

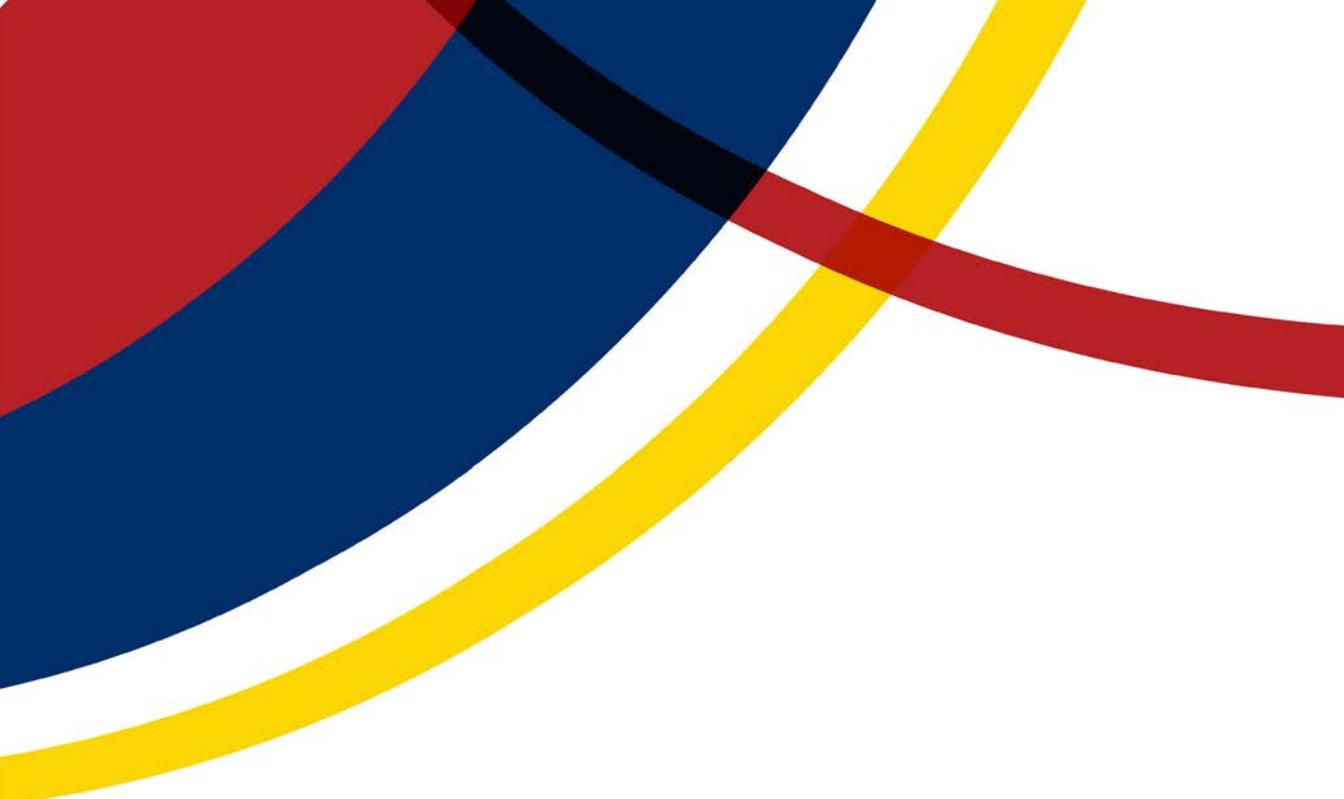


# National Police Service Commission

“Together we transform the Police Service for effective service delivery”

## ANNUAL REPORT

### 2015/2016



Published By:

**National Police Service Commission**

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**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 and Integrity  
Transparency and Accountability  
Respect for Diversity and Equality**

# ABBREVIATIONS AND ACRONYMS

## Abbreviations and Acronyms

AIA	~	Appropriation In Aid
CEO	~	Chief Executive Officer
CPSB	~	County Public Service Board
EACC	~	Ethics and Anti-Corruption Commission
ICJ(K)	~	International Commission of Jurists(Kenya)
ICTJ	~	International Centre for Transitional Justice
IEC	~	Information Education & Communication
IFMIS	~	Integrated Financial Management Information System
IMLU	~	Independent Medico Legal Unit
IPOA	~	Independent Policing Oversight Authority
IPPD	~	Integrated Personnel Payroll Database
GAV	~	General Account Vote
JTA	~	Job Task Analysis
KHRC	~	Kenya Human Rights Commission
KNCHR	~	Kenya National Commission on Human Rights
LSK	~	Law Society of Kenya
NGEC	~	National Gender & Equality Commission
NPS	~	National Police Service
NPSC	~	National Police Service Commission
PRSC	~	Police Reforms Steering Committee
PRWG	~	Police Reforms Working Group
SGI	~	Security Governance Initiative
SRC	~	Salaries and Remuneration Commission
UNODC	~	United Nations Office on Drugs and Crime

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Above: NPSC Chairman, Johnstone Kavuludi, EBS, HSC.

# EXECUTIVE SUMMARY

This is the fourth annual report of the National Police Service Commission (NPSC) since its establishment on 5<sup>th</sup> October 2012. The Commission is established under article 246 of the Constitution of Kenya 2010 and has the following mandate:

- » **To recruit and appoint persons to hold or act in offices in the service, confirm appointments, and determine promotions and transfers within the National Police Service;**
- » **Observing due process, exercise disciplinary control over and remove persons holding or acting in offices within the service; and perform any other functions prescribed by national legislation.**

This report is made in accordance with the provisions of section 26 of the National Police Service Commission Act. The report covers the period from 1<sup>st</sup> July 2015 to 30<sup>th</sup> June 2016.

## **This report is made up of the following seven chapters:**

- Chapter 1 deals with Human Resource related Policies and Regulations which have been developed by the Commission in compliance with Section 28 of the NPSC Act.
- Chapter 2 captures the Human Capital Management issues which form the mandate of the Commission. These issues include appointments, recruitment, promotions, transfers and discipline.
- Chapter 3 highlights the progress of the vetting of Police Officers in terms of ranks and numbers as well as the need to review the vetting model.
- Chapter 4 highlights how the Commission in its functioning, has demonstrated its efforts towards the realization of National Values and Principles of Governance.
- Chapter 5 focuses on the collaboration of the Commission with stakeholders. The chapter also lists the achievements of the Commission during the year 2015/2016.
- Chapter 6 gives a summary of the Commission's cash flow and financial statements during the year under review.
- Lastly, chapter 7 highlights the challenges that the Commission encountered in its endeavour to fulfill its mandate as well as the way forward to the next financial year.

The report also includes annexes, pictorials, organogram and graphs for detailed illustrations of figures and activities.

# Forward

## by Commission Chairperson



The Commission continued to deliver its mandate as stipulated in the Constitution, the National Police Service Commission (NPSC) Act and the National Police Service Act. Work plans and activities were developed in line with the Commission's Strategic Plan 2014-2018 keeping in mind the expectations and aspirations of the Kenyan Constitution, Kenya Vision 2030, the Jubilee Government Manifesto as well as the Commission's vision.

During the 2015/2016 financial year, the Commission endeavoured to operationalize the various NPSC regulations which had been published in the previous year by commencing the process of developing user manuals and guidelines. I'm also delighted to report that the Commission finalized the development of the career guidelines for members of the National Police Service (NPS), which is the first of its kind developed for Police Officers in Kenya. It provides a clear career progression path through the ranks for all Officers in the Service. The Commission also participated in the development of the Police Reforms Programme Document 2015-2018 which is a strategy framework for the implementation of reforms in the Service and in the review of the NPS Training Curriculum which is a key step to the development of a Training Policy for the Service.

Vetting of members of the National Police Service continued in various parts of the Country. A total of 1,366 officers in the ranks of Senior Superintendent of Police, Superintendent of Police and Assistant Superintendent of Police were vetted. The Commission also started vetting officers working in the Traffic Department in Coast, Nyanza and Western regions in the 2015/2016 financial year. The vetting of this cohort of Police Officers will continue in the next financial year in other regions.

Challenges of inadequate funding during the year under review and the continued delay in filling of the two vacant positions of Commissioners in the Commission were major constraints in the optimal implementation of the Commission's mandate. The Commission however continued to engage with the Government, stakeholders and other development partners in its quest to mobilize resources for its use.

Despite the challenges that the Commission experienced, it is our hope that more milestones will be achieved in the coming year which will truly portray the Commission as a '*Champion of a dignified professional Police Service*'.



**JOHNSTON KAVULUDI, EBS, HSC  
CHAIRPERSON**

# Message

from the Commission Secretary /  
Chief Executive Officer



Most Kenyans associate the National Police Service Commission with vetting of Police Officers only. This is understandable given that it has been the most publicized aspect of the work of the Commission. It is however important to point out that the core mandate of the Commission is recruitment, appointment, promotion, transfer, and discipline of persons in the Police Service.

During the period 2015/2016, the Commission Secretariat worked very hard under the chairmanship of Commissioners in various committees to ensure that recruitment was successfully carried out in April, 2016, and cases of appointment, promotion, transfer, and discipline referred to the Commission by the Service were efficiently processed and deliberated by the Board. However, our major challenge was the backlog of cases which were occasioned by the transition period during which the Commission was developing regulations for those functions. The regulations were eventually gazetted in 2015.

As provided by Section 7 of the National Police Service Act, the Commission also continued with the exercise of vetting of Police Officers with a specific focus on the Traffic Department, where, going by feedback received from the public, there was urgent need to vet. In our effort to vet Police Officers as part of our reform strategy in restoring public confidence in the Police Service, the major challenge which confronted the Commission was the heightened expectations of the public for “quick results”.

This notwithstanding, we endeavoured to apply the limited resources at our disposal to engage all stakeholders in order for all of us to have an appreciation of the fact that reform is a journey that requires all Kenyans to be patient and match together without wavering in order to achieve the desired results.

On behalf of the Secretariat, I promise that we shall ensure that the Commission will keep the Police Service Reform Agenda on course sparing no effort to stay on the path of restoring public confidence in the Police Service and at the same time working to improve the welfare of the members of the Police Service.

A handwritten signature in black ink, consisting of a stylized 'O' followed by a horizontal line extending to the right.

**OJANGO OMUMU**  
**COMMISSION SECRETARY/CHIEF EXECUTIVE OFFICER**

# MEMBERS OF THE COMMISSION



Johnston M. Kavuludi, EBS, HSC  
Commission Chairperson



Murshid A. Mohamed  
Commissioner



Mrs. Mary Auma Owuor  
Msc, FsyL, Dco  
Commissioner



Ronald Leposo Musengi  
Commissioner



Joseph Boinnet (IG)  
Commissioner



Joel M. Kitili (DIG)  
Commissioner



Samuel M. Arachi, MBS (DIG)  
Commissioner



Dr. Maj. (Rtd) Shadrack Muiru  
Commissioner



Mr. Ojango Omumu  
Commission Secretary /  
Chief Executive Officer

# DIRECTORS OF THE COMMISSION



**Fredrick J. Mugambi**  
Director - Human Capital Management



**Winfred W. Kitonga**  
Ag. Director - Info. Educ. & Communication



**Peter M. Wamoto**  
Director - Corporate Support Services



**Mr. Okinda Obor**  
D/ Director - Human Capital Management



**Stephen M. Mbogo**  
D/Director - Research & Policy  
Ag.Head of Vetting



**Benjamin O. Oyile**  
Director - Policy



Above: Ethics and Anti Corruption Commissioner Dr. Dabaar Mallim (in kaunda suit) with NPSC Commissioners Ronald Musengi, Murshid Mohamed, Mary Owuor together with NPSC CEO Ojango Omumu when the EACC Commissioners paid a courtesy call at NPSC offices.

## REGULATIONS AND POLICY DEVELOPMENT



Above: The chairperson of NPSC Johnston Kavuludi (L) handing NPSC regulations to EACC Chairman Philip Kinusu (R) during a courtesy call.

During the reporting period (July 2015 -June 2016), the Commission commenced the process of developing manuals for the implementation of the regulations developed in 2014-2015 financial year. The manuals and guidelines will go a long way to assist the implementing officers to understand the processes envisioned in disciplinary procedures and promotions.

The Commission also participated in the development of the Police Reforms Programme Document 2015-2018. This programme document is the strategy framework for the implementation of reforms in the National Police Service. The document encompasses the key activities of the National Police Service, the Commission, the Independent Policing Oversight Authority and the Ministry of Interior and Coordination of National Government.

During this period, the Commission also finalized the development of the Schemes of Service for members of the National Police Service. The Schemes are a first of their kind developed for police officers in Kenya. The Schemes of Service provide clear career progression paths for all officers of different ranks in the Service. This will standardize procedures for promotions and training in the National Police Service and eventually improve welfare and morale of officers. The Schemes are projected to be launched and implemented in the next financial year.

The Commission also participated in the review of the National Police Service Training Curriculum, a key step to the development of a Training Policy for the National Police Service. The training policy is projected for conclusion within the year 2016/2017.

## HUMAN CAPITAL MANAGEMENT

During the year under review, the Commission had a total of 180 officers who comprised of 77 permanent and seconded, 22 deployed civilian staff, 41 on contractual terms and 40 deployed security officers. This number of staff is below the required staffing levels of 252 employees. The budgetary allocation for personal emoluments for the 2015/2016 financial year was Kshs. 181 million.

In an effort to enhance the staff capacity, the Commission recruited four (4) officers, sourced for three (3) staff from the National Government on deployment and another eleven (11) staff were employed on contractual terms of service. All these staff were deployed in the various relevant departments within the Commission.

With the aim of empowering the employees with the relevant knowledge on the procedures and policies of the organization, as well as sharing the organizational values for improved service delivery; the Commission organized a three (3) day training workshop for all its employees. The training was conducted in the Commission Boardroom at Sky Park Plaza, Westlands.

Pursuant to the Commission's mandate, the Commission's internal Human Capital Advisory Committee in its sittings re-designated one Clerical officer to Supply Chain management officer II, appointed one ICT officer, promoted one Clerical officer & two drivers, confirmed a total of 4 staff on probationary terms to permanent terms of service, renewed contract of 27 temporary employees and appointed three officers in acting capacity. The Committee also handled twelve (12) disciplinary cases in which the officers were found culpable and were served with warning letters in accordance with the guiding regulations.

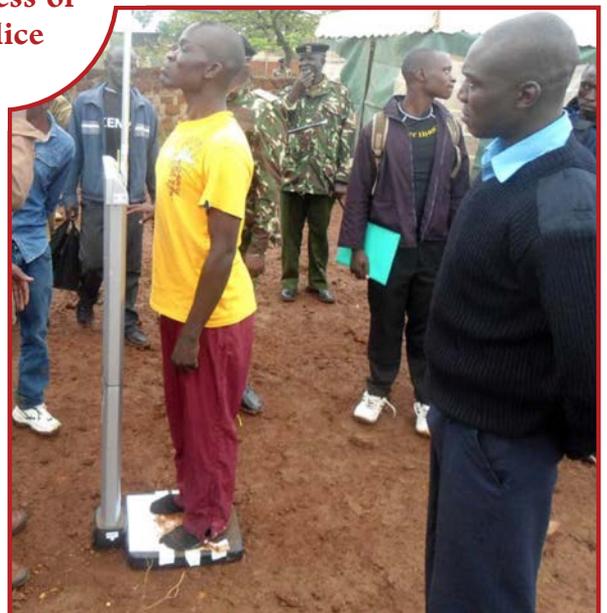
**Table 1: Internal Human Capital Advisory Committee summary of appointments, promotions and disciplinary cases.**

DESIGNATION	NPSC Staff		
	Male	Female	Grand Total
Appointment to Supply Chain Management Officer II	1	0	1
Appointment to ICT Officer II	1	0	1
Confirmation in Appointment	1	3	4
Promotion to Driver II	2	0	2
Promotion to Clerical Officer I	1	0	1
Re - designation requests	1	0	1
Renewal Of Contracts	13	14	27
Acting Appointments	2	1	3
Internship	0	2	2
Discipline Cases	7	5	12
<b>TOTAL</b>	<b>29</b>	<b>25</b>	<b>54</b>

Section 10(2) of the National Police Service Commission Act and regulation 3 of the National Police Service Commission (Recruitment and Appointment) Regulations 2015, provide that the Commission may delegate the function of recruitment of police officers to the Inspector General in writing. Pursuant to the aforesaid provisions of the law, the Commission delegated the recruitment exercise to the Inspector General to conduct the recruitment of 10,000 police constables. The IG conducted the recruitment of police constables on April 20th 2016 in all the 329 centers designated for the exercise spread out across the entire country. The recruitment of 10,000 police constables is in fulfillment of the government initiative to improve security in the country by increasing the police to public ratio from 1:900 to the UN Standard of 1:450.



**Recruitment  
process of  
Police**



**Table 2: Recruitment ~Ethnic/Gender Distribution**

\*Those recruited comprised 8988 males and 949 females as shown below:

S/NO	Ethnicity/ Tribe	Kenya police			Administration police			General service unit		
		Male	Female	S/Total	Male	Female	S/Total	Male	Female	S/Total
1	Bajuni	4	0	4	6	0	6	1	0	1
2	Borana	19	2	21	19	5	24	14	0	14
3	Burji	4	1	5	2	0	2	0	0	0
4	Chonyi	18	2	20	16	6	22	9	0	9
5	Digo	22	6	28	16	5	21	21	0	21
6	Duruma	22	3	25	25	3	28	10	0	10
7	Ogiek	10	0	10	13	1	14	4	0	4
8	Embu	37	5	42	39	6	45	18	0	18
9	Gabra	13	0	13	9	2	11	6	0	6
10	Giriana	47	6	53	59	9	68	26	0	26
11	Jibana	4	0	4	6	1	7	2	0	2
12	Kamba	314	51	365	311	43	354	184	0	184
13	Kambe	2	1	3	3	2	5	2	0	2
14	Kauma	8	2	10	11	0	11	7	0	7
15	Keiyo	75	4	79	58	3	61	37	0	37
16	Kikuyu	579	102	681	567	100	667	324	0	324
17	Kipsigis	247	25	272	248	31	279	139	0	139
18	Kisii	215	24	239	203	32	235	124	0	124
19	Kuria	32	3	35	28	2	30	15	0	15
20	Luhya	421	35	456	400	57	457	232	0	232
21	Luo	341	39	380	332	50	382	187	0	187
22	Maasai	90	14	104	86	10	96	57	0	57
23	Marakwet	47	2	49	37	2	39	14	0	14
24	Meru	169	25	194	176	36	212	103	0	103
25	Nandi	195	27	222	182	34	216	93	0	93
26	Mbere	16	1	17	12	3	15	13	0	13
27	Nubian	5	2	7	3	0	3	3	0	3
28	Orma	9	0	9	5	0	5	2	0	2
29	Pokomo	10	1	11	7	2	9	3	0	3
30	Pokot	61	5	66	59	10	69	36	0	36
31	Rabai	9	0	9	10	1	11	3	0	3
32	Rendille	3	1	4	5	0	5	3	0	3
33	Ribe	0	0	0	2	0	2	1	0	1
34	Sabaot	43	7	50	42	8	50	31	0	31
35	Samburu	19	3	22	39	1	40	12	0	12
36	Somali	218	10	228	206	17	223	112	0	112
37	Suba	11	0	11	2	0	2	7	0	7
38	Taita	22	3	25	21	3	24	15	0	15
39	Taveta	0	1	1	7	1	8	1	0	1
40	Teso	46	7	53	32	7	39	13	0	13
41	Tugen	59	2	61	62	9	71	38	0	38
42	Turkana	74	8	82	79	14	93	51	0	51
43	Tharaka	14	2	16	5	1	6	11	0	11
<b>TOTALS</b>		<b>3554</b>	<b>432</b>	<b>3986</b>	<b>3450</b>	<b>517</b>	<b>3967</b>	<b>1984</b>	<b>0</b>	<b>1984</b>

The Commission has in place four Human Resource Management Committees: *the Transfer & Discipline Committee; Recruitment, Appointment & Promotion Committee; Policy Programmes, Legal affairs & Appeals Committee; and the Professional Development, Welfare & HR Audit Committee.*

These Committees meet regularly to discuss and make recommendations to the Commission Board on various human resource issues affecting the NPS personnel and which are relevant to their respective areas. Each Committee is chaired by a Commissioner.

**Table 3: Summary of the cases handled by the committees during the period.**

DESCRIPTION	KPS		APS		DCI		TOTAL		GRAND TOTAL
	M	F	M	F	M	F	M	F	
Confirmation in appointment to SP	7	-	-	-	-	-	7	-	7
Confirmation in appointment to Inspectors	51	13	-	-	-	-	51	13	64
Promotion to Chief Inspector of Police after attending HTC Course (HTC 95)	23	6	-	-	-	-	23	6	29
Promotion to Inspectors (After attending Special Stations Commanders Course and SOIP)	63	16	-	-	44	10	107	26	133
Civilian promotions (J/G "L" above)	28	14	5	3	13	9	26	46	72
Promotion on Merit –various ranks	60	11	40	5	3	1	103	17	120
Re-designation of civilian staff	1	-	-	-	-	-	-	-	1
Posthumous Confirmation	0	0	65	13	0	0	0	0	78
Retirement	0	0	80	28	0	0	0	0	108
Renewal of contract for Pilots	3	0	0	0	0	0	0	0	3
Extension of service due to disability	0	0	4	0	1	0	5	5	5
Request for Extension of service beyond sixty years.	2	0	0	0	1	0	3	0	3
Secondment	13	5	3	0	2	0	18	5	23
Transfer of service	19	1	12	3	3	3	34	7	41

S/NO	Description	Total cases forwarded to the Commission	Finalized cases	Cases referred to the IG for more information
<b>Discipline cases</b>				
1	Dismissals cases	227	191	36
2	Demotions cases	7	3	4
3	Disciplinary Cases	54	26	28
4	EACC Cases	154	17	137
<b>Transfer Cases</b>				
5	Transfers forwarded by the IG	1,322	1,204	118
6	Request for transfers	240		240
<b>Appeals Against Dismissal</b>				
7	Appeals Against Dismissal	340	65	275

**Table 5: National Police Service Ethnicity and Gender Breakdown**

S/ NO	ETHNICITY	KENYA POLICE SERVICE			ADMINISTRATION POLICE SERVICE			DIRECTORATE OF CRIMINAL INVESTIGATION			GRAND TOTAL	ETHNICITY PERCENTAGE (%)
		F	M	T	F	M	T	F	M	T		
1	Ajuran	5	54	59	1	35	36	3	7	10	105	0.1161
2	Bajun	18	117	135	29	167	196	2	10	12	343	0.37925
3	Basuba	9	127	136	1	52	53	3	17	20	209	0.23109
4	Boni -sanye	2	8	10	3	21	24	0	2	2	36	0.0398
5	Boran	93	494	587	101	845	946	10	48	58	1591	1.75914
6	Burji	15	90	105	1	53	54	1	12	13	172	0.19018
7	Dasnach-shangil	0	3	3	0	5	5	0	1	1	9	0.00995
8	Degodia	6	47	53	1	74	75	0	1	1	129	0.14263
9	Dorobo	5	57	62	1	19	20	0	4	4	86	0.09509
10	Elmolo	2	12	14	1	7	8	0	3	3	25	0.02764
11	Embu	96	576	672	95	601	696	14	78	92	1460	1.61429
12	Gabra	21	197	218	8	242	250	5	14	19	487	0.53847
13	Gosha	0	0	0	15	1	16	0	0	0	16	0.01769
14	Gurech	7	97	104	2	52	54	0	10	10	168	0.18575
15	Kalenjin	1274	7916	9190	637	6262	6899	126	899	1025	17114	18.9226
16	Kamba	691	4061	4752	490	3123	3613	90	593	683	9048	10.0042
17	Kenyan Arab	0	0	0	0	3	3	0	0	0	3	0.00332
18	Kenyan Asian	0	0	0	0	1	1	0	0	0	1	0.00111
19	Kikuyu	1165	5686	6851	1496	6900	8396	159	747	906	16153	17.8601
10	Kisii	371	2072	2443	264	2059	2323	37	249	286	5052	5.5859
21	Kuria	73	392	465	42	297	339	1	46	47	851	0.94093
22	Luhya	729	3762	4491	492	3204	3696	78	490	568	8755	9.68024
23	Luo	551	2768	3319	399	2883	3282	60	376	436	7037	7.78068
24	Maasai	129	796	925	2	738	740	9	91	100	1765	1.95153
25	Mbeere	55	246	301	18	137	155	4	33	37	493	0.5451
26	Meru	464	2444	2908	336	1772	2108	45	303	348	5364	5.93087
27	Miji Kenda	366	1896	2262	184	1252	1436	26	193	219	3917	4.33095
28	Murulle	0	0	0	0	15	15	0	0	0	15	0.01659
29	Njemps	9	113	122	3	22	25	0	12	12	159	0.1758
30	Ogaden	9	41	50	0	118	118	1	4	5	173	0.19128
31	Orma	12	84	96	5	115	120	1	6	7	223	0.24657
32	Other Kenyan	18	105	123	4	21	25	5	8	13	161	0.17801
33	Pokomo	57	271	328	28	154	182	8	19	27	537	0.59375
34	Pokot	68	392	460	52	643	695	6	31	37	1192	1.31797
35	Rendille	25	137	162	3	63	66	2	12	14	242	0.26757
36	Sakuye	4	40	44	1	10	11	0	1	1	56	0.06192
37	Samburu	36	388	424	45	502	547	2	33	35	1006	1.11232
38	Somali-so-state	128	969	1097	96	1288	1384	19	107	126	2607	2.88251
39	Swahili-Shirazi	0	0	0	3	43	46	0	0	0	46	0.05086
40	Taita	3	6	9	65	395	460	16	62	78	547	0.60481
41	Taveta	19	76	95	6	56	62	1	7	8	165	0.18244
42	Teso	102	580	682	55	398	453	12	68	80	1215	1.3434
43	Tharaka	33	157	190	7	51	58	5	8	13	261	0.28858
44	Turkana	129	629	758	59	580	639	10	41	51	1448	1.60103
	<b>TOTAL</b>	<b>6799</b>	<b>37906</b>	<b>44705</b>	<b>5051</b>	<b>35279</b>	<b>40330</b>	<b>761</b>	<b>4646</b>	<b>5407</b>	<b>90442</b>	<b>100</b>

# HUMAN CAPITAL MANAGEMENT

## Recruitment

### Infographics : Highlights on Police Recruitment

# 9,937

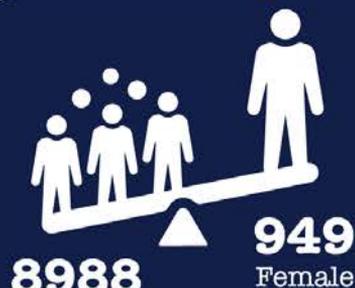


the number of Police Officers recruited during the financial year 2015/2016. This is in fulfillment of the Government initiative to improve security in the country.



#### Recruitment Distribution

GSU	AP	KP
1984	3967	3986



were recruited during the period 2015/2016



the current number of disciplined officers in the National Police Service

# 90,442



# 687

the number of cases of promotion, confirmation, renewal of contract, re-assignment, extension of contract, transfers, secondment and retirement handled and approved.



**NPSC Commissioners: Left Chairman Johnston Kavuludi, Commissioner Mary Owuor, Commissioner Murshid Mohammed, Commissioner Ronald Musengi during sensitization of Police officers in Nairobi.**

## VETTING OF POLICE OFFICERS DURING THE YEAR 2015-2016



Above: NPSC Chairman, Johnston Kavuludi chairing a vetting panel.

Within the last financial year, the Commission concluded the vetting of officers of the ranks of Senior Superintendent of Police, Superintendent of Police and Assistant Superintendent of Police.

The breakdown of the progress of the vetting process is provided in the table below:

### A. Progress of police officers' vetting

**Table 6: Ranks of National Police Service officers Vetted**

	Rank	No. in Rank	Successful	Removed but appealed NPSC decision	Officers Found fit after review and reinstated	Review applications pending	Opted out
1	S/DCP I and II	7	4	3	0	0	0
2	DCP	23	20	2	2	0	1
3	S/ACP and ACP	170	158	12	8	0	0
4	SSP/SP/ASP	1366	1319	72	23	14	1
	<b>TOTALS</b>	<b>1566</b>	<b>1501</b>	<b>89</b>	<b>33</b>	<b>14</b>	<b>2</b>

## Police Officers ~ Vetting Pictorial



Above: Commissioner Murshid Muhammad(left) chairing a vetting panel.



Above: Commissioner Mary Owuor, chairing a vetting panel.



Above: Commissioner Ronald Musengi, chairing a vetting panel.

## B. Traffic Cohort

Within the reporting period, the Commission commenced vetting interviews for officers in the Traffic Department. The decision to commence the vetting of police officers in the Traffic Department is in line with the Commission’s mandate to determine the sequence of the vetting process (regulation 11 of the NPSC [Vetting] Regulations, 2013).

### Why Traffic Department:

1. The traffic department has been identified as one of the National Police Service Departments that is associated with corrupt practices.
2. Corruption in the traffic department is choking the Kenyan economy. The corrupt police officers are causing huge losses in the commerce, export and transport sector in that the officers are known to constantly seek bribes from trucks at weighbridges, ports and major highways.
3. The public participation in the vetting of officers from the traffic department will be high given the numerous complaints in the media and the public domain on the vetting process.
4. The removal of corrupt officers will have high impact on the fight against corruption, break corruption cartels and restore order on the roads.

Vetting of the traffic department will go a long way in tackling corruption as per the current government anti-corruption initiative.

**By the end of the last financial year, vetting interviews for the traffic officers had taken place in the following regions:**

**Table 7: Summary of number of officers vetted by region during the period.**

Region	Number of officers
Coast	238 police officers were vetted and their results are being processed
Nyanza	201 police officers were vetted and their results are being processed
Western	Total number of officers is 152 but the Commission only vetted 18 officers who are in the rank of Inspector and Chief Inspector by the end of last financial year.



**NPSC Chairman Johnston Kavuludi (R) presenting vetting guidelines to Uasin Gishu Governor Jackson Mandago.**

## REALIZATION OF NATIONAL VALUES AND PRINCIPLES OF GOVERNANCE



Above: NPSC C.E.O Ojango Omumu (in white shirt and black tie) explains a point to the chairman of the Public Accounts Committee(PAC), Nicholas Gumbo (in cap) and the Chair NPSC Johnston Kavuludi (in blue suit).

### 4.0 Introduction

Article 10 of the Constitution binds all State Organs, State officers and public officers to fully observe the national values and principles of governance. The NPSC has during the period under review put in place the following measures to ensure adherence to this provision of the Constitution;

### 4.1 National Unity

The NPSC has been able to pursue the tenets of national unity, by observing ethnic, gender and regional balance , when employing staff in various cadres and recruiting members of the service. This principle has been largely attained as shown in the table 1.1

### 4.2 Democracy and participation of the people

As illustrated in Chapter 5 of this report, the NPSC was able to fully involve the members of the public in key activities of the Commission. Key among these was public participation during the vetting of police officers, where the public was involved in giving complains, comments and compliments of officers being vetted. This was also extended to the development of policies and regulations on appointment, recruitment, transfers and promotions which have since been gazetted.

### **4.3 Human dignity**

The Commission has continued to uphold human dignity especially on areas of human rights. This has been evidenced by the vetting process where police officers are given a chance to choose whether to be vetted in public or in camera. This is meant to protect their dignity, right of privacy of any person in the vetting process or if it is in the interest of justice or national security.

### **4.4 Integrity**

The Commission continues to uphold the principle of integrity on issues that are captured under chapter six of the Constitution of Kenya. During the vetting process, officers found unsuitable and incompetent have been relieved of their duties in order to restore the integrity of the National Police Service.

### **4.5 Transparency and Accountability**

The Commission continues to work hand in hand with other Commissions and Government Agencies in ensuring that all its activities are carried out above board. The vetting has seen the Commission incorporate members of other bodies and Commission e.g. the Law Society of Kenya, the Kenya National Commission on Human Rights, Gender and Equality Commission, the County Governments through their respective Public Service Boards among many others. A number of Information, Education and Communication (IEC) materials have been developed to articulate various issues and messages that the Commission intended to disseminate both internally and externally.



Above: NPSC Commissioners before Senate Standing Committee on National Security and Foreign Relations.



Above: The NPSC Chairman Johnston Kavuludi (R) presenting selected NPSC's IEC material and a branded NPSC cap to Mr. Ken Roth, the Executive Director, Human Rights Watch Kenya when he visited the Commission.

## COLLABORATION WITH STAKEHOLDERS AND ACHIEVEMENTS OF THE COMMISSION



Above: (Left to Right) Commissioner Ronald Musengi, Commissioner Mary Owuor, Mr. Rich Arnold - Metris Consultants, Consultant on Job Task Analysis, Chairman Johnston Kavuludi, Mrs. Courtenay Morris, - US Embassy and Ms. Anneke Osse, NPSC Consultant.

### 5.1 Collaboration with stake holders

Collaboration with stake holders

- ◆ Engagements with Parliament
  - » The Commission engaged Senate on several matters including:
  - » Reporting on the 2016 police recruitment exercise
  - » Presentation to the Public Accounts Committee on audit queries raised against the Commission and how they were addressed with the Auditor General.
  - » Presentation of the NPSC budgetary needs for the 2015/2016 financial year to the Budget Committee.
- ◆ Police Reforms Steering Committee
  - » The Commission is part of the Police Reforms Steering Committee (PRSC) under the chairmanship of the Ministry of Interior and Coordination of National Government Security. The PRSC members include the Ministry, the Service, the NPSC, IPOA and development partners (US, UK, Sweden, Germany, Netherlands and the EU).

- ◆ The PRSC is mandated with the oversight of implementation of the police reforms programme document whose implementation period ran to 2018. The revised programme document was completed and launched in June 2016
- ◆ Security Governance Initiative (SGI)
  - » During the reporting period, the SGI support commenced with the development of bids for the conduct of a Job Task Analysis of the National Police Service. The other key area of support to the Commission is for the development of a Human Resource Information Management System that is ICT-Based and integrated between the Commission and the Service at multiple levels.
- ◆ Support from UNODC

During the period, the Commission commenced discussions with the UNODC for the facilitation of a consultant to develop a road map for the development of performance management system and tools applicable in the National Police Service.

#### NPSC Regulations Committee

The Commission also continuously holds committee sessions for the development of various regulations and tools for the HR Management of the Police Service. In particular, during the reporting period, the Commission has held several committee engagements for the development of the NPS Scheme of Service and development of manuals to inform the implementation of the NPSC regulations on Discipline in the Service, Promotions and Transfers of police officers.

## 5.2 ACHIEVEMENTS OF THE COMMISSION DURING 2015/2016

- Recruitment of 9937 Police Constables in April 2016 through delegated authority to the Inspector General as per Section 10(2) of the NPSC Act.
- Implemented the NPSC Staff Pension Scheme.
- Strengthened staff capacity with additional officers through appointments, secondment and deployment.
- Mounted a 3-day training workshop aimed at empowering employees with the relevant knowledge on procedures and policies of the Commission.
- Commenced the process of developing manuals for the implementation of regulations developed in 2014 2015.
- Participated in the development of the police reforms Programme Document 2015 – 2016.
- Finalized development of the scheme of service for members of the National Police Service. The Scheme is projected to be launched and implemented in the next financial year.
- Participated in the development of National Police Service Review of Training Curriculum.
- Vetting interviews for 248 officers; 171 officers of the rank of Assistant Superintendent of Police and 77 officers earmarked for the Internal Affairs Unit, were conducted.
- Vetting results for the 1366 officers of the ranks of Senior Superintendent of Police, Superintendent of Police and Assistant Superintendent of Police, and the results of the officers earmarked to serve in the Internal Affairs Unit, were processed and released.
- Sensitization on the vetting process to 10,000 officers serving in the Traffic Department and the Directorate of Criminal Investigations and officers serving in the Inspectorate rank, was conducted.
- Applications from 62 officers who were seeking review of the vetting decisions, were

reviewed.

- Data for the 2,500 officers serving in the Traffic Department was digitized.
- Vetting interviews of officers in the Traffic Department serving in Coast Region, officers serving in Nyanza Region and 16 senior officers serving in the traffic department in Western Region, were conducted.
- Four editions of the NPSC Bulletin (7,8,9 & 10) were produced during the period under review.
- Over 10,000 copies of brochures on the NPSC mandate and vetting were produced and distributed at various forums.
- Interaction on Social media increased, Twitter registered 11,111 followers while Facebook had upto 5000 friends respectively.
- The NPSC Website had 9 million hits by June 2016 as compared to 3.6 million hits in July 2015.
- 200 pieces of branded Shirts/Blouses/ caps were purchased and distributed to members of staff.
- 50 snapper frames detailing our mission/vision and 50 Presidential portraits were purchased and mounted in all the offices and floors.
- Three outdoor signage were also erected at various sites within the County of Nairobi.
- Six videos on vetting, understanding NPSC etc were developed and had a viewership of over 219,156.
- Documentation of Commission activities and functions through video and photography was undertaken.
- Installation of modern data centre to house the Commission's computer servers and IP-PABX.
- Installed 21 newly procured computers for the vetting secretariat. This brought the ratio of computer to staff to 1:2.
- Developed and Installed an in-house vetting software-VETPOL- and launched it for use in vetting.
- Implemented an ICT Policy for the Commission.



NPSC Chairman Johnson Kavuludi 2nd (L), together with Commissioners Murshid Mohamed (L) and Mary Owuor (in Purple) at a meeting with transport operators from Mombasa.



Above: NPSC Chairman, Johnston Kavuludi, during sensitization of police officers in Nairobi Region.

~ CHAPTER VI ~

## FINANCIAL STATEMENTS REPORTS AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED JUNE 30<sup>TH</sup>, 2016

During the 2015-2016 financial year, the National Police Service Commission had a budgetary allocation of Kshs. 475M, with total exchequer receipts of Kshs. 459.5M. The Commission utilised 97% of the approved budget. The analysis of the budget requirements for the Commission for the FY 2014-2015 and 2015-2016 is as tabulated below;

PERIOD FY	APPROVED BUDGET	IDEAL BUDGET AS RE-QUESTED	DEVIATION
FY	KSHS. M	KSHS. M	KSHS. M
2014-2015	470.5	562.7	92.2
2015-2016	475.5	650.4	174.9
<b>INCREASE/(DECREASE)</b>	<b>5</b>	<b>87.7</b>	<b>82.7</b>

### I. STATEMENT OF RECEIPTS AND PAYMENTS

	Note	2015 – 2016	2014-2015
		Kshs	Kshs
<b>RECEIPTS</b>			
Exchequer releases	1	459,500,000	426,100,000
Proceeds from Sale of Assets	2	~	394,000
Other Receipts	3	2,072,419	965,400
<b>TOTAL RECEIPTS</b>		<b>461,572,419</b>	<b>427,459,400</b>
<b>PAYMENTS</b>			
Compensation of Employees	4	193,873,166	177,287,580
Use of goods and services	5	249,836,976	179,806,887
Transfers to Other Government Units	6	871,181	~
Acquisition of Assets	7	16,667,016	70,359,063
<b>TOTAL PAYMENTS</b>		<b>461,248,339</b>	<b>427,453,530</b>
<b>SURPLUS/(DEFICIT)</b>		<b>324,080</b>	<b>5,870</b>

\* The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements.

## II. STATEMENT OF ASSETS

	Note	2015 –2016	2014-2015
		Kshs	Kshs
<b>FINANCIAL ASSETS</b>			
<b>Cash and Cash Equivalents</b>			
Bank Balances	8A	7,545,738	15,224,081
Cash Balances	8B	207,810	91,134
<b>Total Cash and cash equivalent</b>		<b>7,753,568</b>	<b>15,315,215</b>
Accounts receivables – Outstanding Imprests	9	1,787,636	1,693,416
<b>TOTAL FINANCIAL ASSETS</b>		<b>9,541,184</b>	<b>17,008,631</b>
<b>FINANCIAL LIABILITIES</b>			
Accounts Payables – Deposits and retentions	10	7,429,469	15,220,996
<b>NET FINANCIAL ASSETS</b>		<b>2,111,715</b>	<b>1,787,635</b>
<b>REPRESENTED BY</b>			
Fund balance b/fwd	11	1,787,635	1,781,765
Surplus/(Deficit) for the year		324,080	5,870
<b>NET FINANCIAL POSITION</b>		<b>2,111,715</b>	<b>1,787,635</b>

\* The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements.

### III. STATEMENT OF CASHFLOW

		2015 –2016	2014 – 2015
		Kshs	Kshs
<b>Receipts for operating income</b>			
Exchequer Releases	1	459,500,000	426,100,000
Other Revenues	3	2,072,419	965,400
<b>Payments for operating expenses</b>			
Compensation of Employees	4	(193,873,166)	(177,287,580)
Use of goods and services	5	(249,836,976)	(179,806,887)
Other grants and transfers	6	(871,181)	-
<b>Adjusted for:</b>			
(Increase)/decrease accounts receivable		(94,220)	81,593
(Decrease)/Increase in accounts payable		(7,791,527)	3,854,120
<b>Net cash flow from operating activities</b>		<b>9,105,349</b>	<b>73,906,646</b>
<b>CASHFLOW FROM INVESTING ACTIVITIES</b>			
Proceeds from Sale of Assets	2	-	394,000
Acquisition of Assets	7	(16,667,016)	(70,359,063)
<b>Net cash flows used in Investing Activities</b>		<b>(16,667,016)</b>	<b>(69,965,063)</b>
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENT</b>		<b>(7,561,667)</b>	<b>3,941,583</b>
<b>Cash and cash equivalent at BEGINNING of the year</b>		<b>15,315,215</b>	<b>11,373,632</b>
<b>Cash and cash equivalent at END of the year</b>		<b>7,753,548</b>	<b>15,315,215</b>

\* The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements.

#### IV. SUMMARY STATEMENT OF BUDGET EXECUTION: RECURRENT

Receipt/Expense Item	Printed Estimates	Supplementary Estimates	Final Approved Estimate (Net)	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation
	a	b	c=a+b	d	e=c-d	f=d/c %

##### RECEIPTS

Exchequer releases	437,500,000	38,048,410	475,548,410	459,500,000	16,048,410	97.09%
Other Receipts				2,072,419	2,072,419	100%
<b>Total</b>	<b>437,500,000</b>	<b>38,048,410</b>	<b>475,548,410</b>	<b>461,572,419</b>	<b>18,120,829</b>	<b>97.09%</b>

##### PAYMENTS

Compensation of Employees	184,000,000	10,000,000	194,000,000	193,873,166	126,834	99.93%
Use of goods and services	246,220,000	15,508,410	261,728,410	249,836,976	11,891,434	95.97%
Other grants and transfers	-	-	-	871,181	(871,181)	100%
Acquisition of Assets	7,280,000	12,540,000	19,820,000	16,667,016	3,152,984	84.09%
<b>Total</b>	<b>437,500,000</b>	<b>38,048,410</b>	<b>475,548,410</b>	<b>461,248,339</b>	<b>14,300,071</b>	<b>97.09%</b>

#### V. SUMMARY STATEMENT OF PROVISIONINGS

##### Details of General Accounts On Vote

	2015 – 2016	2014 – 2015
	Kshs	Kshs
GAV Provisioning account balance	(14,300,071)	(427,065,400)
<b>Total</b>	<b>(14,300,071)</b>	<b>(427,065,400)</b>

##### Details of Exchequer Provisioning

	2015 – 2016	2014 – 2015
	Kshs	Kshs
Exchequer Provisioning balance	(16,048,410)	(965,400)
<b>Total</b>	<b>(16,048,410)</b>	<b>(965,400)</b>

## **\*SIGNIFICANT ACCOUNTING POLICIES**

The principle accounting policies adopted in the preparation of these financial statements are set out below:

### **1. Statement of compliance and basis of preparation**

The financial statements have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS) with particular emphasis on Cash Basis Financial Reporting under the Cash Basis of Accounting and applicable government legislations and regulations. The financial statements comply with and conform to the form of presentation prescribed by the Public Sector Accounting Standards Board of Kenya.

The financial statements are presented in Kenya Shillings, which is the functional and reporting currency of the National Police Service Commission. The accounting policies adopted have been consistently applied to all the years presented.

The financial statements have been prepared on the cash basis following the Government's standard chart of accounts.

### **2. Recognition of receipts and expenses**

The National Police Service Commission recognises all receipts from the various sources when the event occurs and the related cash has actually been received by the National Police Service Commission. In addition, the National Police Service Commission recognises all expenses when the event occurs and the related cash has actually been paid out by the National Police Service Commission.

### **3. In-kind contributions**

In-kind contributions are donations that are made to the National Police Service Commission in the form of actual goods and/or services rather than in money or cash terms. These donations may include vehicles, equipment or personnel services. Where the financial value received for in-kind contributions can be reliably determined, the National Police Service Commission includes such value in the statement of receipts and payments both as revenue and as an expense in equal and opposite amounts; otherwise, the contribution is not recorded.

#### **4. Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year.

#### **5. Accounts Receivable**

For the purposes of these financial statements, imprests and advances to authorised public officers and/or institutions which were not surrendered or accounted for at the end of the financial year are treated as receivables. This is in recognition of the government practice where the imprest payments are recognized as expenditure when fully accounted for by the imprest holder or AIE holders. This is an enhancement to the cash accounting policy. Other accounts receivables are disclosed in the financial statements.

#### **6. Accounts Payable**

For the purposes of these financial statements, deposits and retentions held on behalf of third parties have been recognized as accounts payables. This is in recognition of the government practice of retaining a portion of contracted services and works pending fulfilment of obligations by the contractor and to hold deposits on behalf of third parties. This is an enhancement to the cash accounting policy adopted by National Government Ministries and agencies. Other liabilities including pending bills are disclosed in the financial statements.

#### **7. Non-current assets**

Non-current assets are expensed at the time of acquisition while disposal proceeds are recognized as receipts at the time of disposal. However, the acquisitions and disposals are reflected in the entity fixed asset register a summary of which is provided as a memorandum to these financial statements.

#### **8. Pending bills**

Pending bills consist of unpaid liabilities at the end of the financial year arising from contracted goods or services during the year or in past years. As pending bills do not involve the payment of cash in the reporting period, they are recorded as 'memorandum' or 'off-balance' items to provide a sense of the overall net cash position of the National Police Service Commission at the end of the year. Pending bill form a first charge to the subsequent year budget and when they are finally settled, such payments are included in the statement of receipts and payments in the year in which the payments are made.

## **9. Budget**

The budget is developed on the same accounting basis (cash basis), the same accounts classification basis, and for the same period as the financial statements. The National Police Service Commission's budget was approved as required by Law and as detailed in the Government of Kenya Budget Printed Estimates. A high-level assessment of the National Police Service Commission's actual performance against the comparable budget for the financial year under review has been included in an annex to these financial statements.

## **10. Comparative figures**

Where necessary comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

## **11. Subsequent events**

Events subsequent to submission of the financial year end financial statements to the National Treasury and other stakeholders with a significant impact on the financial statements may be adjusted with the concurrence of National Treasury.

## CHALLENGES AND WAY FORWARD



Above: NPSC Commissioners, senior staff members and Human Rights Watch delegation when they paid a courtesy call to NPSC offices.

### 7.1 CHALLENGES

The Commission has struggled with several challenges such as;

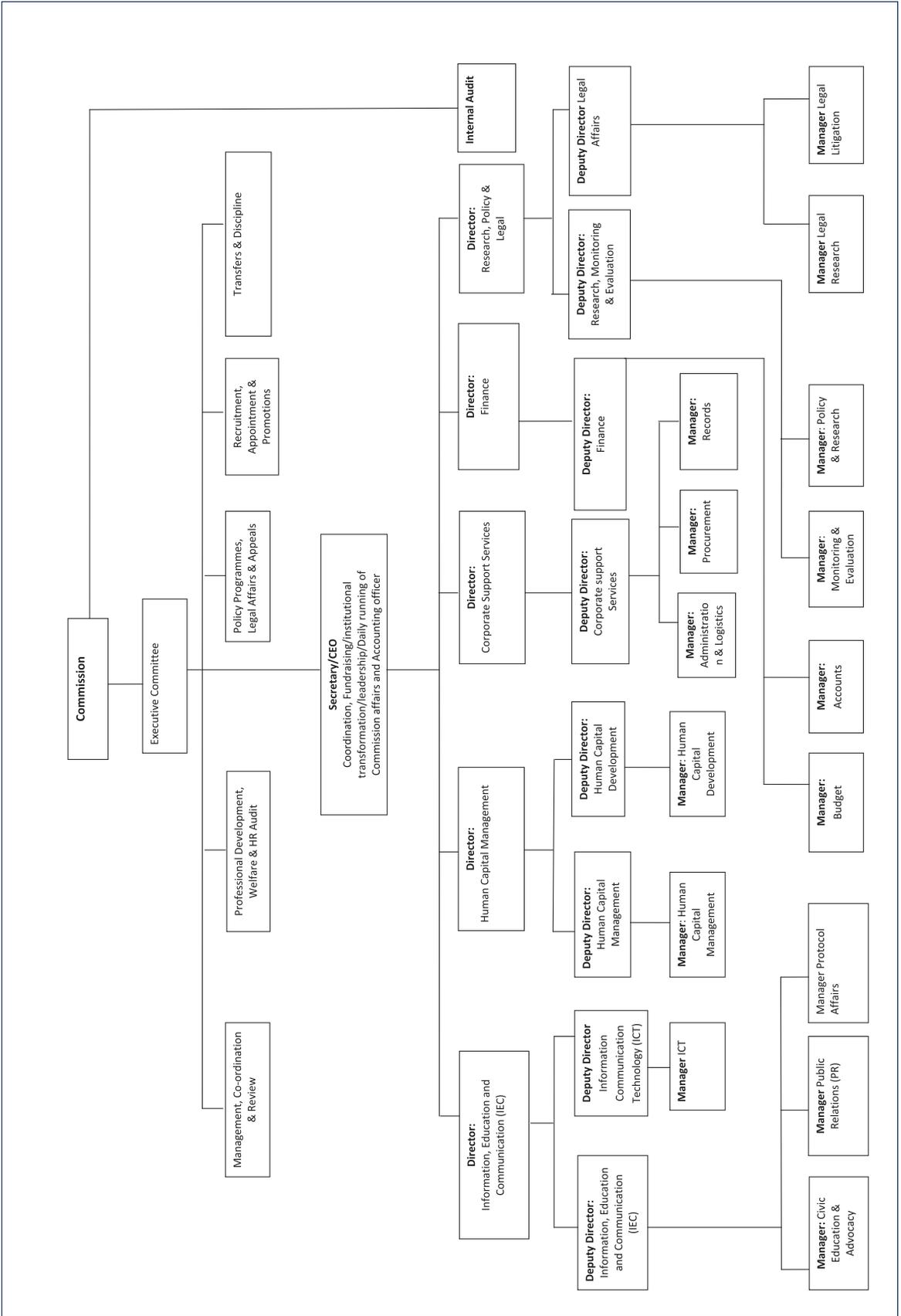
1. Inadequate information on main programs of the Commission and lack of supporting processes to strengthen awareness on the same.
2. Lack of adequate staff to facilitate the functions of the Commission.
3. Lack of adequate funds for equipment e.g. computers, printers and furniture.
4. Insufficient budgetary provision for activities of the Commission such as monitoring.
5. Inadequate capacity building of the Commission's staff in terms of training.
6. Slow automation of police records thus slowing down the decision making process.

### 7.2 WAY FORWARD

The Commission shall endeavor to do the following to address the challenges highlighted above;

1. Request for enhanced budgetary provision to facilitate the Commission's activities.
2. Request Treasury for authority to and budgeting provisions hire additional staff to boost the Commission's capacity.
3. Training of staff members to enhance their skills and enhance their service delivery.
4. Work with strategic partners to implement police reforms agenda.

# ORGANOGRAM









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