

PARLIAMENT  
OF KENYA  
LIBRARY



National Police Service Commission



THE NATIONAL ASSEMBLY  
PAPERS LAID

DATE: 27 APR 2023 DAY: THURSDAY

TABLED BY: LOM (Hon. Kimani Ichung'wosh)

CLERK-AT THE-TABLE: Joyce Lemereille

---

# ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR 2021 - 2022

---

---

## **Vision:**

---

Dignified and Professional Police Officers

---

## **Mission:**

---

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

---

## **Core Values:**

---

Interdependence

Synergy

Integrity

Fairness

Transparency

Accountability



## EXECUTIVE SUMMARY

---

This is the ninth Annual Report of the National Police Service Commission FY 2021-2022, the report also marks the end of the NPSC 2018-2022 Strategic Plan whose theme was. *A strategy for transformation of the Commission to better serve the Human Resource and Welfare needs of Police Officers.*

The contents of the report are detailed in six chapters:

Chapter One defines the establishment and mandate of the Commission, the Commission composition and membership as envisioned by Article 246 of the Constitution of Kenya, 2010.

Chapter Two describes the Commissions reorganization framework as directed by the Commissioners, the improvements made in its corporate governance structures including growth in its institutional capacity, and the synergetic relationship established with major stakeholders.

Chapter Three outlines an assessment of key activities embarked on by the Commission based upon committee and departmental work plans. The section additionally draws out the challenges faced in the course of implementation, and attempts to suggest a way forward to ensure completeness of the activities as envisioned.

Chapter Four presents a brief of the stakeholder engagements, partnerships and linkages made within the financial year. The National Police Service Commission takes pride in the activities showcased, as they are a true reflection of strides made towards transformation of human resource services in National Police Service (NPS)

Chapter Five gives comprehensive information on the financial state of the Commission in the Financial Year 2021-2022 in accordance to Section 81 (1) and (3) of the Public Finance Management Act, 2012, and finally,

Chapter Six contains challenges that the Commission experienced including inadequate financial resources leading to among others, an inefficient decentralization of HR services.

The report, however, proposes a way forward to not only mitigate these challenges, but also presents the activities that the Commission is currently working on.

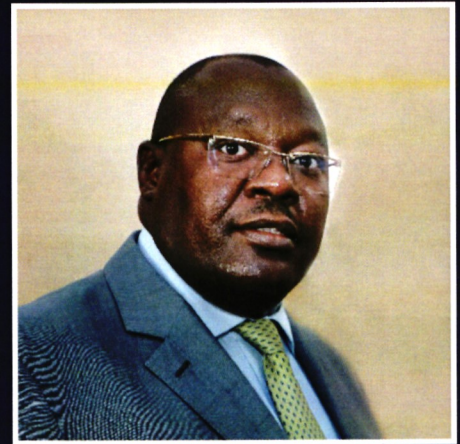
# FOREWORD

## BY THE COMMISSION CHAIRPERSON

In line with the provisions of Article 254(1) of the Constitution of Kenya 2010, I am pleased to present the NPSC Annual Report for the Financial Year 2021-2022. This report presents the Commission's most recent policy interventions and activities undertaken towards transforming the human resource management in the National Police Service for efficiency and effectiveness.

Within the reporting period under review the Commission was able to make significant strides towards improvement of Police working conditions, and in addressing their general welfare needs. A key result indicative of enhanced psychosocial support and wellness of Police Officers is the deployment of counselors and social workers, with varied competencies, to the regional command centers across the country who provide support to police officers and their families. A regional office has been established in Mombasa as the first step towards taking services closer to the officers.

Police officers living with disability, all of which were acquired in the line of duty require special consideration. To this end the Commission commits itself to develop a policy that will ensure such officers receive routine medical care and are awarded PWD benefits where applicable. A countrywide medical assessment was undertaken on 2381 officers whose results will lead to evidence based policy formulation.



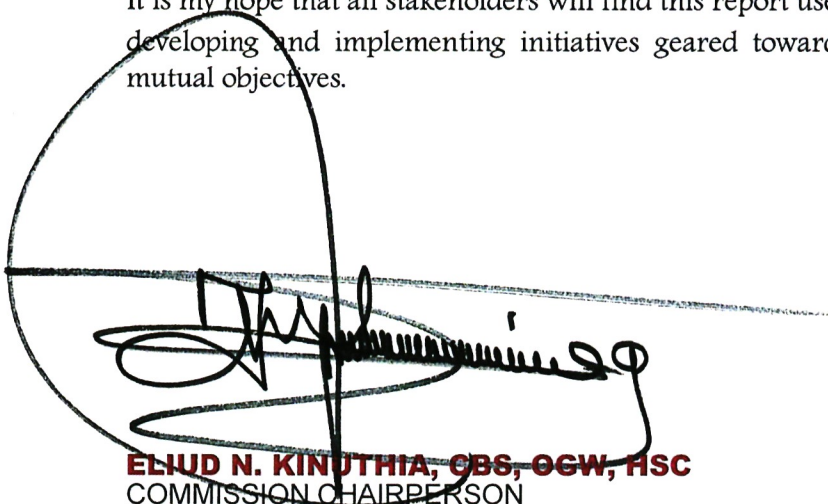


Human Capital Management process automation remains a key area of focus. In consultation with the ICT authority, an ICT strategy informed by the need to modernize operations through adoption of emerging technologies has been developed. Its implementation has created an enabling environment that has facilitated remote collaboration between the headquarters and deployed staff and introduced a 24-hour toll-free tele counseling service.

The Commission takes enhanced service delivery to its main client as well as other stakeholders seriously and has adopted the Mwongozo Code of Conduct which is meant to provide a firm foundation for good corporate governance. This follows the operationalization of the Commission's maiden Audit Committee that forms a key pillar in the Commission's corporate governance structures.

The support extended by the National and County Governments is critical to the success we achieve in delivering our mandate. I take this opportunity to express my personal and institutional gratitude for the enhanced budgetary allocation, timely exchequer release, operational and material support accorded by both levels of Government. Finally, I applaud the Secretariat led by the Ag. CS/CEO for their contribution and dedication in working towards the realization of a dignified police officer.

It is my hope that all stakeholders will find this report useful in drawing lessons, developing and implementing initiatives geared towards the achievement of our mutual objectives.



**ELIUD N. KINUTHIA, CBS, OGW, HSC**  
COMMISSION CHAIRPERSON

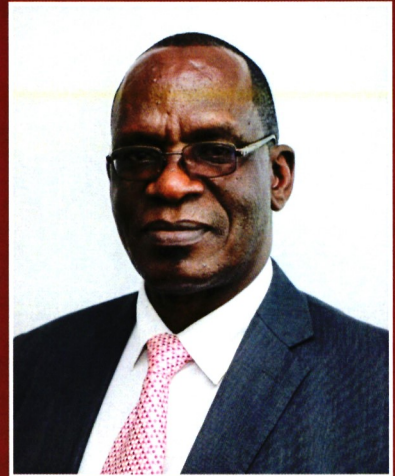
## MESSAGE FROM

Ag. CHIEF EXECUTIVE OFFICER

I am honoured to present an account of the activities and performance of the National Police Service Commission, as the Accounting Officer for the accounting period ended June 2022. This report contains the activities aligned to the Commission's five strategic pillars: Change Management and Commission Capacity Development, Transformation and Automation of Human Capital Services, Police Welfare, Training and Professional Development, Decentralisation of Human Capital Services to Regions, Counties and Sub Counties and Stakeholder Engagement and Synergy Development.

The Commission continued to discharge its core mandate of transforming the management of the human capital in the National Police Service, a task that is critical to the success of all other Police operations. It is against this background that the Commission has implemented the first cycle of performance contracting as a means of developing institutional capacity and adapting to a dynamic operating environment. The Commission will ensure that the contracts are cascaded to all cadres of staff to objectively manage, evaluate and reward satisfactory performance.

In the period under review, the Commission was able to undertake several activities towards achieving its predetermined objectives that include:





1. National Police Service strength enhancement through the recruitment of 5,900 Police Constables; (recruitment of 5900 pcs to enhance strength of the nps)
2. Pre-recruitment sensitisation and public forums that ensured selection of wellinformed recruits;
3. Improved accessibility of Counseling Services at the regions that takes much needed psychosocial help to Police officers and their families;
4. Operationalization of tele-counseling services that provide a first line of support to officers in need of psychosocial assistance;
5. Assessment of Police Officers living with disability that provides an inventory which will inform appropriate interventions;
6. Employment of additional staff that has strengthened the Commission's capacity to process NPS HR services; and
7. Implementation of the Mwongozo code as a foundation for good corporate governance that ensures internal systems serve the interests of our stakeholders.

The Commission prudently utilised allocated resources in implementing planned activities. At the close of the 2021/2022 financial year, the Commission absorbed Ksh.819,003,052 out of an allocation of Ksh.863,737,319 representing an absorption rate of 94.82% as compared to 96.77% for the previous Financial Year.

I am grateful to the Commissioners for providing policy guidance, the Government for financial and administrative support and all other stakeholders who contributed to our success. Finally I would like to thank the staff of the Commission for their full commitment in serving our Police Officers and the country at large.

**DR. SILAS OLOO Mc'OPIYO, PhD, EBS, OGW**  
Ag. CS/CHIEF EXECUTIVE OFFICER

# TABLE OF CONTENTS

---

VISION: .....	ii
EXECUTIVE SUMMARY: .....	iii
FOREWORD BY THE CHAIRPERSON .....	iv
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER .....	vi
TABLE OF CONTENTS .....	ix
LIST OF TABLES: .....	xi
ABBREVIATIONS .....	xii
<b>CHAPTER 1: ESTABLISHMENT AND MANDATE OF THE COMMISSION .....</b>	<b>01</b>
1.1 Establishment of the Commission .....	02
1.2 Mandate of the Commission .....	02
1.3 Composition of the Commission .....	03
<b>CHAPTER TWO: COMMISSION REORGANIZATION AND CORPORATE GOVERNANCE STRUCTURES .....</b>	<b>05</b>
2.1. Introduction .....	06
2.2 Fiduciary Management .....	06
2.3 Fiduciary Oversight Arrangements .....	07
2.4 Committees of the Commission .....	07
2.5 The Commission's Organizational Structure. ....	09
2.6 Strategic Planning and Governance .....	10
<b>CHAPTER 3: PERFORMANCE EVALUATION AND KEY MILESTONES OF THE COMMISSION .....</b>	<b>12</b>
3.1 Introduction .....	13
3.2 Key Milestones of the Commission .....	13
3.2.1 Appeals, Policy and Legal Affairs .....	13
3.2.a Discipline cases of officers below the rank of ASP .....	17
3.3.b Discipline cases of officers of the rank of ASP and above .....	17
3.2.c Discipline cases pending in Court .....	18
3.2.2 Discipline and Human Resource Audit Committee .....	19
3.2.3 Finance, Planning, Administration and Professional Development Committee .....	19
3.2.4 Administration and Logistics Section .....	23
3.2.5 NPSC, ICT and HCM Automation .....	24
3.2.6 Records Management .....	24
3.2.7 Supply Chain Management .....	25



<b>CHAPTER 4: STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS AND LINKAGES .....</b>	<b>28</b>
4.1 Introduction .....	29
4.2 Recruit Graduation Ceremonies .....	29
4.3 CBK Towers Opening Ceremony .....	30
4.4 Kenya National Prayer Breakfast .....	31
4.5 Parliamentary Engagements .....	32
4.6 Stakeholder Forums .....	34
4.7 Courtesy Calls .....	35
4.8 Media Engagements .....	37
4.9 Commemoration Service to Honour Departed Police Officers .....	37
4.10 Linkages .....	39
4.11 Donor Funded Counseling Training .....	39
4.12 Corporate Social Responsibility .....	40
4.13 New Mombasa County Regional Office .....	41
<b>CHAPTER 5: FINANCIAL REPORT AND STATEMENT FOR FINANCIAL YEAR</b>	
<b>2021-2022 .....</b>	<b>43</b>
5.1 Introduction .....	44
<b>STATEMENT OF RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 30TH JUNE</b>	
<b>2022 .....</b>	<b>46</b>
Statement of assets and liabilities as at 30th June 2022 .....	47
9. Statement of cash flows for the year ended 30th June 2022 .....	48
<b>CHAPTER SIX: CHALLENGES AND RECOMMENDATIONS .....</b>	<b>55</b>
6.1 Challenges encountered in the financial year .....	56
6.2. Going Forward; .....	58

## LIST OF TABLES

---

- Table 1: Illustration of the Pillars of the NPSC Strategic Plan 17
- Table 2: The Appeals, Policy and Legal Affairs Committee has processed the following
- Table 3: Number of Complaints processed by Appeals Policy and Legal Affairs Committee, 20
- Table 4: A breakdown of the discipline cases deliberated upon during the quarter 23
- Table 5: Discipline Cases of Officers of the Rank of ASP and above 24
- Table 6: Finance Planning and Professional Development Committee Activities 26
- Table 7: Records department Activities and Achievements 31
- Table 8: Supply Chain Management Activities and Achievements 32
- Table 9: Activities undertaken by Discipline and Human Resource Audit Committee 37

## ABBREVIATIONS

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

## ABBREVIATIONS

---

KRA	Kenya Revenue Authority
LAN	Local Area Network
LSK	Law Society of Kenya
MBS	Moran of the Order of the Burning Spear
MGH	Moran of the Order of the Golden Heart
MOICNG	Ministry Of Interior and Coordination of National Government
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NDC(K)	National Defense Collage of Kenya
NGAO	National Government Administration Officers
NPS	National Police Service
NPSC	National Police Service Commission
NPSDC	National Police Service Disciplinary Committee
NIS	National Intelligence Service
NSC (AU)	National Security Collage of Australia
PAS	Performance Appraisal System
PS	Principal Secretary
OGW	Order of Grand Warrior
PC	Police Constable
RPC	Regional Police Commander
SP	Strategic Plan
SOP	Standard Operating Procedures
SRC	Salaries and Remuneration Commission
STC	Senior Training Course
TB	Terabyte
TSC	Teachers Service Commission



# **CHAPTER 1:**

## **ESTABLISHMENT AND MANDATE OF THE COMMISSION**

## **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 operationalized by NPSC Act, 2011 CAP. 185C amendment 2014. Its one of the Commission established under Chapter Fifteen, listed under Article 248 (2) of the Constitution of Kenya, 2010.

It was recognized on 05th October, 2012 after the appointment into office of six commissioners through Gazette Notice No. 95 of 03rd October 2012. These comprised of the Chairperson, the Vice Chairperson and four commissioners who work full time. Essentially NPSC performs, among other functions, the human resource management of the National Police Service.

## **1.2 Mandate of the Commission**

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

- i. To recruit, appoint and confirm persons in the Service.
- ii. To determine promotions and transfers within the Service.
- iii. To exercise disciplinary control over the Service.
- iv. To remove persons holding offices in the Service; and,
- v. To perform any other functions prescribed by national legislation.

Other functions of the commission as spelt out in the Commission Act include:

- On the recommendation of the Inspector General develop and keep under review all matters related to human resources policies of members of the service.
- With the advice of the Salaries and Remuneration Commission, determine the appropriate remuneration and benefits of the service and staff of the commission.
- Co-operate with other staff agencies, departments or commissions on any matter that the Commission considers necessary.
- Provides for the terms and conditions of service and the procedure for recruitment and disciplinary measures for civilian members of the Service.
- Develop fair and clear disciplinary procedures in accordance with Article 47 of the Constitution.
- Investigate and summons witnesses to assist for the purposes of its investigations.
- Exercise disciplinary control over persons holding or acting in office in the Service.
- Promote the values and principles referred to in Articles 10 and 232 of the Constitution throughout the Service.
- Hear and determine appeals from the members of the Service.



- Develop policies and provide oversight over training in the Service.
- Approve training curricula and oversee their implementation.
- Investigate, monitor and evaluate the personnel practices of the Service.
- Receive and refer civilian complaints to the Independent Policing Oversight Authority, the Kenya National Commission on Human Right, the Director of Public Prosecutions or the Ethics and Anti-Corruption Commission, as the case may be, where necessary.
- Review and make recommendations to the national government in respect of condition of service, code of conduct and qualifications of officers in the service.
- 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.
- Receive complaints and recommendations from police associations registered in accordance with the applicable law.
- Perform other functions as are provided for by the Constitution, this Act or any written law.

### **1.3 Composition of the Commission**

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

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

# MEMBERS OF THE NATIONAL POLICE SERVICE COMMISSION



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



**Dr. Alice A. Otwala, CBS  
Vice Chairperson**



**John Ole Moyaki, MBS  
Commissioner**



**Naphtaly K. Rono, MBS  
Commissioner**



**Dr. Silas O. Mc'Opiyo,  
PhD, EBS, OGW,  
Ag. Commission Secretary /CEO**



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



**Lilian Kiamba  
MBS, OGW  
Commissioner**



**Noor Y. Gabow,  
CBS, OGW  
Commissioner**



**Hilary N. Mutyambai,  
MGH, nsc (AU)  
Commissioner**



**Edward Mbugua  
CBS, MBS, OGW, HSC, 'ndc'(K)  
Commissioner**





## **CHAPTER 2:**

# **COMMISSION REORGANIZATION AND CORPORATE GOVERNANCE STRUCTURES**

## 2.1. Introduction

This chapter captures the reorganization framework that the current commissioners have adopted and implemented as part of their comprehensive strategy aimed at transforming the Commission to effectively discharge its mandate as contemplated in Article 246 of the Constitution.

This transformation agenda was designed to restructure the Commission in order to make a difference in service delivery to our key consumers, who are Police Officers, civilian staff working with the NPS, and the general public.

The Commission's day-to-day management is under the following key organs:

- i. The Chief Executive Officer
- ii. Finance, Administration & Planning and Support Services Corporate Directorate
- iii. HCM Technical Services
- iv. Human Capital Management Directorate

## 2.2 Fiduciary Management

The key management personnel who held office during the financial year ended 30th June 2021 and who had direct fiduciary responsibility were:

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

## **2.3 Fiduciary Oversight Arrangements**

The Commission plays the fiduciary responsibility role which is achieved through the following committees;

## **2.4 Committees of the Commission**

In order to carry out its mandate and functions effectively, the Commission has restructured its operations to be carried out through five Committees as delivery units, each led by a commissioner. Committees are expected to deliberate on matters before them and prepare reports under this governance Committee framework.

The Committees are as listed below: -

### **i. Executive Committee**

To go through the recommendations emanating from the committees of the commission before presenting them to the commission's meeting for approval.

### **ii. Recruitment, Appointment and Welfare Committee**

- a) Coordinate the recruitment process of NPS members who include civilian staff of the NPS.
- a) Develop and review job descriptions/specifications for NPS staff
- b) Coordinate the development of terms and conditions of service for NPS staff; including pay and benefits.
- c) Undertaking and evaluating baseline surveys on the gender, ethnic distribution and stagnation of officers in various ranks in the NPS with a view of making the necessary recommendations.
- d) Coordinate the implementation and provide recommendations on the review of the NPS recruitment, appointment, professional development and welfare policies and regulations
- e) Development, management, monitoring and evaluation of training programmes for NPS
- f) Coordinate the development of appropriate guidelines for formation and recognition of police associations.
- g) Coordinate research and development of recommendations for NPS Staff welfare including; insurance, medical, housing etc
- h) Approve applications for engagement by police officers in trade and other businesses.
- i) Any other function assigned to the Committee by the Commission.

### **iii. Promotions and Transfers Committee**

- a) Coordinate the provision of recommendations on promotions and transfers in the NPS



- b) Oversee the implementation and recommend review of the promotions and transfers policies and regulations
- c) Develop and review Schemes of Service for NPS staff
- d) Coordinate the development of a skills inventory in the NPS
- e) Provide leadership in development and implementation of performance and change management systems and measures.
- f) Any other function assigned to the Committee by the Commission

#### **iv. Discipline and HR Audit Committee**

- a) Oversee implementation and recommend review of the policies, regulations, guidelines and procedures on Discipline matters in the NPS
- b) Conduct public enquiries and publish the outcome of such inquiries on matters related to the commission mandate
- c) Promote the compliance with the disciplinary procedures in the Service
- d) Review and recommend confirmation of disciplinary sanctions under section 89(6) of the NPS Act i.e. restitution, stoppage of salary increments, reduction in rank and dismissals from the NPS.
- e) To recommend disciplinary action against an officer who commits a criminal offence.
- f) Oversee and provide reports on the implementation of the NPSC policies and regulations
- g) Conducting audit on implementation of the Commission's decisions by the NPS.
- h) Conduct audit on operations of the civilians in NPS
- i) Any other function assigned to the Committee by the Commission

#### **v. Appeals, Policy and Legal Affairs Committee**

- a) Coordinate undertaking of various research and surveys for policy development
- b) Lead the development and review of policies, regulations and guidelines for the implementation of NPSC mandate, and make recommendations for their approval by the Commission
- c) Develop the schedule of penalties for the offenses against discipline in the NPS
- d) Develop and review policies and procedures to mainstream cross cutting issues – gender, human rights, conflict of interest, anti-corruption etc
- e) Provide leadership on legal affairs, legal review, complaints management, case management and litigation involving the NPS and NPSC
- f) Implementing the policy and procedures for Appeals to the NPSC
- g) Conducting hearings and recommending determinations on appeals
- h) Coordinate the provision of recommendations on promotions and transfers in the NPS.



- i) Oversee the implementation and recommend review of the promotions and transfers policies and regulations
- j) Develop and review Schemes of Service for NPS staff
- k) Coordinate the development of a skills inventory in the NPS
- l) Provide leadership in development and implementation of performance and change management systems and measures.
- m) Any other function assigned to the Committee by the Commission

#### **vi. Finance, Planning, Administration and Professional Development Committee**

- a) Coordinate and oversee implementation of change management and reforms of the NPSC Secretariat
- b) Coordinate budget making process and resource mobilization for NPSC and oversee its implementation
- c) Coordinate NPSC Stakeholder engagement.
- d) Oversee implementation of overall NPSC communication and ICT strategy
- e) Oversee administration and management of NPSC
- f) Monitoring and Evaluation of the implementation of strategic plan.
- g) Oversee data management of the Commission
- h) Any other function assigned to the Committee by the Commission.

#### **vii. Audit Committee**

- a) The Audit Committee gives oversight to the operations of the Commission for better corporate governance in line with the law
- b) Any other function assigned to the Committee by the Commission.

## **2.5 The Commission's Organizational Structure.**

The Commission has a formal secretariat, which is led by the Commission Secretary, who also serves as the Commission's Chief Executive Officer. The new structure of the Commission is based on its technical and support functions. The commission's technical function facilitates the transformation of the National Police Service's human resource management, whereas the support function is structured to provide administration and support to all of the Commission's departments and sections. The new structure includes two Deputy Chief Executive Officer positions to lead each functional unit, as well as five directors, as shown below: -

### **1. DCEO HCM/Technical Services**

- i. Director, Human Capital Management NPS Headquarters
- ii. Director, Human Capital Management
- iii. Director, Appeals, Policy and Legal Affairs

### **2. DCEO FA&P/Support Services**

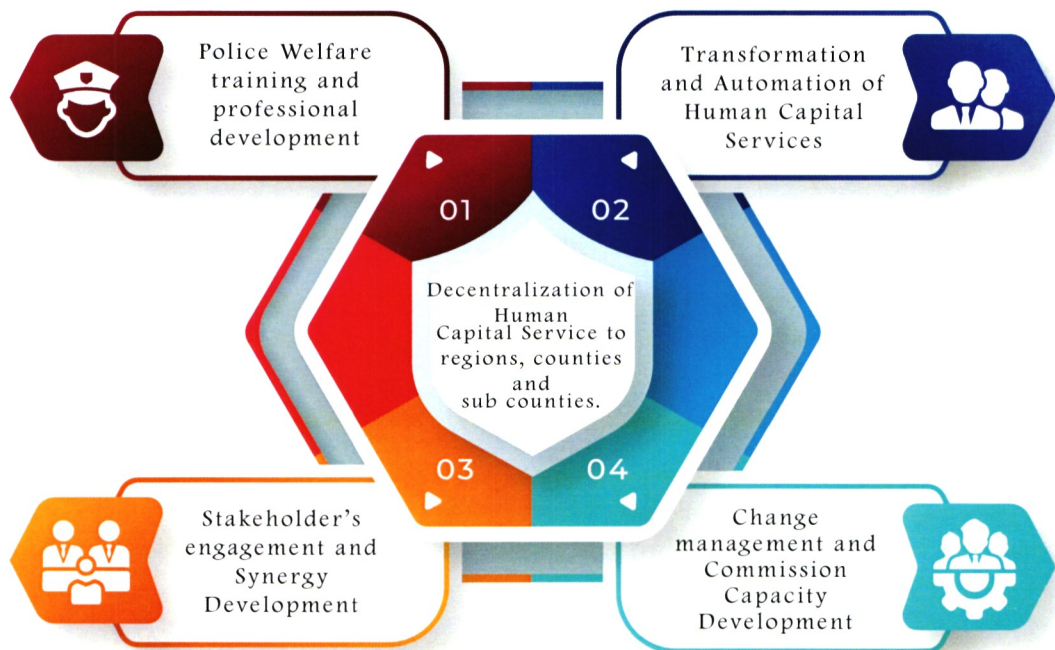
- i. Director, ICT and HCM Automation

## 2.6 Strategic Planning and Governance

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

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

*Table 1: Illustration of the Pillars of the NPSC Strategic Plan*



These pillars have been reinforcing the Commission's pursuit to facilitate the transformation of human resource management in the National Police Service for efficiency and effectiveness. The Commission introduced transformation and reorganization of the secretariat through adoption of 'Whole of Government' approach to service delivery as well as enhancing governance structure all which aimed at injecting new impetus for service delivery.

Some of this has been achieved by the following being employed;

- i. The Commission's institutional capacity has grown as a result of restructuring its structure, systems, strategies, people, and work environment.
- ii. The automation of systems and processes has been used to reengineer efficiency and effectiveness in NPS human resource management services. The system contains accurate, real-time data on each officer, including recruitment, training, career advancement, deployment, family records, and other pertinent information. The system facilitates police officer selection, recruitment, and management, as well as deployment, performance appraisals, merit-based promotions, and transparent transfers.
- iii. Police welfare and professional development have improved as a result of collective bargaining for better terms and conditions, psychosocial support, and the development of positive relationships with communities and neighborhoods.
- iv. Aligning Human Resource Services and structures for disciplinary control of Police Officers with the NPS's harmonized Command, National Government Coordination Structure, and National Security Architecture by decentralizing Commission services to Regions, Counties, and Sub-Counties. Specifically, the opening and operationalization of the newly established Mombasa County Regional Office.
- v. Creating synergy by collaborating and engaging with other security agencies, communities, and stakeholders.



## **CHAPTER 3:**

# **PERFORMANCE EVALUATION AND KEY MILESTONES OF THE COMMISSION**

### **3.1 Introduction**

The commission tasked the various committees and departments with workplans projected for the year under review. The various key performance indicators were used to measure the achievements in relation to the core mandate and objectives of the commission.

In line with the commission's mandate; this section evaluates the performance of various departmental activities and programmatic achievements for the financial year 2021/2022.

### **3.2 Key Milestones of the Commission**

#### **3.2.1 Appeals, Policy and Legal Affairs**

##### **A. Appeals Management**

The Commission processes appeals by members of the Service as follows:

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

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

The Service usually convenes the Headquarters Disciplinary Appeals Board which deliberates and sends their comments to the Commission for consideration (ratification or variance) which are considered by the Committee.

All appeal cases are subjected to thorough scrutiny which involves investigations and analysis (of correspondence and reports from the IG, personnel files of the appellants and any relevant information) by the Committee Secretariat before tabling for deliberation at the Committee level.



*Table 2: The Appeals, Policy and Legal Affairs Committee has processed the following cases during the period of July 2021- June 2022: -*

S/No.	Nature	Number of Cases
1.	Cases concluded by the Committee	54
2.	Appeals against Dismissal	84
3.	Appeals against Rank Reduction	6
4.	Cases concluded by the Letters	26
5.	Acknowledgements	146
6.	Letters to IG	658
7.	Reviewed Appeals	7

### **B. Complaints Management**

Since inception, the Commission has received over two thousand (2,000) complaints raising issues against police officers on police misconduct, corruption, abuse of office, inaction and criminal action and issues in human resource processes such as recruitment, transfers, promotions and disciplinary procedures.

The Commission has continued to receive complaints from members of the Service, members of the public and from various stakeholders including the IPOA, the CAJ, the KNCHR and various other entities (on behalf of members of the public as well as police officers) against members of the Service.

*Table 3: The Committee has processed the following complaints during the period of July*

S/No.	Nature	Number of Cases
1.	Number of complaints handled	89
2.	Number of Resolved Cases	22

It is worth noting that majority of the complaints received in the Commission are human resource related matters, which are best placed at the Commission. However, some matters which do not touch on the mandate of the Commission such as on operational matters of the Service necessitate concerted efforts between the Commission and various other institutions, the key one being the Service.



Noting that the Commission is only limited to investigation of matters which touch on the human resource management of the members of the Service, as per Section 10 (g) and (n) of the National Police Service Commission Act (the NPSC Act), the Commission, through the Committee, has continued to liaise with the Internal Affairs Unit (IAU) of the Service to investigate complaints from police officers against each other.

The Commission, through the Committee, has also relied on the IPOA, which is mandated to investigate complaints related to the disciplinary or criminal offences committed by members of the Service and make recommendations on the same, at Section 6 of the IPOA Act.

### **C. Dispute Resolution Management/litigation**

The Commission continues to defend matters instituted in court against it as well as against the Service on areas related to human resource; most of these are filed by ex-officers seeking to be reinstated or seeking damages on various grounds.

Notably, the Commission is currently defending cases from ex officers touching on disciplinary action taken against them, vetting related cases, transfers, from persons with disability within the Service and the graduate constables' case.

The Committee has continued to review and strengthen the existing strategies for the better processing of court matters instituted against the Commission through proposing administrative mechanisms such as out of court settlements.

The Committee has continued collaborating with the Service as well as the office of the Attorney General in the defense of active court cases in addition to representation by the Legal Department of the Commission.

The Committee has also continued to give policy guidance on active court cases to the through:

1. Consideration of facts of the case to inform whether litigation would be the most effective resolution or whether to prefer alternative dispute mechanisms including out of court settlements;
2. Analysis of prior relevant case law and decisions made in specific judgements to target more effective arguments.

### **D. Policy And Legal Framework Development and Review**

#### ***Policies***

The Committee has endeavored to streamline the Regulations to the human resource processes and procedures within the Service, to ensure alignment with the Constitution

and other laws, to ensure the same are in tandem with the ongoing reforms within the Service and to ensure best human resource processes practices.

Review is currently having been forwarded to the office of the IG to report on the status of implementation of the Policies from the various Directorates within the Service tasked with the mandate to oversee their implementation with a view to convene a team at a later date to review the report and propose recommendations.

Various other policies are currently being developed by the Commission:

1. The Policy on Conflict of Interest and attendant Guidelines on Engagement of Police Officers in Trade and Business that was drafted but pended in 2018.
2. Policy on prevention of sexual harassment in the workplace;
3. Policy on standardization of treatment and conduct of police officers deployed in Security of Government Buildings/ Critical Infrastructure Protection Unit and Very Important Persons protection.

### ***Acts***

The NPSC Act and the National Police Service Act (the NPS Act) have been subjected to review since 2019. Over time, the Commission has noted, with concern, the following issues;

1. Inefficiency in the management of the human resource component of the Service;
2. Implementation and compliance challenges which has seemingly affected the image of the Commission and also continues to frustrate the management of the human resource processes; and
3. The need for amending and/or introduction of new matters to address existing gaps e.g., the representatives to the selection panels during appointment of the chairperson and members of the Commission; issues of convening of meetings through virtual platforms; quorum; vetting of officers noting the new approach being considered by the Commission; the Special Medical Board etc.

### ***Regulations***

The Commission developed the following human resource management related Regulations in 2013 and 2015; the same have been under review since 2019:

1. National Police Service (Vetting) Regulations, 2013;
2. National Police Service Commission (Discipline) Regulations, 2015;
3. National Police Service Commission (Promotions) Regulations, 2015;
4. National Police Service Commission (Transfer and Deployment) Regulations, 2015;
5. National Police Service Commission (Recruitment and Appointment) Regulations, 2015.

### (A) Discipline cases of officers below the rank of ASP

The Discipline and Human Resource Audit Committee has handled a total of one hundred and eighty-nine (189) discipline related cases during the FY 2021 – 2022. These cases were deliberated upon during nine (9) Committee meetings convened within the financial year.

These meetings were held on 5th May, 2022, 7th March, 2022, 10th February, 2022, 26th January, 2022, 2nd December, 2021, 2nd November, 2021, 23rd September, 2021, 9th August, 2021 and 12th July, 2021.

*Table 4: Below is a breakdown of the discipline cases deliberated upon during the quarter:*

S/No.	Particulars	Number of Cases
1.	Dismissal Cases	167
2.	Reduction in Rank Cases	5
3.	Removal Cases	14
4.	Ratification of Dismissal Cases	1
5.	Amendment of Dismissal Cases	1
6.	Order of Restitution Cases	1
TOTAL		189

### (B) Discipline cases of officers of the rank of ASP and above

The Committee through its subordinate, National Police Service Disciplinary Committee which is constituted to hear and determine cases against senior officers of the rank of ASP and above, was able to determine three (3) cases. Below is a breakdown:

*Table 5: Discipline Cases of Officers of the Rank of ASP and above*

S/No.	Service	Number of Cases	Rank
1.	Directorate of Criminal Investigations	1	SSP
2.	Kenya Police Service	2	SSP and ASP
TOTAL		3	

The determination of only three cases as opposed to the five cases received during the financial year was due to lack of funds to facilitate this activity.



### **(C) Discipline cases pending in Court**

The Committee deliberated upon discipline cases which were pending in court

i. Cumulative number of discipline cases tabled before court	58
ii. Number of cases logically concluded	14
iii. Active Cases	44
iv. Cases handled by the DHRA Committee	9

### 3.2.2 Discipline and Human Resource Audit Committee

The Committee was unable to undertake Human Resource Audit during the entire financial year due to lack of funds.

*Table 9; Activities undertaken by Discipline and Human Resource Audit Committee*

S/No.	Activities
1.	<p><b>Review of the NPSC (Discipline) Regulations, 2015.</b>            The committee deliberated on areas of review of the NPSC (Discipline) Regulations, 2015.            A covering report on the same together with the accompanying documents detailing the proposed amendments was presented to the Head – Appeals, Policy and Legal Affairs Committee for action.            Pending deliberations by the full commission.</p>
3.	<p><b>Automation of the Disciplinary Processes.</b>            A process flow for automating disciplinary processes was developed and forwarded to the ICT Directorate to facilitate the automation process.</p>
4.	<p>Development of Compliance &amp; Quality Assurance (CQA) Standards and Procedure as well as Monitoring and Evaluation (M&amp;E) Procedure Manuals.            The aforementioned draft manuals were presented before the DHRA Committee during the fourth quarter of the FY 2021 - 2022. The Committee's recommendations were incorporated and the manuals are awaiting presentation before the Executive Committee.</p>
5.	<p>Audit of the National Police Service IPPD System            The Committee also deliberated on the audit of the National Police Service IPPD system and identified critical areas of concern to the Commission.            The Committee was granted approval to conduct IPPD payroll probe within the Service.            A letter conveying the same to the Service was generated for the Chairperson's signature.</p>

### 3.2.3 Finance, Planning, Administration and Professional Development Committee

The tabulation below details the activities measured against the performance indicators to provide the status of the directorate in the period under review.



Table 6: Finance Planning and Professional Development Activities

S/No.	Activity	Target	KPI	Achievement Report/Status
1.	Develop and validate the existing job description for each of the positions in the new structure in the Commission.	NPSC Secretariat	NPSC job description Developed & Validated	NPSC Job description manual place
2.	Carry out professional skills mapping for all the Commission staff to establish training gaps.	NPSC Secretariat	-TNA Report in place -Professional skills Inventory	TNA report and Skills inventory in place
3.	Carryout staff training and capacity building as per approved Training Projection	NPSC Secretariat	No. of officers trained	147 of 166 targeted officers trained
4.	Re-introduce a performance contracting system for all staff of the Commission.	NPSC Secretariat	Performance contract in place	Performance Contract in place up to Directors level and all other staff on PAS
5.	Appoint integrity assurance officers and support their training and functions	NPSC Secretariat	No. of officers trained and appointed.	5 Integrity assurance officers appointed
6.	Decentralize NPSC Committees work and establish structures for appeals and exercising disciplinary control at the Regions, Counties and Sub- Counties level	NPSC Secretariat	Police Human Resource Services decentralized	Ongoing
7.	Provide for a dotted reporting responsibility of the Commissioners who sit in NPS Joint Service Board.	NPSC Secretariat	Reporting responsibility provided	Done



S/No.	Activity	Target	KPI	Achievement Report/Status
8.	Carry out a staff head count exercise for the Commission staff and align it to the new structure	NPSC Secretariat	Head count report	Done
9.	Domesticate an integrity policy and tools of measurement-	1	Domesticated policy in place	Done
10.	Develop a Commission service charter indicating timelines for processing recommendations for dismissal, reduction in rank, appeal and removal from service	1	Service charter in place	Done awaiting approval
12.	Recommend to SRC better terms and conditions for the NPSC Commissioners	NPSC Commissioners	Recommendation letter	Done. Job Evaluation results from SRC available
14.	Reorganization of Committees to allow for Rotational membership	NPSC	Reorganized committee structure	Done
15.	Develop HR strategic framework a) Code of conduct b) Reward and sanctions c) Training and development d) Recruitment and selections e) HR planning f) Monitoring and evaluation procedure manual g) Compliance and quality assurance standard and procedure manual	NPSC	HR framework in place	Draft frameworks in place awaiting validation



S/No.	Activity	Target	KPI	Achievement Report/Status
16.	Domesticate and operationalize work-place policy on; - a) HIV/AIDS b) Alcohol drugs and Substance c) Gender mainstreaming	3	Policies in place	Draft Policies in place awaiting validation
17.	Carry out Induction for the newly recruited Commission staff	NPSC Staff	Induction Reports	-73 new NPSC staff inducted on 20th August 2021 -26/51 specialized induction for counselors and social workers on 3rd September 2021
18.	Employee payroll management -Salary -Statutory deductions -Pension	NPSC Staff	Payroll	Payroll done within deadline dates and statutory deductions remitted
21.	Processing of recruitments, appointments, confirmations promotions, discipline and appeals	NPSC Staff	No. of cases processed	- 6 committee meetings held - 73 appointments processed - 72 confirmations processed - 54 promotions processed - 2 discipline cases processed - 1 transfer of service processed - 1 secondment processed - 7 transfers processed - 0 dismissal/terminations processed
23.	Establish and equip four Commission Regional offices	Mombasa, Nyeri, Nakuru & Kisumu	Regional offices established	Mombasa office established and equipped



S/No.	Activity	Target	KPI	Achievement Report/Status
24.	Develop Gender Mainstreaming Policy	NPSC Staff	Policy developed	Draft gender mainstreaming in place awaiting validation
25.	Develop complaints handling framework & put in place complaints handling office	NPSC Staff	-complaints handling framework -complaints handling office established	Ongoing
26.	Relocation of the NPSC Headquarters to CBK Pension Towers	Tendering and construction and completion of fit out works	• A tender awarded for fit out works	Ongoing
27.	Review of Staff Establishment, NPSC	NPSC Secretariat	Revised Establishment	NPSC Structure/establishment revised to provide for Regional offices (8 regions), County offices (47 counties) and Sub County Offices (300 sub counties)

### 3.2.4 Administration and Logistics Section

The administration and logistics section achieved the following in the financial year 2021/2022

1. Acquisition, refurbishment, equipping and operationalization of NPSC Coast Regional Office in Mombasa
2. Acquisition of premises for establishment of regional offices for Nyanza and Rift Valley regions in Kisumu and Nakuru respectively
3. Acquisition of a lease at CBK Pension Towers for the relocation of NPSC headquarters and development of preliminary designs
4. Leasing of 5 No. motor vehicles through the Government Leasing Programme to enhance Commission Operations



5. Restoration of unserviceable motor vehicles to operable status hence enhancing Commission operations
6. Facilitation of NPSC staff to undertake tree planting exercises in an effort to increase forest cover in the country
7. Preparation of Occupational Health and Safety guidelines specifically relating to fire fighting and first aid.
8. Implementation of COVID-19 preparedness policy by sensitization of staff, provision of PPE and implementing social distancing protocols

### **3.2.5 NPSC, ICT and HCM Automation**

The Commission in its strategic plan 2019-2022 plans to automate its Human Capital Management processes to ensure integrity, accountability and fairness in the recruitment, appointment, promotion and discipline and efficient police service.

The Commission's ICT directorate has been mandated to implement this automation through its strategic goals and objectives in consistence with the overall strategic plan of the Commission.

In line with this, the Commission has achieved the following;

Development of an ICT Strategy, it provides a roadmap on automation as a key objective in the overall Strategic plan of the Commission.

1. Establishment of the Commission's Business Continuity Plan and Disaster Recovery (BCP&DR) and their implementation at the KONZA Technopolis.
2. Redesign of the Commission Website to a modern and more interactive website.
3. Facilitation of webex online meetings and interviews.
4. Upgrading of the Commission network with GCCN 100Mbps internet and 50Mbps Telkom backup internet.
5. Automation of NPSC HR processes - Recruitment Portal developed pending Validation
6. Comprehensive maintenance of ICT equipment and network.
7. 90% service availability of ICT services and user support.
8. Development of the Commission's Persons with Disability (PWD) database.

### **3.2.6 Records Management**

The following table gives an oversight of the achievements of the records department and the activities that were undertaken in the period under review.

Table 7; Records department Activities and Achievements

S/No.	Activity	Achievements
1.	Appraisal of NPS officers vetting records	11,860 Files
2.	Computerization of Wealth declaration for senior NPS police officers	11,228
3.	Acquisition and stacking of Library books for the National Police Service Commission's special library	1,020 books
4.	Receiving and Compilation of Complaints from the stakeholders and aggrieved NPS Officers	140
5.	Establishment and Operationalization of the NPSC Secret Registry	Functioning
6.	Secure a contract with the Postal corporation of Kenya for the Management of the commission mails dispatch and EMS Services.	Posted – 2,920 mails
7.	Digitization of file movement registers in the Commission	Done

### 3.2.7 Supply Chain Management

Table 8; Supply Chain Management Activities and Achievements

Compliance with Constitutional, Statutory Obligations, Policies and Regulations					
S/No.	Activity	KPI/Output	Time frame	%	Achievement, challenges and recommendations
1.	Prepare preference and reservation report for special groups	• 2 reports in place	Semiannually	15	Target achieved. 2 reports in place
2.	Develop a procurement plan	• A procurement plan in place	30th August 2021	15	Target achieved. Procurement plan in place



## Implementation Of Presidential Directives

The Commission will implement 100% of all Presidential Directives, Circulars and Executive Orders that may be issued within this contract period by 30th June 2022.

- a) Public Officers on Friday and public holidays should promote local textiles by wearing made in Kenya garments.

(Done). The Commission staff have been provided with local produced garments to wear on Fridays

- b) Planting 500 trees to promote 10% forest cover.

Target achieved.

## Access To Government Procurement Opportunities (Procurement)

S/No.	Activity	KPI/Output	Time frame	%	Achievement, challenges and recommendations
1.	Sensitize and build capacity of people from each of the three target groups (youth, women and PWDs) on Government procurement procedure, requirement for accessing Government procurement opportunities and on opportunities available at the Commission.	<ul style="list-style-type: none"> <li>• 120 from the targeted groups sensitized</li> </ul>	30th June 2022	40	Target achieved.
2.	Pre-qualify the registered groups as an affirmative action.	<ul style="list-style-type: none"> <li>• A prequalification list with the targeted groups</li> </ul>	30th June 2022	30	Target achieved. A prequalification list in place with various categories reserved for specialized groups (youth, women and people living with disability)



### Access To Government Procurement Opportunities (Procurement)

S/No.	Activity	KPI/Output	Time frame	%	Achievement, challenges and recommendations
3.	Ensure the three target groups access the procurement opportunities and facilitates payments within the contract period upon submission of necessary documents.	<ul style="list-style-type: none"><li>• 100% compliance</li></ul>	30th June 2022	30	Target achieved.

### Promotion of Local Content In Procurement (Procurement)

Target achieved. 100% of Commission supplies are local since the Commission does not advertise for international Tenders.

## **CHAPTER 4:**

# **STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS AND LINKAGES**

## 4.1 Introduction

Since its inception the Commission has consistently sought to strengthen its ties with stakeholders particularly through courtesy calls, participation in stakeholder events, and with increased media mentions and appearances, all aimed at having greater public acknowledgement.

Below are briefs of engagements through the year 2021-2022.

## 4.2 Recruit Graduation Ceremonies

The President, His Excellency Hon. Uhuru Kenyatta presided over the graduation ceremonies/pass out parades at various Police Colleges (NPS College Embakasi A and B Campuses and Kiganjo Campus). The Commission was well represented at all parades.



*His Excellency President Uhuru Kenyatta flanked by Senior Government Officers and newly graduated Police officers during the 57th graduation ceremony of the 2610 Administration Police Officers.*



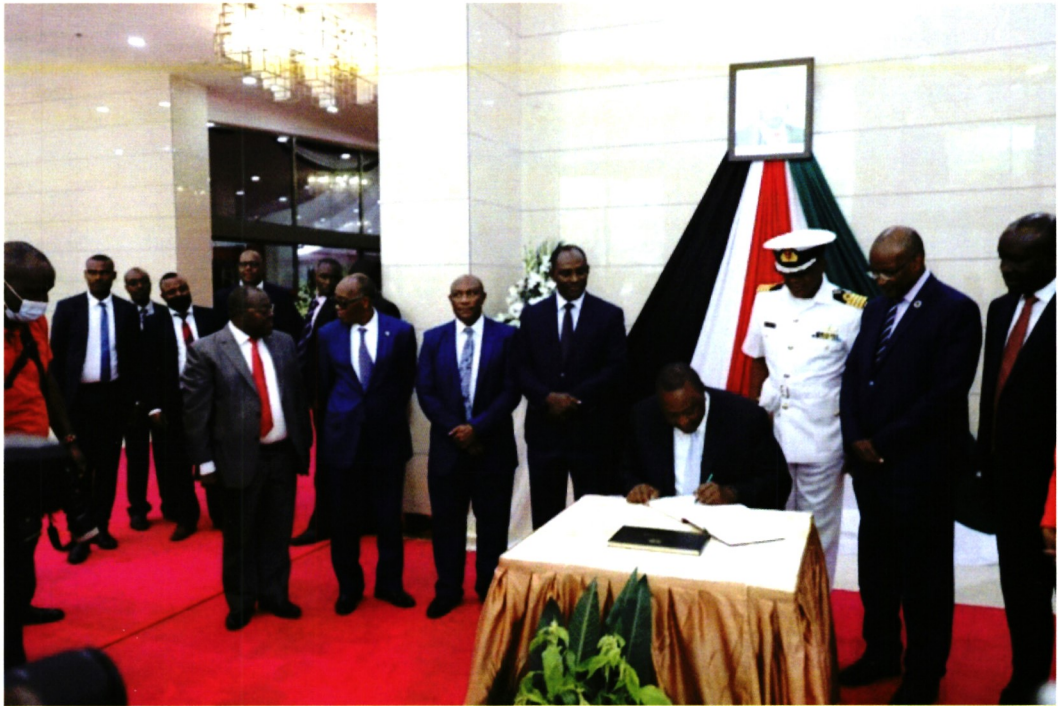


*His Excellency President Uhuru Kenyatta presiding over the 1st NPS Cadets pass out parade at the National Police College Main Campus – Kiganjo.*

### **4.3 CBK Towers Opening Ceremony**

The CBK Towers is an investment of the CBK Pension Fund Board intended. It is located in Nairobi CBD and is set to host the new NPSC offices.

The NPSC Chairman Mr. Eliud Kinuthia attended the opening ceremony of the CBK Towers which was presided over by H E President Uhuru Kenyatta, and hosted by CBK Governor Dr. Patrick Njoroge. In attendance among others were The Chief Justice, Lady Justice Martha Koome, Interior CS Fred Matiang'i, Treasury CS Ukur Yatani, and Head of Public Service Dr. Joseph Kinyua.



*H.E. President Uhuru Kenyatta signs the visitor's book during the opening ceremony of CBK Pension Towers*



*H.E. President Uhuru Kenyatta Addresses the guests at the opening ceremony of the CBK Pension Towers*



The 19th Annual Parliament of Kenya National Prayer Breakfast was hosted at the Safari Park Hotel and themed: ‘Transitions’.

It was graced by H.E Uhuru Kenyatta and leaders from the executive, legislature, judiciary and other sectors. NPSC chairman, Mr. Eliud Kinuthia was in attendance.



*The 19th Annual Parliament of Kenya National Prayer Breakfast in Nairobi.*

## 4.5 Parliamentary Engagements

- a) The Commission presented its Budget Policy statement before the Parliamentary Departmental Committee on Administration & National Security for full implementation of the NPSC Strategic Plan and increased welfare support for police officers





*NPSC Chairperson, Eliud N. Kinuthia and Commissioners John Ole Moyaki, Eusebius Laibuta, and Lilian Kiamba with the Secretariat team at Parliament of Kenya Buildings.*

b) NPSC appeared before the National Assembly Departmental Committee on Administration and National Security to deliberate on welfare issues affecting police officers.



*NPSC Chairperson, Eliud N. Kinuthia (Centre), DIG-Kenya Police Service, Mr. Edward Mbugua and CEO Joseph V. Onyango before the Departmental Committee on Administration and National Security*

## 4.6 Stakeholder Forums

- a) The Chairman, NPSC Mr. Kinuthia was present at the Chairpersons of Constitutional and Independent Offices, CCIO Compendium Launch. The Kenyan Constitutional and Independent Offices celebrated ten years of Excellence in Promoting Constitutionalism and Observance of Democratic Values and Principles at KICC.



*Chairpersons of Constitutional Commissions and Independent Offices during the 10th Anniversary Celebration at KICC, Nairobi.*

- b) The Chairman NPSC attended the End Year (2021) Breakfast Meeting for Chairpersons of Constitutional and Independent Offices, CCIO. He was joined by the chairpersons of NLC, EACC, OAG, NCIC, CRA, KIRC Kenya, and the Chief Justice.



*Chairpersons' of Constitutional Commissions and Independent Offices during a breakfast meeting in Nairobi.*



- c) Together with NCIC Chairman Rev. Dr. Samuel Kobia and Commissioner Danvas Makori and Lamu CC Irungu Macharia, the Chairman NPSC Mr. Eliud Kinuthia took time to listen to residents of Hindi Town, Lamu air their grievances and frustrations on reported conflicts in their area of residence.



*NPSC Chairperson, Mr. Eliud Kinuthia (5th from left) during a public baraza in Lamu County.*

#### **4.7 Courtesy Calls**

- a) During the nation-wide medical assessment of police officers (Nakuru leg), the Chairperson, Vice-Chairperson, and Commissioners took time visit Mediheal Hospital, Nakuru where seventeen police officers were admitted.



*The NPSC Chairperson, Vice-chairperson and Commissioners visit to Mediheal Hospital, Nakuru during countrywide medical assessment of Police officers*





*The Vice Chairperson NPSC, Dr. Alice Otwala and The Director HCM Christine Rotich consoling a police officer at Mediheal Hospital, Nakuru.*

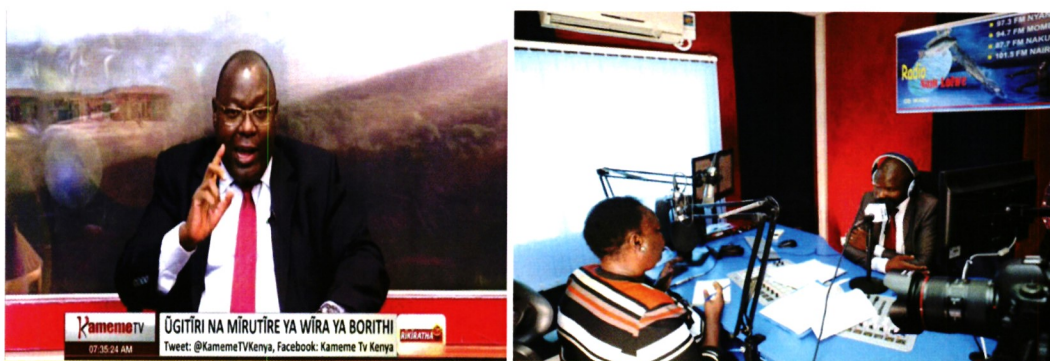
- b) Mr. Ole Moyaki, Commissioner NPSC, and former CEO Mr. Onyango, paid a courtesy call to Kisumu Shipyard to familiarize themselves on the mandate of Kenya Shipyards



*Commissioner Ole Moyaki (in red) during the courtesy call at Kisumu Shipyard*

## 4.8 Media Engagements

During the nation-wide medical assessment of disabled and sick officers, the Mr. Eliud Kinuthia, Commission Chairperson and Dr. Alice Otwala, Commission Vice-Chairperson took the opportunity to address the public on what the NPSC was doing to promote the welfare of police officers.



*The Chairperson and Vice-Chairperson during a media circuit at Kameme TV and Radio Nam Lolwe respectively*

## 4.9 Commemoration Service to Honour Departed Police Officers

The Vice-Chairperson, Dr. Alice Otwala and Commissioner Rono accompanied the Interior CS, Dr. Fred Matiangi and IG Mr. Hilary Mutyambai in a commemoration service held in honour of departed police officers.



*The Vice-Chairperson, Dr. Alice Otwala and Commissioner Rono accompanied the Interior CS, Dr. Fred Matiangi and IG Mr. Hilary Mutyambai in a commemoration service held in honour of departed police officers.*



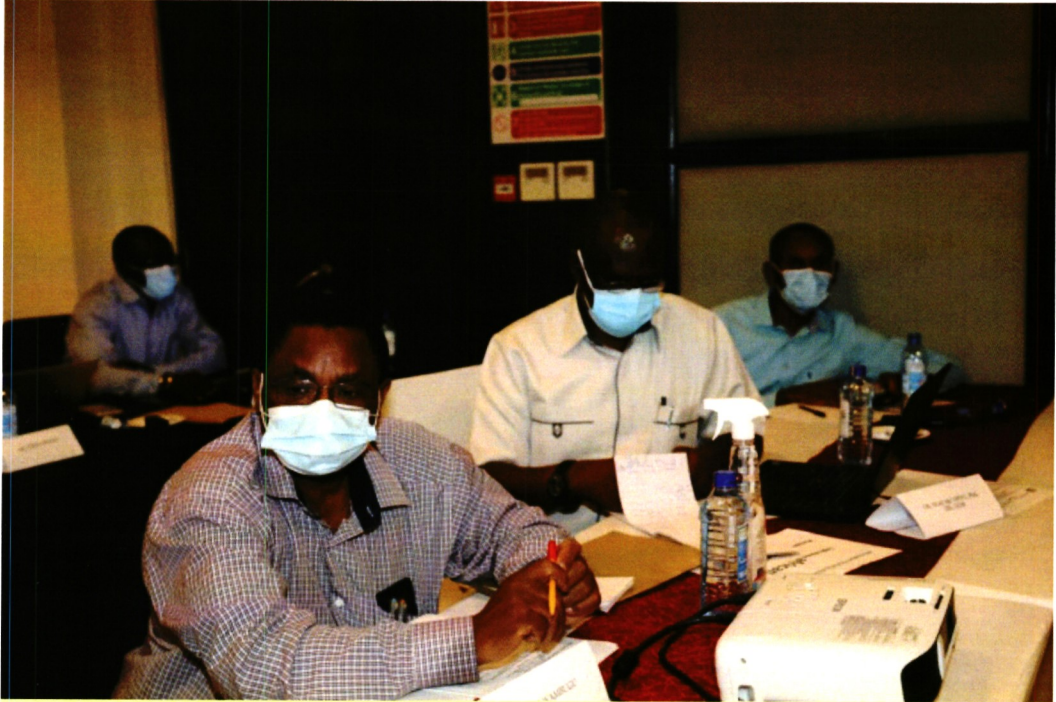


*NPSC Vice Chairperson Dr. Alice Otwala laying a wreath in commemoration of fallen Police Officers at APTC Embakasi, Nairobi*



## 4.10 Linkages

NPSC Senior Management Team underwent training on the performance contracting process. The training was conducted by the Public Service Performance Management and Monitoring Unit. The training goal was enable NPSC better package its procedures and deliverables to ensure quality services to police officers.



*Deputy CEO FA&P Mr. J. Wambugu, and Ag. CS/CEO Dr. Silas Mc' Opiyo following the training on performance contracting.*

## 4.11 Donor Funded Counseling Training

NPSC and NPS counselors together attended a Tele-Counseling training program sponsored by REINVENT Programme, an organization in partnership with the UK Government aiming to among others: enhance Kenya's capacity and capability to address election-related violence, inter-communal conflict, and weak community-police relations.

The counselors were equipped with necessary technological skills to remotely reach police officers in different parts of the country.



*NPSC and NPS counselors pose with Commissioners after their Tele-counseling training at the Kenya School of Government*

## **4.12 Corporate Social Responsibility**

- a) The Commission, CEO and Staff participated in a tree planting exercise at the NPS Leadership School in Embulbul as part of executing the Presidential Directive on achieving 10% forest cover. The IG NPS Mr. Mutyambai named the area the NPSC Forest.

The Commission and staff managed to plant 1200 trees with assistance from NGAO and KEFRI.



*NPSC Commissioners and CEO, Inspector General and stakeholders from NGAO and KEFRI During the tree planting exercise in NPS Leadership School in Embulbul.*



- b) Female staff of the Commission led by Mrs. Christine Rotich, the HCM Director, took part in a tree planting exercise at the NPS Leadership School in Embulbul in commemoration of International Women’s Day 2022 whose theme was ‘Break the Bias’. The exercise was graced by Madam Barmao Justine, ndc(k), Gender Affairs Director at NPS, and was a follow-up to the previous tree-planting exercise; the ladies were keen to take part in the global movement countering negative environmental impact.



*Madam Barmao Jostine AIG and Madam Christine Rotich with NPSC Female staff at the tree planting exercise to mark 2022 International Women’s Day.*

#### **4.13 New Mombasa County Regional Office**

The NPSC has established a regional office at Mombasa County to decentralize Human Resources services nearer to officers. The Ag. CS/CEO Dr. Silas Mc’ Opiyo, PhD, EBS, OGW officiated in the opening and operationalization of the NPSC Regional Office in Mombasa County. Present, was the Regional Security team led by Mr. John Elungata, the Coast Regional Commissioner and Mr. Titus K. Ndung’u, the Regional Police Commander.





*Ag. CEO NPSC Dr. Silas Mc' Opiyo, Coast region Top Security team and NPSC staff during the visit to the Commission's Regional Offices in Mombasa.*



## **CHAPTER 5:**

# **FINANCIAL REPORT AND STATEMENT FOR FINANCIAL YEAR 2021-2022**

## 5.1 Introduction

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

The Accounting Officer in charge of the National Police Service Commission is responsible for the preparation and presentation of the entity's financial statements, which give a true and fair view of the state of affairs of the entity for and as at the end of the financial year ended on June 30, 2022.

This responsibility includes:

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

The Accounting Officer in charge of the National Police Service Commission accepts responsibility for the entity's financial statements, which have been prepared on the Cash Basis Method of Financial Reporting, using appropriate accounting policies in accordance with International Public Sector Accounting Standards (IPSAS). The Accounting Officer is of the opinion that the National Police Service Commission's financial statements give a true and fair view of the state of entity's transactions during the financial year ended June 30, 2022, and of the entity's financial position as at that date. The Accounting Officer in charge of the National Police Service Commission further confirms the completeness of the accounting records maintained for the National Police Service Commission, which have been relied upon in the preparation of the entity's financial statements as well as the adequacy of the systems of internal financial control.

The Accounting Officer in charge of the National Police Service Commission confirms that the commission has complied fully with applicable Government Regulations, and that the commission's funds received during the year under audit were used for the eligible purposes for which they were intended and were properly accounted for. Further the Accounting



Officer confirms that the commission's financial statements have been prepared in a form that complies with relevant accounting standards prescribed by the Public Sector Accounting Standards Board of Kenya.

Approval of the financial statements

The National Police Service Commission financial statements were approved and signed by the Accounting Officer on 31st August, 2022.



---

**Accounting Officer**

**Dr Sifas O. M'opiyo, PhD, EBS, OGW**



---


**Manager Accounts**

**CPA Eric Nyaga Festus  
ICPAK Member Number: 18635**

**STATEMENT OF RECEIPTS AND PAYMENTS FOR THE YEAR ENDED  
30TH JUNE 2022**


<b>Description</b>	<b>Note</b>	<b>2021-2022 Kshs</b>	<b>2020-2021 Kshs</b>
<b>Receipts</b>			
Exchequer Releases	1	814,887,453	624,120,103
<b>Total Receipts</b>		<b>814,887,453</b>	<b>624,120,103</b>
<b>Payments</b>			
Compensation Of Employees	2	430,510,045	325,659,481
Use of Goods and Services	3	316,828,612	255,572,504
Social Security Benefits	4	11,735,301	1,512,518
Acquisition of Assets	5	55,638,534	39,406,624
<b>Total Payments</b>		<b>814,712,492</b>	<b>622,151,126</b>
Surplus/Deficit		174,961	1,968,976

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on 31st August, 2022 and signed by:




---

**Accounting Officer**  
Dr Silas O. M' Opiyo, PhD, EBS, OGW





---

**Manager Accounts**  
CPA Eric Nyaga Festus  
ICPAK Member Number: 18635

## Statement of assets and liabilities as at 30th June 2022

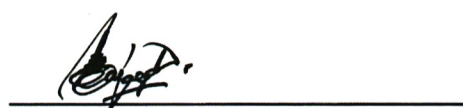
Description	Note	2021-2022 Kshs	2020-2021 Kshs
<b>Financial assets</b>			
Cash and cash equivalents			
Bank balances	6A	2,227,648	5,540,950
Cash balances	6B	3,974	1,036
<b>Total cash and cash equivalent</b>		2,231,622	5,541,986
Imprests and advances	7	2,067,901	1,940,874
<b>Total financial assets</b>		4,299,523	7,482,860
Financial liabilities			
Accounts Payables & Deposits	8	2,182,652	3,656,998
Net financial assets		2,116,871	3,825,862
<b>Represented by</b>			
Fund balance b/fwd.	9	3,825,862	9,522,385
Prior year adjustment	10	-1,883,952	-7,665,500
Surplus/Deficit for the year		174,961	1,968,977
Net financial position		2,116,871	3,825,862

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on 31st August, 2022 and signed by:




---

**Accounting Officer**  
Dr Silas O. M'opiyo, PhD, EBS, OGW




---

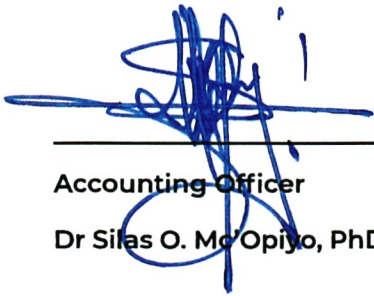
**Manager Accounts**  
CPA Eric Nyaga Festus  
ICPAK Member Number: 18635



## 9. Statement of cash flows for the year ended 30th June 2022

Description	Note	2021-2022 Kshs	2020-2021 Kshs
<b>Receipts for Operating Income</b>			
Exchequer releases	1	814,887,453	624,120,103
<b>Payments For Operating Expenses</b>			
Compensation of employees	2	- 430,510,045	- 325,659,480
Use of goods and services	3	- 316,828,612	- 255,572,504
Social security benefits	4	- 11,735,301	- 1,512,518
<b>Adjusted For:</b>			
Adjustments during the year			
Decrease/(Increase) in accounts receivable	11	-127,027	7,315,992
Increase/(Decrease) in deposits and retention	12	- 1,474,346	1,114,659
Prior year adjustments	10	- 1,883,952	- 7,665,500
<b>Net Cash Flow from Operating Activities</b>		<b>52,328,170</b>	<b>42,140,752</b>
<b>Cash flow From Investing Activities</b>			
Acquisition of assets	5	- 55,638,534	- 39,406,624
<b>Net Cash Flows from Investing Activities</b>		<b>- 55,638,534</b>	<b>- 39,406,624</b>
<b>Cash flow From Financing Activities</b>			
Net cash flow from financing activities		-	-
Net increase in cash and cash equivalent		- 3,310,363	2,734,128
<b>Cash &amp; Cash Equivalent at Start of The Year</b>	9	<b>5,541,986</b>	<b>2,807,858</b>
<b>Cash &amp; Cash Equivalent at End of The Year</b>	6(A&B)	<b>2,231,622</b>	<b>5,541,986</b>

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on 31st August, 2022 and signed by:



---

**Accounting Officer**

**Dr Silas O. M' Opiyo, PhD, EBS, OGW**



---

**Manager Accounts**

**CPA Eric Nyaga Festus  
ICPAK Member Number: 18635**



Description	Note	2021-2022 Kshs	2020-2021 Kshs
<b>Receipts for Operating Income</b>			
Exchequer releases	1	814,887,453	624,120,103
<b>Payments For Operating Expenses</b>			
Compensation of employees	2	- 430,510,045	- 325,659,480
Use of goods and services	3	- 316,828,612	- 255,572,504
Social security benefits	4	- 11,735,301	- 1,512,518
<b>Adjusted For:</b>			
Adjustments during the year			
Decrease/(Increase) in accounts receivable	11	-127,027	7,315,992
Increase/(Decrease) in deposits and retention	12	- 1,474,346	1,114,659
Prior year adjustments	10	- 1,883,952	- 7,665,500
<b>Net Cash Flow from Operating Activities</b>		<b>52,328,170</b>	<b>42,140,752</b>
<b>Cash flow From Investing Activities</b>			
Acquisition of assets	5	- 55,638,534	- 39,406,624
<b>Net Cash Flows from Investing Activities</b>		<b>- 55,638,534</b>	<b>- 39,406,624</b>
<b>Cash flow From Financing Activities</b>			
Net cash flow from financing activities		-	-
Net increase in cash and cash equivalent		- 3,310,363	2,734,128
Cash & Cash Equivalent at Start of The Year	9	5,541,986	2,807,858
Cash & Cash Equivalent at End of The Year	6(A&B)	2,231,622	5,541,986



The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements. The entity financial statements were approved on 31st August, 2022 and signed by:



**Accounting Officer**

**Dr Silas O. M'Opio, PhD, EBS, OGW**



**Manager Accounts**


**CPA Eric Nyaga Festus  
ICPAK Member Number: 18635**

## Summary Statement of Appropriation: Recurrent for FY2021/22

Receipt/Expense Item	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	794,089,102	69,648,217	863,737,319	814,887,453	48,849,866	94%
Total Receipts	794,089,102	69,648,217	863,737,319	814,887,453	48,849,866	94%
Payments						
Compensation Of Employees	417,510,000	19,648,217	437,158,217	430,510,045	6,648,172	98%
Use of Goods and Services	281,251,137	48,500,000	329,751,137	316,828,612	12,922,525	96%
Social Security Benefits	12,931,863		12,931,863	11,735,301	1,196,562	91%
	82,396,102	1,500,000	83,896,102	55,638,534	28,257,568	66%
Total Payments	794,089,102	69,648,217	863,737,319	814,712,492	49,024,827	94%
Surplus/Deficit	-	-	-	174,961	174,961	-

- a) Variance Analysis: Acquisition of assets had a utilization of 66% attributed to;  
 i) Acquisition of assets was introduced late during the final budget reallocation

The entity financial statements were approved on 31st August, 2022 and signed by:

  
 Accounting Officer  
 Dr Silas O. Mc'Opiyo, PhD, EBS, OGW

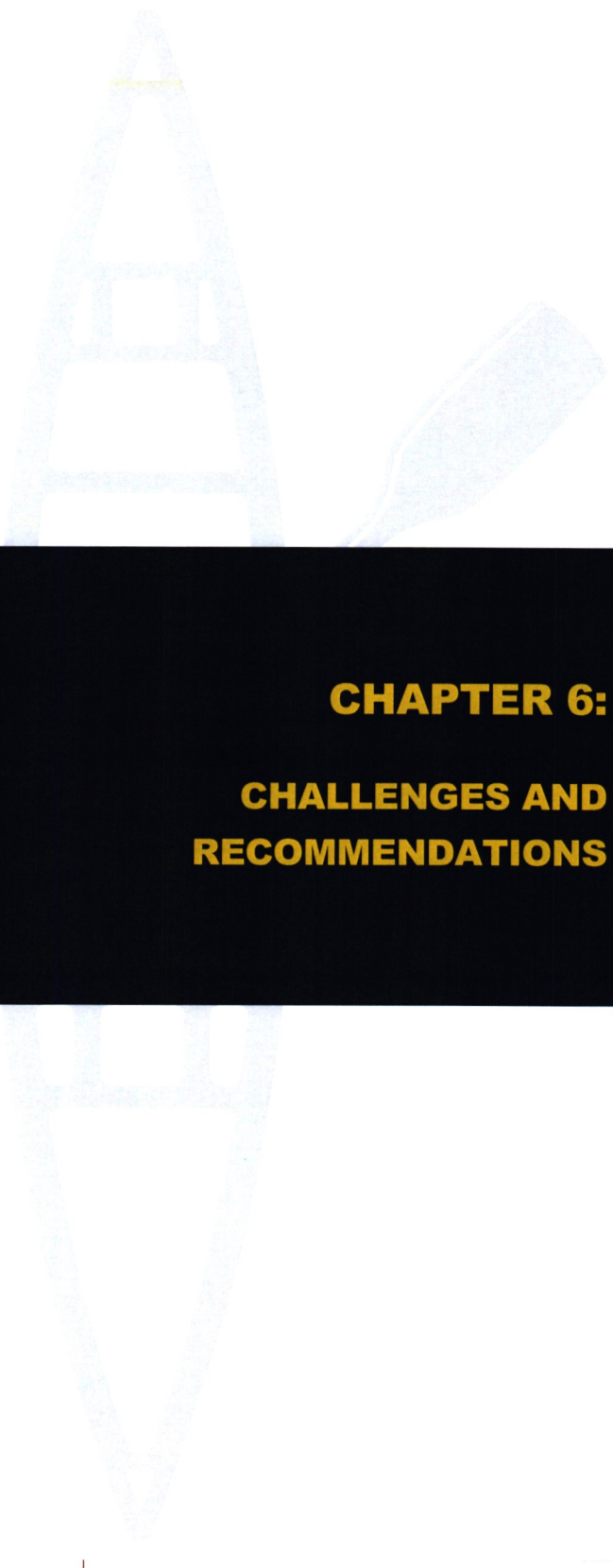
  
 Manager Accounts  
 CPA Eric Nyaga Festus  
 ICPAK Member Number: 18635

11 (c) Budget Execution by Programmes and Sub-Programmes for FY2021/22

Programme: /Sub- Programme	Final Budget	Indicators	Outcomes	Actual on comparable basis	Budget utilization difference
	2022			2022	2022
	Kshs			Kshs	Kshs
<b>Programme: National Police Service Human Resource Management</b>					
SP 1 Human Resource Management	530,657,498	No of Police Officers recruited and Confirmed	Improved Human Resource Services for the NPS	518,591,041	12,066,457
		No of Minority and marginalized groups recruited			
		No of female officers Recruited			
		% of appointments finalized			
		% of promotions processed			
		% of transfer & secondment requests processed			
		% of disciplinary cases adjudicated			
		% of appeals adjudicated			



SP2 Counseling Management Services	109,580,818	% of early retirements approved	A support system that police officers may utilize to manage issues leading to stress and distress	91,812,131	17,768,687
		No of NPS Recognition and reward scheme developed			
		% implementation of the Succession management Plan			
		% of officers counseled			
		No. of 7 counseling units operationalized			
SP 3 Administration and standards setting	223,499,003	No of NPS compliance Audit reports	Increased efficiency in the Commission's Operations	204,309,319	19,189,684
% of HR Module automated					
% of complaints received and processed					
Total	863,737,319			814,712,492	49,024,827



**CHAPTER 6:**  
**CHALLENGES AND**  
**RECOMMENDATIONS**

## 6.1 Challenges encountered in the financial year

In the course of the financial year, the commission with the aim of delivering its injunction faced certain challenges and grid locks which overwhelmed its ideal operations. Below is a list of the challenges:

*Table 5.1 NPSC challenges, implications and mitigation measures*

S/No.	Challenge	Implication	Mitigation
1.	Inefficient decentralization of Human Resource services	NPSC experienced a disruption in the full discharge of its mandate due to Inadequate budget to operationalize decentralization of HR services, implement Training Plan and validation of HR policies/frameworks	The Commission is in discussion with the Treasury and other stakeholders to increase its funding so as to actualize its vision of full decentralization of its HR and Counselling services.
2.	Training allocation	There are few allocations for training especially in KSG.  This has demoralized employees as training greatly adds value to the human resource	The Commission shall liaise with the Kenya School of Government and Treasury to increase allocations that will ensure more staff are enrolled for training. Training greatly enhances skills of staff and thus enhancing service delivery
3.	Inaccessibility of information from officers' personal files for Committee assessment	Retrieval of information has paused as a great challenge. There is also lack of records management software such as DRMS and RMS .This has also led to occurrence of errors	There is urgent need for NPSC through its ICT Department to automate its manual Human Resource processes.



S/No.	Challenge	Implication	Mitigation
4.	Inadequate financial resources.	There has been a challenge in funding impairing planned and expected implementation of our core mandate.	The Commission has embarked on a vigorous exercise to lobby for grants and donations from wellwishers, donors and other stakeholders. The Commission is also lobbying the Treasury through the National Assembly so as to increase its budget allocation.
5.	Limited office space and proximity of the NPSC HQ to NPS offices and other government institutions	The Office space of the Commission gets smaller and smaller with each additional new staff. The current situation of the office is also far from other crucial stakeholders such as NPS, Treasury and the Parliament.	Plans to relocate to the newly opened CBK Pension Towers will cushion the matter concerning availability of space and proximity to government institutions and other stakeholders.
6.	Lack of a tracking system that the committee can use to follow up on implementation of discipline decisions;	Inadequate tracking mechanism will create anxiety among affected officers.	The process of automating the Commissions functions will introduce greater transparency in HCM management.
7.	Lack of a human resource database of the officers to enable it make prompt decision.	This limits seamless decision making as the Commission lacks access to vital personal and confidential information.	The process of automating the Commissions functions will introduce greater transparency in HCM management.

The NPSC has been championing its objective of decentralization of its services. It is worth noting that the Commission has successfully opened its first regional branch in Mombasa which is currently operational. The Commission is currently working on opening another branch in Kisumu as well as other regions. Decentralization of counselling services has been greatly achieved. There are 25 counsellors who are currently discharging their duties in various regions. They include Mombasa, Kisumu, Eldoret, Nakuru, Garissa, Kitale, Nyeri and Embu. This will help ensure that the Commission takes its services to its clients who are the police officers.

## **2. Automation**

The Commission is in the process of automating of its manual NPSC HR processes. This will go hand in hand with digitization of the Commission records. Automation will help ensure quality output, safe storage of information and easy retrieval of files and other documents.

The automation of systems will be able to ensure safe and efficient record keeping as well as making sure that databases/ records are upto date. It will also ensure the free flow of information between the Commission and the National Police Service which in turn will facilitate prompt decision making.

## **3. NPS Human Capital Management**

The undertaking of human resource audit within the National Police Service is critical and will be able to determine of the extent of compliance with the various policies, regulations and guidelines governing human resource functions in the National Police Service as well as an overall compliance with the Commission's decisions. The Commission has undertaken its inaugural audit and has adopted a regional approach through the assessment of the Central region. It is important to build on this by conducting audits of the remaining seven (7) regions within this financial year so as to get the holistic view as far as compliance with policies and the implementation of commission decisions is concerned.

Among the Commission's functions is to investigate, monitor, and evaluate personnel practices in the National Police Service. Consequently, in this context, the institutionalization of Monitoring & Evaluation procedures will ensure the execution of the same.