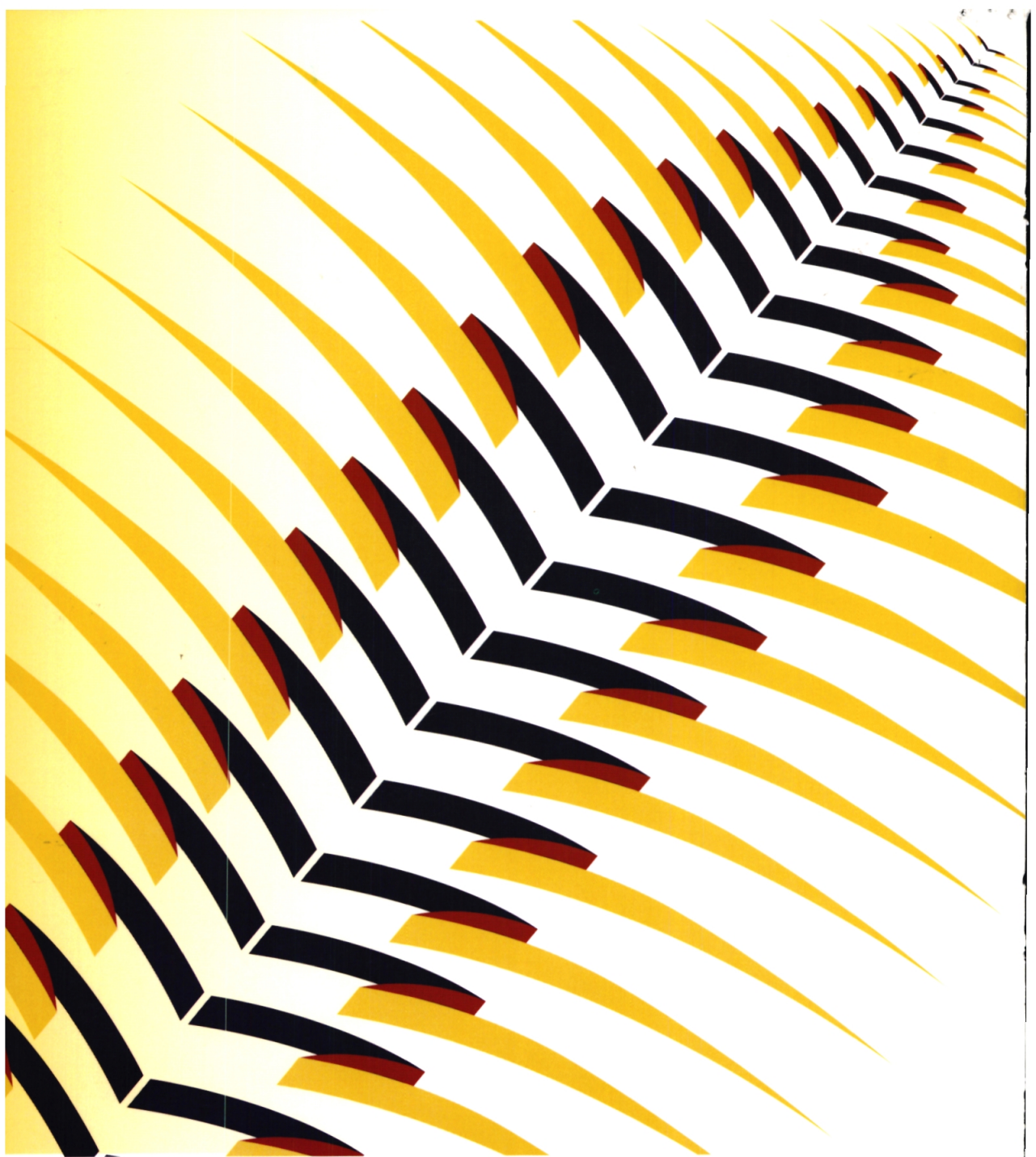
- (i) Formation of a counselling centre for Police officers to access counselling and psychotherapy services.
- (ii) Decentralisation of counselling and psychotherapy services to Police officers regionally then nationally.

6.2.4 Technological challenges and limitations

- (a) Inadequate ICT solutions to handle Police human resource processes.
 - (i) Procure an Enterprise Resource Planning (ERP) solution.
- (b) Inadequate ICT infrastructure to interface NPSC and NPS.
 - (i) Engage service providers to supply Virtual Private Network (VPN) solutions.
 - (ii) Seek donor funding.







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