



National Police Service Commission

ANNUAL REPORT FY 2013/2014

"Together we transform the Police Service for effective service delivery"

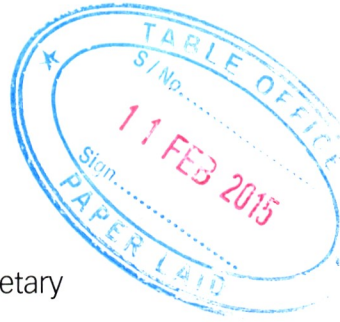


VISION

Champion of a dignified professional Police Service

MISSION

To transform and manage the human resource in the police service for efficiency and effectiveness.



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CEO	Chief Executive Officer
EACC	Ethics and Anti-Corruption Commission
IPOA	Independent Policing Oversight Authority
NPSC	National Police Service Commission
NPS	National Police Service
SRC	Salaries and Remuneration Commission
UNODC	United Nations Office on Drugs and Crime
IMLU	Independent Medico Legal Unit
ICTJ	International Centre for Transitional Justice
ICJ(K)	International Commission of Jurists(Kenya)
KHRC	Kenya Human Rights Commission
IPPD	Integrated Personnel and Payroll Database
IFMIS	Integrated Financial Management Information System
LSK	Law Society of Kenya
IEC	Information Education & Communication
PRWG	Police Reforms Working Group



The inception period of the Commission focused mainly on the establishment of the Secretariat and putting in place structures to support and ensure delivery of the Commission's mandate as stipulated in the Constitution, The National Police Service Commission Act and The National Police Service Act.

During the period under review the commission initiated the development of its first Strategic Plan. I am delighted to report that as we were transiting to the financial year 2014/2015, The Strategic Plan was at its final stages pending Stakeholders input and ultimately, execution of the activities outlined. Drafting of regulations that will guide recruitment, promotion, transfer and discipline within the National Police Service have occupied the better part of the 2013/2014 financial year.

Vetting of the Senior Cadre of the National Police Service as per the provisions of The National Police Service Act is still ongoing with 189 officers vetted in the period of this report. Upon completion, it is our hope that the exercise will not only redeem the image of the Service but also provide a springboard for a broader reform agenda within the Service.

This period also saw the creation of a new rank structure which will bring about uniformity and order among all units within the National Police Service.

The Commission, in the discharge of its mandate, continues to place a high premium on the Constitutional principle of public participation and as such, we have embraced stakeholder engagement as a key input in all our programmes and activities.

The untimely death of the Vice Chairperson, the late Esther Colombini towards the end of the year 2013 and the long absence of Commissioner Dr. Maj. (Rtd) Shadrack Muiu due to ill health, have been a major constraint to the functioning of the Commission.

Inadequate funding has had an adverse effect on the speed at which we accomplish and finalize our programmes and activities despite high expectations from members of the public and officers serving in the National Police Service.



Security is key and fundamental for any development to occur. It is therefore imperative that all efforts targeted on this sector are not only appreciated but given utmost support by all Kenyans.

The Commission appreciates the support from Government of Kenya, Development Partners especially UNODC, the Civil Society working towards Police Reforms, Parliamentary Committee on Administration and National Security and everyone else who has stood with us in ensuring that the Commission executes its mandate as per the constitution.

Despite the many challenges, members of the Commission and Staff remain optimistic and fully committed to the fulfillment of the Commission's mandate.

JOHNSTON KAVULUDI, EBS, HSC

CHAIRPERSON



During the period under review, the Commission strengthened its capacity by bringing on board 3 new Directors. These are; Director Corporate Support Services, Director Information, Education and Communication and Head of Vetting.

Working together with other members of the Secretariat, we have now finalized putting together our work plan for the next four years to bring into being our Strategic Plan 2014 – 2018.

In order to effectively discharge its mandate, the Commission through the support of UNODC, came up with a robust Communication Strategy that will play a pivotal role in ensuring that we not only reach out to all Stakeholders in the Security Sector, but also, guarantee sustainable dissemination of key messages to the wider public.

The Human Resource Manual that is looking to shape and improve conditions of service, both at the Commission and in the Service is currently under review and it is expected to be ready for implementation in the year 2014/2015.

The Commission's activities have been hampered by severe underfunding. We shall therefore continue to dialogue with development partners within the security sector to address the resource gap. Resource mobilization strategy is therefore a key component of our Institutional Strategic Plan.

We have endeavored to promote professionalism and have developed regulations in Vetting; Recruitment and Appointments; Promotions; Transfers and Deployments; and Discipline that will guide the human Resource function of the National Police Service.

I trust that all of us will appreciate the gains so far made by the Commission in the year 2013/2014, in spite of the challenges encountered during the period under review.

OJANGO OMUMU

COMMISSION SECRETARY/CHIEF EXECUTIVE OFFICER



Johnston M. Kavuludi, EBS, HSC
Commission Chairperson



Murshid A. Mohamed
Commissioner



Mary A. Owuor, Msc, FsyI, Dco
Commissioner



Ronald L. Musengi
Commissioner



**David M. Kimaiyo,
CBS, DSM (IG)**
Commissioner



Grace S. Kaindi, MBS (DIG)
Commissioner



**Samuel M. Arachi,
MBS (DIG)**
Commissioner



Dr. Maj. (Rtd) Shadrack Muiri
Commissioner



Ojango Omumu
Commission Secretary/Chief Executive Officer



Fredrick J. Mugambi

Director/ Human Capital Management



Peter M. Wamoto

Director /Corporate Support Services



Khalid M. Salm

Director/Information Education & Communications



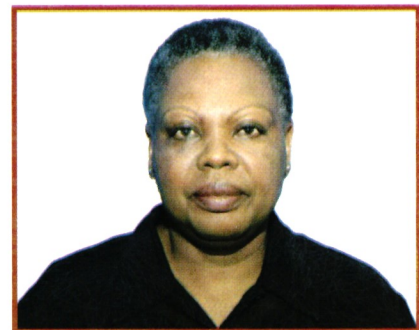
Benjamin O. Oyle

Director /Head of Vetting Secretariat



Stephen M. Mbogo

D/Director/Research & Policy



Winfred W. Kitonga

D/Director/Communications



This is the second annual report of the National Police Service Commission (NPSC) since establishment on 5th October 2012. The Commission is established under article 246 (3) of the Constitution and has the status and powers of a Commission established under Chapter fifteen of the Constitution.

It has the following mandate:

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

This report is in line with the provisions of the National Police Service Commission Act section 26 (1) and (2) which state that 'the Commission shall cause an annual report to be prepared for each financial year and that 'the Commission shall submit the annual report to the President and the National Assembly three months after the end of the year to which it relates.

The report is made up of the following six chapters:

- Chapter 1:** Contains the background and is composed of the introduction, vision, mission, strategic objectives as well as functions of the Commission.
- Chapter 2:** Contains the Human Capital Management and Development issues as well as a summary of the police officers who have been vetted.
- Chapter 3:** Addresses the realization of the national values and principles of Governance
- Chapter 4:** Focusses on collaboration with stakeholders and achievements of the Commission
- Chapter 5:** Contains financial statements of the National Police Service Commission for the period under review.
- Chapter 6:** Is on challenges and way forward.

The report also contains annexes on the organogram, case database as well as data on, ethnicity diversity in the Service.





BACKGROUND

1.0 Introduction

The National Police Service Commission (NPSC) was created specifically to manage and oversee the Human Resource function of the National Police Service (NPS). It is an independent Commission established by Article 246 of the Constitution of Kenya, 2010 and operationalized through an Act of Parliament in 2011 after a culmination of findings and recommendations by various task forces. The NPSC is administered by Commissioners, led by a Chairperson who is appointed by the President of the Republic and serves with eight other Commissioners. The NPS consists of the Kenya Police Service, the Administration Police Service and the Directorate of Criminal Investigations. The NPS is led by an Inspector General of Police who has independent command over the service with each service unit headed by a Deputy Inspector General and the Directorate, by the Director of Criminal Investigations.

1.1 Vision & Mission

Vision: Champion of a Dignified Professional Police Service

Mission: To transform and manage the human resource in the police service for efficiency and effectiveness.

Values: Independence & Integrity
 Transparency & Accountability
 Respect, Diversity & Equality

1.2 Strategic Objectives

1. To establish the NPSC human resource management practices and capacity and to strengthen the practices, tools and capacity of the NPS
2. To ensure an effective and representative workforce
3. To put in place improved Learning, training and capacity development to meet future policing needs
4. To determine improved terms of service and culture
5. To develop management practices within NPSC



The commission has in the financial year 2013/2014 undertaken several initiatives towards achievement of its mandate:

1.3 Policy Development:

The commission has developed regulations on the following procedures in the National Police Service:

- Recruitment and Appointment
- Transfers and Deployment
- Promotions
- Disciplinary Procedures

The Commission conducted several stakeholder consultation forums to share the contents of the regulations and obtain input to further strengthen the documents. The aim of the regulations is to provide clear, objective and fair procedures that will guide human resource processes of the Service. It is projected that the regulations will be completed early in the next financial year 2014/2015.

1.4 Mandate of the Commission

The National Police Service Commission (NPSC) is a corporate body established under Article 246 of the Constitution of Kenya and enacted through an Act of Parliament No.30 of 2011.

The mandate of the Commission as provided under Article 246(3) is to:

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

1.5 Functions of the Commission

1. a) On the recommendation of the Inspector General, develop and keep under review all matters relating to human resources policies of the members of the Service.
- b) With the advice of the Salaries and Remuneration Commission, determine the appropriate remuneration and benefits for the Service and Staff of the Commission
- c) Approve applications for engagement by police officers in trade and other businesses, in accordance with the law relating to matters of leadership and integrity under Article 80 of the Constitution



- d) Co-operate with other State agencies, departments of commissions on any matter that the Commission considers necessary
- e) Provide for terms and conditions of service and the procedure for recruitment and disciplinary measures for civilian members of the Service
- f) Develop fair and clear disciplinary procedures in accordance with Article 47 of the Constitution
- g) Investigate and summon witnesses to assist for the purposes of its investigations:
 - i. Provided that the Commission shall not undertake investigations on criminal matters.
 - ii. Where, in the course of disciplinary investigations the Commission identifies violation of any written law, whether civil liability or criminal offense, the Commission shall recommend the prosecution of the offender in accordance with the law. Provided that disciplinary proceedings by the Commission or the IG shall not be affected by any criminal or civil action.
- h) Exercise disciplinary control over persons holding or acting in office in the Service
- i) Promote the values and principles referred to in Articles 10 and 232 of the Constitution throughout the Service
- j) Develop policies and provide oversight over training in the Service
- k) Approve training curricula and oversee their implementation on disciplinary matters relating to transfers, promotions and appointments.
- l) Investigate, monitor and evaluate.
- m) Receive and refer civilian complaints to the Independent Policing Oversight Authority, the Kenya National Human Rights and Equality Commission, the Director of Public Prosecutions or the Ethics and Anti-Corruption Commission, as the case may be.
- n) Review and make recommendations to the national government in respect of conditions of Service, code of conduct and qualifications of officers in the Service
- o) Receive and refer civilian complains to IPOA,KNCHR,DPP or EACC as may deemnecessary.
- p) Review and make recommendations to the National Government in respect of conditions of service, code of conduct and qualification of officers in the service.
- q) Evaluate and report to the President and the National Assembly on the extent to which the values and principles referred to in Article (10)and (232) are complied with in the Service.



- r) Receive complains and recommendations from police associations registered in accordance with applicable law.
 - s) Perform such other functions as provide for by the constitution, this Act or any written law.
- 2. Subject to the provisions of the constitution, or any written law, the Commission may delegate to the concerned IG the recruitment, appointment and promotion of police officers under the ranks of Superintend. Provided that the IG shall during such recruitment, appointment or promotion, take into account gender, county and ethnic balancing.**
- 3. Notwithstanding subsection(2),the commission shall not delegate any of the following functions:**
- a) The making of any regulations, roles, code of conduct or subsidiary legislations under this Act or any other written law.
 - b) The making and submitting of any report to the President and the National Assembly.
 - c) The performance of any function the delegation of which would amount to injustice delegation of the Commissions discretion.



HUMAN CAPITAL MANAGEMENT/DEVELOPMENT(HCM&D) AND VETTING

2.1 HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

The Commission has continued to strengthen the staff capacity to ensure that it has the necessary capabilities to achieve its mission and objectives. The permanent staffing level stands at 73 from 61 in the previous year with a corresponding budget that supported the personnel emoluments. In the same period, the authorized staff establishment was revised from 61 to 128.

In addition, twenty-four (24) staff from the National Government were deployment to the Commission; another sixty (60) were employed on contract terms of service to assist in the police vetting exercise. All these staff were deployed in the various departments as Accountants, Human Capital Officers, Research Assistants, Investigators, Financial Analysts, Clerical Officers, Secretaries and Security officers.

The commission implemented salary remuneration package for the National Police Service Commission (NPSC) staff as approved by the Salaries & Remuneration Commission (SRC). An Integrated Personnel and Payroll Database System (IPPD) was also developed and launched in February, 2014 and is fully operational. This facilitated the payment of salary through the payroll thus enabling staff to secure loans from banks and other lending institutions. Statutory deductions and all other personal commitments are effectively managed through this system. In addition, a draft constitution that will pave the way for the establishment of NPSC staff welfare was developed and is ready for implementation.

The commission developed job descriptions that facilitated the filling of the following key positions in the NPSC: Director Corporate Support Services, Director Information Education & Communication, Director Research and Policy, Manager Research and Policy and Manager Legal Services.

In an effort to ensure effective and smooth service delivery, the commission established the following structures:

- Human Resource Advisory Committee
- Training Advisory Committee
- National Police Service (NPS) HR Committee
- Committee on delinking of the National Police Service civilian staff from the National Government.

The Human Resource Advisory and Human Resource Training Advisory Committees handled the following NPSC staff welfare issues:



Nature	No.
Appointments	35
Retirements	-
Promotions	-
Transfer of service	-
Secondment	25
Resignations	-
Discipline	2
Training	20

As part of its functions, the Commission handled the following cases from the National Police Service in the year 2013/2014:

Nature	No.
Retirements	32
Promotions	345
Transfer of service	22
Secondment	2
Resignations	-
Discipline	-
Appeals against Dismissal, Unfair discipline and Promotion	198
Appointments	80
Training(HTC)	117

2.2 VETTING OF POLICE OFFICERS DURING THE YEAR 2013-2014

Pursuant to the requirements of Sec. 7(2) of the National Police Service Act (2011), the National Police Service Commission is mandated to undertake the transitional vetting of all police officers hitherto engaged under the Kenya Police Act and the Administration Police Act at the time of the promulgation of the Constitution of Kenya 2010.

The vetting programme commenced on 24th November, 2013 and so far 198 officers in the ranks of Senior Deputy Commissioner of Police I & II(SDCPI &II), Deputy Commissioner of Police(DCP),Senior Assistant Commissioner of Police (SACP) and Assistant Commissioner of Police (ACP) have been vetted.



A summary is provided in the table below:

S/NO	RANK	NO. IN RANK	SUCCESSFUL	REMOVED BUT APPEALED NPSC DECISION	OPTED OUT
1.	S/DCP I&II	7	4	3	Nil
2.	DCP	23	22	1	Nil
3.	S/ACP	63	60	3	1
4.	ACP	105	96	9	5
	Total	198	182	16	

The vetting of 1,574 officers in the ranks of Senior Superintendent of Police (SSP) and Superintendent of Police (SP) commenced in June, 2014. Taking cognizance of the command responsibilities bestowed upon officers in these ranks, their vetting is undertaken at County Cluster Centres.

Vetting of officers in the Coast Region was postponed on its inaugural day following the violent attack of Lamu residents by criminal elements. The Commission then proceeded to Eastern Region and successfully vetted officers in the Lower Eastern Counties of Machakos, Makueni and Kitui. However, the vetting of officers serving in the Upper Eastern Counties did not take place following the outbreak of inter-tribal and inter-clan attacks in Marsabit and adjacent areas.

The next phase of vetting to cover Coast, Upper Eastern, South Rift Valley, North Rift Valley, Western, Nyanza, Central, North Eastern and Nairobi Regions is expected to be executed in the 2014/2015 financial year.

The primary objectives of Police Vetting are: to restore public confidence in the National Police Service; to assess and determine the suitability together with competence of officers hitherto serving in the Kenya Police and the Administration Police prior to the promulgation of the Constitution of Kenya 2010, to be retained by the National Police Service (NPS); to ensure that officers serving in the NPS will uphold and deliver on the values and principles as enshrined in the Constitution of Kenya; and cause accountability for gross human rights violations, serious crimes; corruption and professional misconduct committed by officers.

The Secondary objectives of the vetting process are to: build an effective database for human resource management purposes for the NPS; interrogate the gender, ethnic and regional balance



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The Secondary objectives of the vetting process are to: build an effective database for human resource management purposes for the NPS; interrogate the gender, ethnic and regional balance within the NPS; enhance professionalism in the police service; assess the competencies within the service to ensure staff is rightly positioned; effect the new rank structure as provided in statute; and spur institutional reforms through development of policies and procedures informed by lessons learned.

A further 79,804 officers in the ranks of Senior Superintend of Police(SSP) and Superintend of Police(SP) up to and including Police Constables are to be vetted in the subsequent phases of the Police Vetting Process.



REALIZATION OF NATIONAL VALUES AND PRINCIPLES OF GOVERNANCE

3.0 Introduction

In accordance with Section 10 (1) of the National Police Service act, the Commission is required to evaluate and report to the President and the National Assembly on the extent to which National values and Principles of Governance are complied with in the service. During the financial year 2013/2014, the Commission would like to report as follows in this regard.

3.1 Use of Law: Safeguarding against abuse of discretionary of powers.

During the 2013/2014 financial year, the Commission on endeavored to ensure that activities within both the Commission and the Service were conducted in accordance with section 14 of the NPSC act (Article 246)

A number of policies and regulations were developed which include, HR Policy for the Commission; Communication Strategy; regulations on recruitment; promotion and discipline within the service and regulations on vetting of police officers in the Service were developed. Stakeholder fora in respect to all of the above were held and members of the Police Reforms Working Group, developed partners and the public were engaged through structured workshops and the final products had a great input from the stakeholders.

3.2 Democracy and Participation of the People

The principles of democracy and participation of the people were integrated into all the activities of the Commission as manifested through the following activities:

3.2.1 Vetting of police officers

Names of all officers so far vetted were published/advertized in the print media to allow for members of the public to comment on the suitability or otherwise of these officers.

In addition, members of the Service and those of general public were sensitized on salient issues of the exercise thus affording them an opportunity to present their views in relation to the exercise.

3.2.2 Policies and Regulations

The Commission has so far developed policy guidelines and regulations for appointment, recruitment, transfers and promotions and there has been a very close collaboration between the Service and members of the civil society through retreats and workshop.



3.3 Good Governance

The Commission continues to apply good governance principles in conducting its routine business. A corporate performance management framework is being discussed with systems and procedures for various function within the Commission now in place.

3.4 Integrity

The Commission has continued to uphold the principle of no tolerance on issues that fall far below the threshold of chapter six of the Constitution of Kenya(2010)

Officers found unsuitable to serve in the service have been relieved of their duties.

3.5 Transparency and Accountability

The Commission continues to work hand in hand with other Commissions and Government Agencies in ensuring that all our activities are carried out above board. The vetting exercise has seen the Commission incorporate members of other bodies and Commissions e.g. LSK, KHRC, Gender & Equality Commission to sit in the vetting panels.

IEC material has been developed to educate all stakeholders not only on the mandate of the Commission but elaborate on various activities the commission in involved in.

The institutional website has been revamped to ensure easy navigation and improved connection with members of the public with both real time and archive news being updated on website.



COLLABORATION WITH STAKEHOLDERS AND ACHIEVEMENTS OF THE COMMISSION

4.1 COLLABORATION WITH STAKE HOLDERS

- **Development of a new website through ICJ(K) support**

In January 2014, the Commission received support from the Kenyan Section of the International Commission of Jurists towards the development of the Commission website. ICJ Kenya supported the procurement of the services of a website developer and a server to host the Commission website and staff emails. This has greatly improved the network of communication within and outside the commission.

- **10,000 brochures printed with support of IMLU & KHRC**

The Commission received support from the Independent Medico-Legal Unit and the Kenya Human Rights Commission towards enhancing the Commission's reach through communication. The institutions, both members of the Police Reforms Working Group of the civil society supported the development and publication of 10,000 brochures on the vetting of police officers. The brochures provided much needed support to the aspect of public participation in the vetting process.

- **Breakfast forum for CSOs sponsored by ICJ & ICTJ**

As part of the public participation on the vetting process, the Police Reforms Working Group of the civil society through members, ICJ Kenya and the International Center for Transitional Justice (ICTJ) supported a breakfast forum for members of the civil society and a media breakfast engagement both of which were aimed at sharing information on the vetting process with the public. The forums provided opportunity to those in attendance to get briefings on the Commission vetting process, to ask questions and receive feedback on the updates regarding vetting.

- **Two-Page newspaper advert by IMLU**

As part of the vetting process, the Commission is expected to engage the public and seek input, both complaints and compliments or other information regarding police officers to aid in their vetting. IMLU supported the Commission by providing financial resources to facilitate the publishing of names of officers to be vetted in the local dailies.



- **Support by KHRC for public sensitization on vetting**

The Kenya Human Rights Commission also supported the Commission by mobilizing and facilitating members of the public to attend a sensitization forum on the vetting process in Machakos town.

- **Support from ICTJ on stakeholder forum and legal drafter on draft regulations**

The Commission has been involved in developing regulations to guide the human resources processes of the Service. To achieve the Constitutional provision on ensuring public participation, the Commission has ensured that it engages the public through key stakeholders of the civil society. The ICTJ supported the engagement of stakeholders to obtain their input into the draft regulations so as to ensure the views are incorporated into the documents. The ICTJ also supported the Commission through facilitation of a legal drafter who drafted the regulations taking into consideration the input from the stakeholders.

- **Support by International Justice Mission for a forum on Draft Service Standing Orders**

The Service has been involved in reviewing the Service Standing Orders. The Commission had a role to ensure that key chapters of the Service Standing Orders are in line with the human resources mandate of the Commission. The International Justice Mission supported the brainstorming sessions of members of the Service and the Commission who sat to harmonize the relevant chapters of the draft Service Standing Orders with the draft Regulations of the Commission.

- **UNODC support for consultants on vetting; communication strategy; strategic plan; human rights mainstreaming & gender mainstreaming.**

During period under review, UNODC supported the Commission through the facilitation of technical experts in various fields including vetting of police officers, human resources development, communication strategy, policy development, strategic plan development and in all these ensuring the mainstreaming of gender and human rights.



4.2 ACHIEVEMENTS

Over the last one year the Commission has been able to achieve the following:

- I. The Commission established the legal framework and vetting regulations.
- II. Vetting of 198 police officers in the rank of Senior Deputy Commissioner of Police I&II, Deputy Commissioner of Police, Senior Assistant Commissioner and Assistant Commissioner of police
- III. Vetting Sensitization of 1772 police officers in the rank of SAC,PACP,SSP and SP across the country.
- IV. Enhancement of Commission staff, 73 permanent staff, 24 deployed staff and 60 contractual staff in the NPSC.
- V. Development of regulations on Recruitment, Promotions, Transfers and Discipline, which are now in final stages.
- VI. Development of a communication Strategy and a Strategic Plan
- VII. The Commission has also been able to meet and make reports to various committees of both parliaments including Parliamentary Committee on Administration and National Security, and Joint Parliamentary Committee on National Cohesion and Equal Opportunities.
- VIII. Appointment of Mr. James Muhoro as the representative of NPSC to the Salaries and Remuneration Commission (SRC).
- IX. Acquisition of four Vehicles, Computers, Hansard Equipment and Furnishing of the Commissioners' offices.
- X. Implementation of an automated payroll database System, IPPD, and a Financial management system, IFMIS.



FINANCIAL STATEMENTS

NATIONAL POLICE SERVICE COMMISSION

Reports and Financial Statements

For the year ended June 30, 2014 (Kshs'000)

5.1 STATEMENT OF RECEIPTS AND PAYMENTS

	2013-2014	2012-2013
	Kshs	Kshs
RECEIPTS		
Exchequer releases	322,000,000	290,000,000
Domestic Currency and Domestic Deposits	8,369,284	2,997,593
Other Receipts	308,000	-
TOTAL REVENUES	330,677,284	292,997,593
PAYMENTS		
Compensation of Employees	101,782,748	-
Use of goods and services	154,826,798	-
Transfer to other government entities	12,503,711	-
Other grants and transfers	-	276,115,529
Acquisition of Assets	65,297,449	-
Other Payments	-	-
TOTAL PAYMENTS	334,410,706	276,115,529
SURPLUS	(3,733,422)	16,882,064



FINANCIAL STATEMENTS

NATIONAL POLICE SERVICE COMMISSION

Reports and Financial Statements

For the year ended June 30, 2014 (Kshs'000)

5.2 STATEMENT OF FINANCIAL POSITION

	2013-2014 Kshs	2012-2013 Kshs
FINANCIAL ASSETS		
Cash and Cash Equivalents		
Bank Balances	11,367,146	14,692,548
Cash Balances	6,486	808,756
Outstanding Advances	1,775,010	1,380,760
TOTAL FINANCIAL ASSETS	13,148,642	16,882,064
REPRESENTED BY		
Fund balance b/fwd	16,822,064	-
Surplus for the year	3,733,422	16,882,064
NET FINANCIAL POSITION	13,148,642	16,882,064



FINANCIAL STATEMENTS

NATIONAL POLICE SERVICE COMMISSION

Reports and Financial Statements

For the year ended June 30, 2014 (Kshs'000)

5.3 CASH FLOW FROM OPERATING ACTIVITIES

	2013 - 2014 Kshs	2012 - 2013 Kshs
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts for operating income		
Exchequer releases	322,000,000	290,000,000
Other Receipts	308,000	-
Payments for operating expenses		
Compensation of Employees	(101,782,748)	-
Use of goods and services	(154,826,798)	-
Transfer to other government entities	(12,503,711)	-
Other grants and transfers	-	(276,115,529)
Net cashflow from operating activities	53,194,744	13,884,471
CASHFLOW FROM INVESTING ACTIVITIES		
Acquisition of Assets	(65,297,449)	-
Net cash flows from Investing Activities	(65,297,449)	-
CASHFLOW FROM BORROWING ACTIVITIES		
Domestic Borrowing and Domestic Deposits	8,369,284	2,997,593
Net cash flow from financing activities	8,369,284	2,997,593
NET INCREASE IN CASH AND CASH EQUIVALENT		
Cash and cash equivalent at beginning of the year	(3,733,422)	16,882,064
	16,882,064	-
Cash and cash equivalent at end of the year	13,148,642	16,882,064



FINANCIAL STATEMENTS

NATIONAL POLICE SERVICE COMMISSION

Reports and Financial Statements

For the year ended June 30, 2014 (Kshs'000)

5.4 SUMMARY STATEMENT OF APPROPRIATION: RECURRENT

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation
	a	b	c=a+b	d	e=c-d	f=e/c %
RECEIPTS						
Exchequer releases	332,924,654	-	332,924,654	322,000,000	10,924,654	97%
Proceeds from Domestic Borrowings	-	-	-	8,369,284	(8,369,283.85)	#DIV/0!
Other Receipts	-	-	-	308,000	(308,000.00)	#DIV/0!
Total Receipts	332,924,654	-	332,924,654	330,677,284	2,247,370	99%
PAYMENTS						
Compensation of Employees	99,572,908	3,453,440	103,026,348	101,782,748	798,590	99%
Use of goods and services	102,573,077	57,718,876	160,291,953	154,826,798	5,512,155	97%
Transfer to other Government Entities				12,503,711	(12,503,711)	
Acquisition of Assets	20,851,229	49,063,124	69,914,353	65,297,449	4,616,904	93%
Total Payments	222,997,214	110,235,440	333,232,654	334,410,706	(1,178,052)	100%





CHALLENGES AND WAY FORWARD

6.1 CHALLENGES

The Commission has had to grapple with various challenges which included:

- Low budgetary provisions which curtailed a number of planned activities during the period
- Lack of adequate office space to accommodate the increasing members of staff
- Immense expectations for police reforms from members of the public who expect instant results
- The issue of perceived legal contradictions between the functions of the Commission and the Inspector-General has slowed down our operations
- Some of the Commission's functions e.g. recruitment of police officers being performed by the Service. This was a result of funds for this crucial exercise not being allocated to the Commission
- The various attempts to amend certain sections of the NPSC Act negatively impacted on our operations
- Lack of a Strategic Plan which clearly sets out the NPSC agenda.
- Lack of a proper organogram which resulted in overlapping functionality in some areas.

6.2 WAY FORWARD

The Commission has during the period under review endeavored to do the following:

- Continue to make various presentations to Treasury for enhanced budgetary allocations to enable it undertake its functions
- Engage other stakeholders involved in the police reform agenda to enter into public private partnerships so that we may achieve our objectives.
- Recruit and train more staff on various specialized areas as a way of boosting service delivery and output.
- Finalize and implement the 2013-2018 Strategic Plan.



NPSC Chairman Mr. Johnson Kavuludi (left) and the Commission Secretary Mr. Ojango Omumu (second left) share a word with the Machakos County Governor, Dr. Alfred Mutua (right) in his office in Machakos.



Commissioner Ronald Musengi conducts Vetting of a Police Officer



A section of Senior Police Officers during Sensitization on Vetting in Kakamega County



The Chairman and NPSC Commissioners host UNODC Officials at the NPSC Boardroom



Chairman NPSC Mr. Johnston Kavuludi (in Beige Suit) and Chairman EACC Mr. Mumo Matemu (first right) with NPSC Commissioners



Chairman J. Kavuludi and Commissioner M. Owuor at the customer care desk, Mweiga Police Station, Nyeri County.



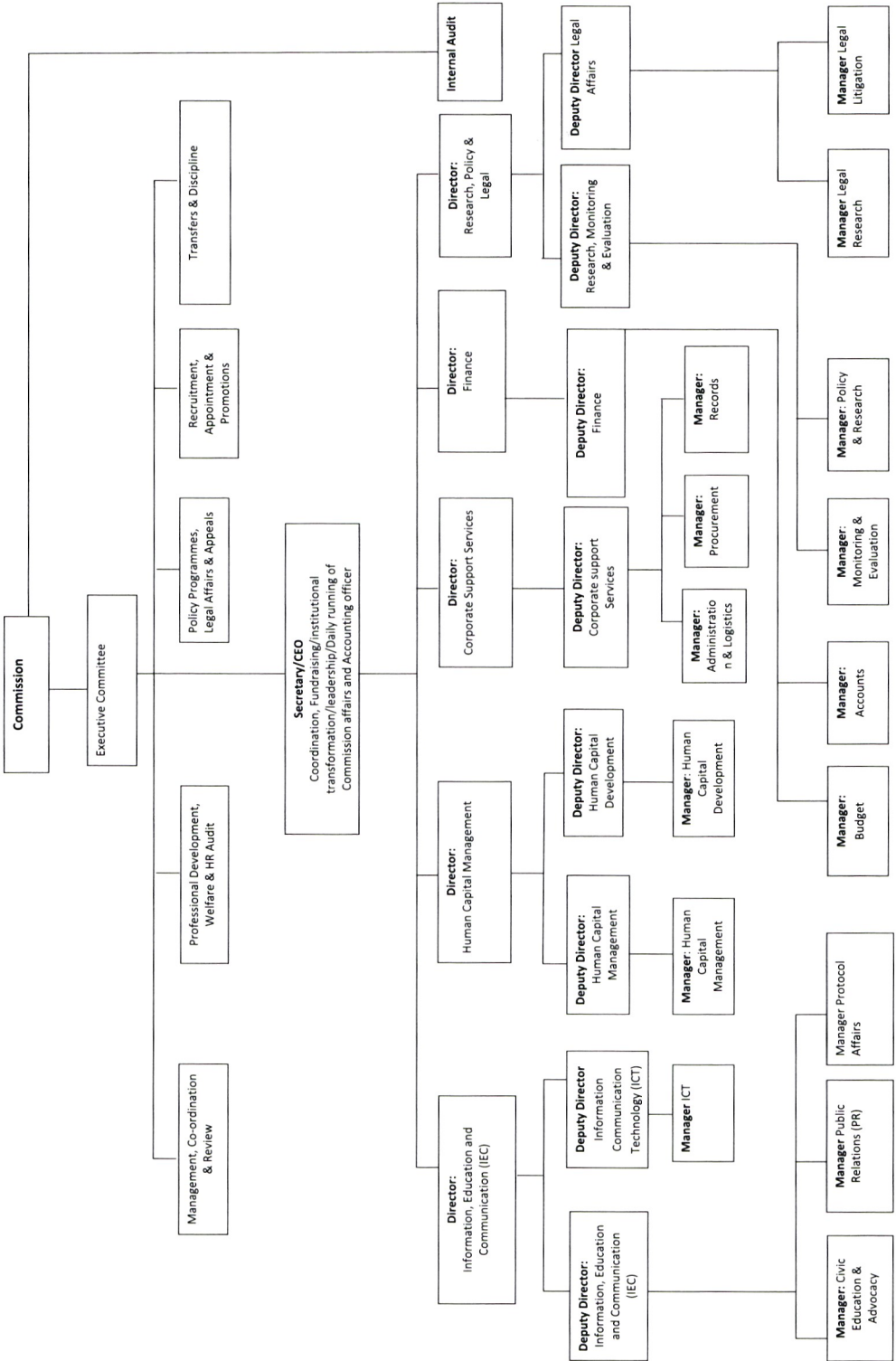
Police houses in Kiirua, Meru County, which are set for rehabilitation under the police reforms.



NPSC Chairman Johnston Kavuludi (blue suit) and Commissioner Mary Owuor tour of Police houses in Kisumu County



I. ORGANOGRAM





II. GENDER ,ETHNICITY DISAGREGATION

ETHNIC BREAKDOWN - KPS AND APS

S/NO	TRIBE	KPS	APS
	BAJUN	154	187
	BORANA	586	884
	BURJI	108	58
	CHONYI	194	235
	DIGO	532	176
	DURUMA	282	147
	ELMOLO	14	8
	EMBU	1058	816
	GABRA	197	248
	GIRIAMA	634	265
	JIBANA	38	59
	KAMBA	4999	3321
	KAMBE	44	31
	KAUMA	154	118
	KEIYO	1036	916
	KIKUYU	6989	7919
	KIPSIGIS	2388	1853
	KISII	2493	2131
	KURIA	463	310
	LUHYA	4642	3397
	LUO	3371	3012
	MAASAI	866	755

S/NO	TRIBE	KPS	APS
	MARAKWET	590	310
	MERU	3181	2000
	NANDI	3110	1528
	NJEMPS	5	24
	NUBI	27	0
	ORMA	96	124
	POKOMO	387	200
	POKOT	462	674
	RABAI	142	206
	RENDILLE	126	63
	RIBE	19	88
	SABAOT	629	611
	SAMBURU	419	514
	SOMALI	1405	1547
	SUBA	193	55
	TAITA	638	436
	TAVETA	82	57
	TESO	635	435
	TUGEN	1615	1222
	TURKANA	704	598
NYS/SPORTSMEN			
TOTAL		45707	37538

GENDER DISAGREGATION

NUMBERS	KPS		APS	
	MALE	FEMALE	MALE	FEMALE
	39,148	5,087	33,811	3,268

