



# National Police Service Commission

## ANNUAL REPORT FY 2014/2015

*'Together we transform the Police Service for effective service delivery'*



## VISION

Champion of a dignified professional Police Service

## MISSION

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



The Commission continued to deliver its mandate as stipulated in the Constitution, the National Police Service Commission Act and the National Police Service Act. During the 2014/2015 financial year the Commission had Administrative structures effectively put in place to support the implementation of the Commission's agenda.

During the period under review, I am delighted to report that the Commission published its first Strategic Plan for the period 2014-2018 with the theme "Together we transform the police for effective service delivery." This plan is aimed at guiding the NPS in delivering its mandate as stipulated in Article 246(3) of the Constitution. The plan is also anchored on the expectations and aspirations of the Kenyan Constitution, Kenya Vision 2030, the Jubilee Government manifesto as well as the Second Medium Term Plan which is currently being implemented.

Vetting of members of the National Police Service continued in most parts of the country in the 2014/2015 financial year. A total of 993 officers in the ranks of Senior Superintendent of Police and Superintendent of Police were vetted throughout the country except in the North Eastern Region which will be targeted in the next financial year.

The 2014/2015 reporting period also saw the publication of various NPSC Regulations which are meant to provide fair procedures in guiding the human resource processes of the National Police Service. It is our hope that these policies will improve and harmonize the operations of the service so that police officers are served fairly and promptly.

Inadequate funding and the general insecurity witnessed in the country during the year under review were a challenge to the optimal implementation of the Commission's mandate. The Commission will however continue to engage for support from the Government and other development partners in its quest for mobilization of resources to undertake its various tasks. The Commission therefore appreciates and recognizes the support and collaboration offered by various stakeholders during the implementation of the Commission's mandate in the 2014/2015 financial year.

The continued delay in the filling of the two vacant positions of Commissioners in the Commission was also a major constraint to the functioning of the Commission. More would have been achieved in a shorter time if the two Commissioners were available.

Despite the challenges that the Commission experienced, it is the hope of the Commissioners and members of the Secretariat that the Commission will truly be 'a champion of a dignified Police Service' and a point of reference in upholding high standards of professionalism in the National Police Service.

JOHNSTON M. KAVULUDI, EBS, HSC

**CHAIRPERSON**



During the 2014/2015 reporting period, the Commission grew in terms of staff numbers required to bolster the workforce in the exercise of vetting members of the Police Service. The staff capacity was strengthened with an additional thirty four (34) officers through appointments, secondment and deployment.

During the same year the commission continued with vetting exercise of police officers as part of its mandate. This exercise gave the commissioners an opportunity to interact with senior officers who were being vetted to determine their competencies and suitability or otherwise to continue serving. The commission also used the vetting exercise to take stock of all skills and competencies that exist at the senior level of the service and the same was applied to place officers in the new ranks that have been created in the service.

The Commission also continued to foster cordial relationship with various stakeholders who were on board in various fora to enhance the workings of the Commission. Fruitful engagements with the National Assembly, Civil Society groups, the Police Reforms Steering Committee, United Nations Office on Drugs and Crime and the Security Governance Initiative are appreciated and commended.

In a bid to enhance professionalism in the Police Service, the Commission published regulations on Recruitment and Appointment, Transfers and Deployment, Promotions and Discipline for members of the National Police Service. The Commission is making efforts to widely publicize the regulations so that each police officer is aware of the procedures to be followed in the management of the Human Resources in the National Police Service.

As we transit into the next financial year, each member of the Commission will strive to better the gains we have made during this period and be inspired to contribute to the achievement of the Commission's mandate.

OJANGO OMUMU

COMMISSION SECRETARY/CHIEF EXECUTIVE OFFICER



Johnston M.Kavuludi,EBS,HSC  
**Commission Chairperson**



Murshid A. Mohamed  
**Commissioner**



Mary A.Owuor,Msc,Fsyt,Dco  
**Commissioner**



Ronald L. Musengi  
**Commissioner**



Joseph Boinnet (IG)  
**Commissioner**



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**Commissioner**



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



Dr. Maj. (Rtd) Shadrack Muiu  
**Commissioner**



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BENJAMIN O. OYILE  
**Director /Head of Vetting Secretariat**



This is the third annual report of the National Police Service Commission (NPSC) since it was established on the 5th October 2012. The Commission is established under article 246 of the Constitution and has the status and powers of a Commission established under Chapter 15 of the Constitution.

The Commission 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 Service.
- Observing due process, exercise disciplinary control over and remove persons holding or acting in offices within the service.
- Perform any other functions prescribed by National Legislation.

This 2014/2015 Annual Report is in line with the provisions of the National Police Service Commission Act, Section 26(1) which states that 'The Commission shall cause an Annual Report to be prepared for each financial year and ;(2) the Commission shall submit the Annual Report to the President and the National Assembly three months after the end of the year to which it relates.' This act also dictates the shape and scope that the Report should entail.

This report is made up of the following seven chapters:

Chapter 1: Policy and Regulations that the Commission has established over the last year.

Chapter 2: Human Capital Management which spells out the Commission's establishment and appointments.

Chapter 3: Gives highlights on the vetting of police officers during the year under review.

Chapter 4: Highlights the Realization of National Values and Principles of Governance.

Chapter 5: Collaboration with stakeholders and achievements of the Commission.

Chapter 6: Financial statements which show the Commission's finances and expenditure during the period under review.

Chapter 7: Challenges and Way Forward.

The report also contains various annexes, photographs, organogram and data bases on ethnic and regional diversity of the National Police Service.



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





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## CHAPTER ONE

### 1.1 REGULATIONS AND POLICY DEVELOPMENT

During the reporting period (July 2014 – June 2015), the Commission completed the development of regulations that are key to the Commission's mandate regarding human capital management procedures in the National Police Service. The published regulations include:

- The NPSC (Recruitment and Appointment) Regulations, published on 10th April 2015;
- The NPSC (Transfers and Deployment) Regulations published on 22nd May 2015;
- The NPSC (Promotions) Regulations published on 22nd May 2015; and
- The NPSC (Discipline) Regulations published on 22nd May 2015.

The aim of the regulations is to provide clear, objective and fair procedures that will guide human resource processes of the Service on the subject issues.

The Commission is currently undertaking the publicization of the contents of the regulations to members of the Service in order to ensure that police officers are aware of the new procedures in relation to recruitment and appointment, transfer, deployment, secondment and attachment, promotion and disciplinary procedures in the Service.

In the NPSC Strategic Plan 2014 – 2018, the Commission has also identified the policies and procedures to be developed by the Commission under the National Police Service Commission Act and National Police Service Act. The implementation matrix in the plan has highlighted the pending policies and regulations and the timelines within which the Commission is targeting to conclude on them. The pending policies and regulations include:

1. The procedure of application for engagement by police officers in trade and other businesses, in accordance with the law relating to matters of leadership and integrity under Article 80 of the Constitution, the Public Officer Ethics Act, the Leadership and Integrity Act, and establish an audit mechanism to oversee its compliance;
2. Regulations on recognition of Police Associations, also in view of the Corporative Societies Act, and to prescribe fees/rules, on receiving complaints from Associations;
3. Terms and conditions of service; retirement procedures and packages;
4. Scheme of service and standards to be employed for succession management;
5. How to investigate, monitor and evaluate organization and administration of personnel practices and make recommendations for its practical application;
6. Regulating the hours of duty for police officers and the keeping and signing of records of attendance;
7. Regulating and coordinating duties to be performed by police officers;



8. Regulating the granting of leave to police officers;
9. Recruitment and vetting of Reserve Police;
10. Code of Conduct for the NPS;
11. Training policy for the NPS;
12. Training curricula and oversight over training in the Service; and
13. Guidelines on examination and certification of police trainees.
14. Policies on matters including, standards and qualifications required by members of the Service on rank basis; Types of appointment and respective conditions; Appointment on probation; Letters of appointment;
15. Advisory Policies on welfare matters including housing, health care and benefits for members of the Service.

The procedure to be undertaken in developing regulations and policies includes:

1. Conduct of research and baseline surveys to provide a baseline guide on the existing circumstances and situation in the Service and provide recommendations for input into the policies and regulations.
2. Establish joint committees of members from the Commission and the Service to conduct the drafting of the policies and regulations.
3. Conduct targeted stakeholder consultations to provide input into the draft documents and fulfill requirements of public participation. The stakeholders and actors to be consulted include the police service, members of the public directly or through organized citizen groups and legislators.
4. Conduct validation sessions with the Commission and the Service to ensure input from consultations have been incorporated, and ensure the practical application of the drafted regulations and policies.
5. Gazettement of the regulations and policies through the Government Printers to make subsidiary law
6. Publicization of the regulations and policies, where applicable, to ensure the members of the Service to whom they apply understand and implement them.



## CHAPTER TWO

### HUMAN CAPITAL MANAGEMENT

#### 2.1 COMMISSION ESTABLISHMENT AND APPOINTMENTS

During the year under review, the Commission had an establishment of 147 personnel against an in-post of 74 officers, comprising both permanent & seconded staff. This number of staff remains far below the required staffing level hence poses a great challenge to the Commission's strive towards accomplishing its mandate, efficiently & effectively, as envisaged under Article 246 (3) of the constitution and section 10 of the NPSC Act. The budgetary allocation for the personal emoluments for the period was Kshs.178 million.

In an effort to enhance the staff capacity, the Commission recruited three (3) officers, sourced for eight (8) staff from the National Government on deployment, thirteen (13) on secondment; and another thirteen (13) staff were employed on contract terms of service to assist in the vetting of police officers. All these staff were deployed in the various departments within the Commission.

The Commission organized a five (5) day induction workshop at the CID Training School in South C for the entire NPSC employees. This was aimed at 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.

In order to address staff welfare, the Commission initiated the establishment of a staff pension scheme. The process for the establishment of the Commission Staff Welfare Association (CSWA) has been finalized and the constitution / bylaws for rolling it out have been put in place in readiness for its implementation in the 2015/2016 Financial Year.

Pursuant to the Commission's mandate, the Commission's internal Human Capital Advisory Committee in its sittings re-designated one Personal Assistant & appointed one clerical officer to communication officers, promoted one secretarial staff, confirmed a total of 28 staff on probationary terms to permanent terms of service, renewed contract of 24 temporary employees and approved the conversion of terms of service of six (6) Research officers from temporary to permanent terms of service. The Committee also handled six (6) disciplinary cases in which the officers were found culpable and were surcharged in accordance with the guiding regulations. See the summary below:

Issue handled	No.
Appointments	1
Re-designation	1
Conversion of terms of service	6
Promotions	1
Confirmation in appointment	28
Contract Renewal	24
Discipline	6



## 2.2 NPS RECRUITMENT AND APPOINTMENTS

As part of its functions, the commission in its Board meeting of October 29th 2014 appointed all the police officers who successfully went through the vetting process and were found suitable and competent to the new ranks of Senior Assistant Inspector General (SAIG), Assistant Inspector General (AIG) and Commissioner of Police (CP) as shown below. The officers had previously held the ranks of Senior Deputy Commissioner of Police I & II, Deputy Commissioner of Police (DCP), Senior Assistant Commissioner of Police (S/ACP) & Assistant Commissioner of Police (ACP). These old ranks have been rendered obsolete by the National Police service Act.

S/NO	KPS		APS		DCI		TOTAL		G/TOTAL
	M	F	M	F	M	F	M	F	
SAIG	5	0	2	0	1	0	10	0	8
AIG	29	2	18	0	12	4	59	6	65
CP	61	4	11	0	23	1	95	5	100

Where;

KPS is Kenya Police Service

APS is Administration Police Service

DCI is Directorate of Criminal Investigations

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 vide Delegation Instrument dated 10th April 2015 to the Inspector General (IG) to conduct the recruitment of 10,000 police constables. The IG conducted the recruitment of police constables on April 20th 2015 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 a Government initiative to improve security in the country by increasing the police to public ratio from 1:900 to 1:500. The Government intends to recruit over 10,000 officers per year.



Those recruited comprised 7,693 males and 2,280 females as shown below:

S/NO	Ethnicity/ Tribe	Kenya Police Service (KPS)			Administration Police Service (APS)			Grand Total
		Male	Fe- male	S/Total	Male	Female	S/Total	
1.	Bajuni	8	2	<b>10</b>	21	1	<b>22</b>	<b>32</b>
2.	Borana	65	32	<b>97</b>	40	7	<b>47</b>	<b>144</b>
3.	Burji	14	8	<b>22</b>	14	2	<b>16</b>	<b>38</b>
4.	Chonyi	11	8	<b>19</b>	36	5	<b>41</b>	<b>60</b>
5.	Digo	63	26	<b>89</b>	31	2	<b>33</b>	<b>122</b>
6.	Duruma	47	18	<b>65</b>	1	0	<b>1</b>	<b>66</b>
7.	Elmolo	0	1	<b>1</b>	49	16	<b>65</b>	<b>17</b>
8.	Embu	73	32	<b>105</b>	17	4	<b>21</b>	<b>126</b>
9.	Gabra	32	11	<b>43</b>	50	5	<b>55</b>	<b>98</b>
10.	Giriama	95	40	<b>135</b>	2	0	<b>2</b>	<b>137</b>
11.	Jibana	10	4	<b>14</b>	338	52	<b>390</b>	<b>404</b>
12.	Kamba	427	181	<b>608</b>	6	0	<b>6</b>	<b>614</b>
13.	Kambe	22	9	<b>31</b>	9	4	<b>13</b>	<b>44</b>
14.	Kauma	12	3	<b>15</b>	59	12	<b>71</b>	<b>86</b>
15.	Keiyo	93	32	<b>125</b>	512	69	<b>581</b>	<b>706</b>
16.	Kikuyu	548	242	<b>790</b>	187	27	<b>214</b>	<b>1004</b>
17.	Kipsigis	213	100	<b>313</b>	226	27	<b>253</b>	<b>566</b>
18.	Kisii	259	101	<b>360</b>	36	7	<b>43</b>	<b>403</b>
19.	Kuria	63	26	<b>89</b>	354	50	<b>404</b>	<b>493</b>
20.	Luhya	406	170	<b>576</b>	299	38	<b>337</b>	<b>913</b>
21.	Luo	303	123	<b>426</b>	86	9	<b>95</b>	<b>521</b>
22.	Maasai	87	30	<b>117</b>	42	5	<b>47</b>	<b>164</b>
23.	Marakwet	59	24	<b>83</b>	46	22	<b>68</b>	<b>151</b>
24.	Meru	254	110	<b>364</b>	207	38	<b>245</b>	<b>609</b>
25.	Nandi	239	104	<b>343</b>	136	25	<b>161</b>	<b>504</b>
26.	Njemps	7	3	<b>10</b>	5	0	<b>5</b>	<b>15</b>
27.	Nubian	18	6	<b>24</b>	6	0	<b>6</b>	<b>30</b>
28.	Orma	20	5	<b>25</b>	14	1	<b>15</b>	<b>40</b>
29.	Pokomo	50	19	<b>69</b>	25	0	<b>25</b>	<b>94</b>
30.	Pokot	47	19	<b>66</b>	17	6	<b>23</b>	<b>89</b>
31.	Rabai	21	13	<b>34</b>	58	12	<b>70</b>	<b>104</b>
32.	Rendille	31	12	<b>43</b>	10	3	<b>13</b>	<b>56</b>
33.	Ribe	8	4	<b>12</b>	12	2	<b>14</b>	<b>26</b>



34.	Sabaot	58	30	<b>88</b>	1	1	<b>2</b>	<b>90</b>
35.	Samburu	47	11	<b>58</b>	40	8	<b>48</b>	<b>106</b>
36.	Somali	118	30	<b>148</b>	29	5	<b>34</b>	<b>182</b>
37.	Suba	19	7	<b>26</b>	201	22	<b>223</b>	<b>249</b>
38.	Taita	73	28	<b>101</b>	15	2	<b>17</b>	<b>118</b>
39.	Taveta	16	10	<b>26</b>	48	5	<b>53</b>	<b>79</b>
40.	Teso	68	35	<b>103</b>	35	7	<b>42</b>	<b>145</b>
41.	Tugen	137	55	<b>192</b>	81	10	<b>91</b>	<b>283</b>
42.	Turkana	73	35	<b>108</b>	78	10	<b>88</b>	<b>196</b>
<b>TOTALS</b>		4214	1759	<b>5,973</b>	3479	521	<b>4,000</b>	<b>9,973</b>

### 2.3 HUMAN RESOURCE MANAGEMENT COMMITTEES

The commission also put in place four Human Resource Management Committees namely: 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 a range of matters affecting the NPS personnel and which are relevant to their respective areas. Each Committee is chaired by a Commissioner. The following are summary tables of the cases handled by the committees during the period under review.

#### Promotion & Confirmation cases

RANK	KPS		APS		DCI		TOTAL		G/ TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
<b>SSP</b>	0	0	52	2	0	0	52	2	54
<b>SP</b>	1	0	0	0	0	0	1	0	1
<b>ASP</b>	49	4	11	16	8	0	68	20	88
<b>CI</b>	238	24	1	0	121	6	360	30	390
<b>IP</b>	471	75	400	104	88	22	959	201	1160
<b>S/SGT</b>	17	0	4	0	0	0	21	0	21
<b>SGT</b>	53	3	162	7	0	2	215	12	227
<b>CPL</b>	74	6	64	9	10	1	148	16	164

#### POSTHUMOUS CONFIRMATION-APS

ITEM	SERVICE	MALE	FEMALE	TOTAL
Posthumous confirmation	APS	255	5	260



## 2.4 OTHER ISSUES HANDLED

ITEM	No.
Transfers	8071
Appeal on transfer	12
Request for transfer	6
Transfer of service	69
Discipline cases	25
Disciplinary Cases sent to the IG for action	323
Retirement	17
Secondment	31

## ETHNICITY & GENDER DISTRIBUTION IN THE NPS

S/ NO.	ETHNICITY/ TRIBE	KPS			APS			DCI		
		MALE	FE- MALE	TOTAL	MALES	FE- MALE	TOTAL	MALE	FE- MALE	TOTAL
1.	AJURAN	53	5	58	34	1	35	5	3	8
2.	BAJUN	108	14	122	155	29	184	10	2	12
3.	BASUBA	120	8	128	52	1	53	17	3	20
4.	BONI SANYA	7	2	9	17	3	20	2	0	2
5.	BORAN	432	60	492	774	82	856	50	12	62
6.	BURJI	78	14	92	61	1	62	10	1	11
7.	DASNACH & SHANGEL	3	0	3	0	0	73	1	0	1
	DEGODIA	33	7	40	72	1	3	0	0	0
8.	DOROBO	55	5	60	19	1	20	4	0	4
9.	ELMOLO	12	1	13	7	1	8	3	0	3
10.	EMBU	549	109	658	573	63	636	82	21	103
11.	GABRA	166	14	180	228	19	247	16	5	21
12.	GOSHA	0	0	0	14	1	15	0	0	0
13.	GUREEH	80	7	87	43	2	45	10	0	10
	KALENJIN	7,005	979	7,984	5785	549	6334	886	121	1007
14.	KAMBA	3,697	576	4,273	2841	442	3283	600	121	721
15.	KIKUYU	5,301	1,188	6,489	6437	1401	7838	765	250	1015
16.	KISII	1,893	339	2,232	1865	241	2106	259	48	307
17.	KURIA	360	47	407	270	35	305	46	2	48
18.	LUHYA	3,425	669	4,094	2903	446	3349	489	98	587
19.	LUO	2,516	493	3,009	2552	362	2914	377	75	452





## ETHNICITY & GENDER DISTRIBUTION IN THE NPS

20.	MAASAI	683	106	789	669	66	735	83	11	94
21.	MARULLE	7	0	7	13	0	13	0	0	0
	MBEERE	220	42	262	129	17	146	33	3	36
22.	MERU	2,241	427	2,668	1616	313	1929	297	56	353
23.	MIJI KENDA	1,616	251	1,867	1098	162	1260	181	29	210
24.	NJEMPS	105	8	113	20	3	23	12	0	12
25.	OGADEN	38	9	47	124	0	124	4	1	5
26.	ORMA	64	9	73	106	5	121	7	1	8
27.	OTHER KENYAN	89	10	99	0	0	0	7	5	12
28.	POKOMO	234	49	283	150	26	176	20	10	30
29.	POKOT	337	53	390	610	44	654	32	6	38
30.	RENDILE	101	13	114	60	2	62	12	2	14
31.	SAKUYE	24	3	27	10	1	11	1	0	1
32.	SAMBURU	322	25	347	469	41	510	34	3	37
33.	SOMALI SO STATE	835	104	939	1153	91	1244	109	18	127
34.	SWAHILI SHIRAZI	8	3	11	33	2	35	0	0	0
	TAITA	486	92	578	368	59	427	64	22	86
35.	TAVETA	60	11	71	51	6	57	6	2	8
36.	TESO	503	72	575	381	49	430	68	15	83
37.	THARAKA	118	20	138	45	6	51	13	1	14
38.	TURKANA	527	98	625	527	51	578	39	9	48
	<b>TOTAL</b>	<b>34511</b>	<b>5942</b>	<b>40453</b>	<b>32334</b>	<b>4625</b>	<b>36959</b>	<b>4654</b>	<b>956</b>	<b>5,610</b>



## VETTING OF POLICE OFFICERS DURING THE YEAR 2014-2015

### 3.1 VETTING OF POLICE OFFICERS

During the financial year 2014/2015, the Commission continued with the vetting of police officers which started in December 2013. The Commission vetted officers in the ranks of Senior Superintendent of Police (SSP) and Superintendent of Police (SP). The vetting of these officers was done in the counties and the Commission visited the following regions and vetted a total of 993 officers as indicated in the breakdown below;

S/No.	Region	Total No. of officers Vetted
1	Mombasa	71
2	Meru	73
3	Nyeri	130
4	Nakuru	110
5	Eldoret	99
6	Kakamega	78
7	Kisumu	102
8	Nairobi	330
<b>Grand Total</b>		<b>993</b>

In addition to the vetting of SSPs and SPs the Commission also vetted four ACPs, three of whom had missed out during the vetting of this ranks as they were out of the country on official duty and one was reinstated by the court.

### 3.2 REVIEW APPLICATION

The Commission received review applications from 12 officers in the rank of **ACPs** and **SACPs** who had failed vetting during the last financial year.

The review applications were processed and review decisions issued to the respective officers. Out of the twelve applications, the Commission reinstated two officers, upheld the removal of three officers and ordered the re-vetting of the remaining seven, a process that is ongoing.

### 3.3 RE-VETTING AS ORDERED BY THE COURT

During the same period the court ordered the re-vetting of two officers one in the rank of SDCP 1 and a DCP whose vetting was conducted and they are awaiting their decisions.

### 3.4 VETTING PROGRAMME (SOFTWARE)

During the year under review, the Commission was able to employ four professional programmers who are currently developing an ICT based vetting programme which will automate the entire vetting process to hasten the process of processing documents. Once this programme is in place, the vetting process will be more efficient while critical Human Resource data will be availed on a real time basis to aid in decision making at the Commission.



### 3.5 REVIEW OF VETTING MODEL AND TOOLS.

The Commission started the process of reviewing the vetting model as well as the vetting tools.

The reviewing of the vetting model was necessitated by the fact there was need to hasten the process so that we can allow police officers to fully concentrate on their work; there was also the budgetary constraint that the commission is facing.

The model was subjected to several stakeholders' fora where the participants gave valuable input all aimed at speeding up the vetting process in order to regain public confidence and reduce anxiety among police officers who are yet to be vetted. In addition, the two critical vetting tools namely Self Assessment and Wealth Declaration forms were amended to capture more and precise information about the officers to be vetted so as to reduce the number of police officers that will have to appear for face to face interview as envisaged in the new vetting model.



## CHAPTER FOUR

### REALIZATION OF NATIONAL VALUES AND PRINCIPLES OF GOVERNANCE

#### 4.0 INTRODUCTION

In accordance with section 10 of the Constitution, it is a requirement that national values and principles of governance bind all state organs, of which the National Police Service Commission (NPSC) is one.

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 ensuring in its human resource practices that the face of Kenya is achieved when employing staff from various cadres. By observing tribal and regional balance in recruitment of police officers, this principle has been attained.

#### 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 including the vetting of police officers and during the development of policies and regulations on appointment, recruitment, transfers and promotions. These have since been gazetted.

#### 4.3 HUMAN DIGNITY

The Commission has continued to uphold human dignity. 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 the human 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 tolerance on issues that fall below the threshold of chapter six of the Constitution of Kenya. During the vetting process, officers found unsuitable and incompetent have been relieved of their duties.

#### 4.5 TRANSPARENCY AND ACCOUNTABILITY

The Commission continues to work hand in hand with other Commissions and Government Agencies in ensuring that all our activities are carried out above board.

The vetting has seen the Commission incorporate members of other bodies and Commissions e.g. the Law Society of Kenya, the Kenya National Commission for Human Rights, Gender and Equality Commission, the County Governments through their respective County 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 intends both the internal and external publics to know.

The NPSC website has also been revamped and active; it received over 2.5 million hits during the period under review.



## CHAPTER FIVE

### REALIZATION OF NATIONAL VALUES AND PRINCIPLES OF GOVERNANCE

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The NPSC website has also been revamped and active; it received over 2.5 million hits during the period under review.



- **Security Governance Initiative (SGI)**

During the reporting period, the Commission hosted a delegation from the United States of America headed by Ambassador Pamela Bridgewater. The delegation was in the country conducting an assessment of the needs of security institutions in order to inform the nature of support from the US. The SGI team returned in April 2015 having identified the areas of support to Kenya to be in the Administration of Justice sector, Border Management and Police Human Resource management; the latter of which is handled by the Commission. The Commission hosted the sub-committee discussing the needs to meet optimum Police Human Resource management and identified key activities that need to be undertaken in the short, medium and long term. Under this programme the commission will specifically focus on the following key areas;

1. Building of a human resources information management system to automate personnel records within NPS and NPSC
2. Develop implement and conduct training on human resource manuals, policies and regulations.
3. Use advocacy and communication to ensure cooperation between members of the public, NPSC, NPS as well as other stakeholders on the implementation of the new manuals, policies and regulations.
4. Strengthen relationships between the NPS, NPSC and other actors within Kenya's criminal Justice system, including state prosecutors and judicial officers.

- **Support from UNODC**

During the period, the United Nations Office on Drugs and Crime provided technical support and facilitation to the Commission on a number of areas including:

- The formulation of the NPSC Strategic Plan through provision of a consultant for technical support and the facilitation of NPSC workshops that were necessary to conclude the document.
- Provision of logistical support to the Commission during some crucial stakeholder sessions seeking input into the draft NPSC Regulations, now completed.
- The facilitation of an engagement between the Commission and stakeholders on the vetting process. The Commission is in the process of reviewing the vetting model in order to fast track the vetting process while ensuring the cost effectiveness of the process.

## 5.2 ACHIEVEMENTS

Over the year 2014/2015 the Commission has been able to achieve the following:

- Website-the department was able to revitalize the website, with constant and timely information. During the first half of 2015, the NPSC website received 2 million hits alongside other social media like twitter and facebook we have been able to increase our reach as shown by the increased number of downloads.



- Establishment of an internal newsletter, THE NPSC BULLETIN. Five editions were printed in the months of October 2014, November 2014, December 2014, April 2015 and May 2015.
- Participation in Nairobi ASK Show from 29th September to 5th October 2014. We were able to meet and interact with a number of our stakeholders.
- Enhanced staffing levels, the Commission was able to bring on board additional Information Officers and a Graphic Designer.
- Interactive internal notice board- this has been put in place to enable the NPSC put up various important notices that can put across key messages especially for our internal publics.
- Photography:-Enhanced documentation following the acquisition of a still camera during the period.
- NPSC Signboard:-Design, Production & Erection of directional sign
- 10 Roll up banners depicting our Vision and Mission.
- Production of audio video on vetting which has since been uploaded on the website.
- Production of a 15 minute video on Police Recruitment which has since attracted 26,000 hits.
- TV and Radio Programmes on recruitment where the Chairperson and Commissioners were able to talk about the exercise.
- Placement of various advertisements in the national print media and the New Look Kenya Publication.
- Recruited 4 new ICT Officers.
- Acquired 20 Computers-currently the ratio is reduced to 1:4
- Acquired an IP-PABX for the Commission internal and external communication.
- Design, Installation and Commissioning of an automated Vetting tool and software.
- Put a Draft ICT Policy in place awaiting Commission's board approval.
- Strengthened the staff capacity with additional thirty four (34) officers through appointments, secondment and deployment.
- Mounted a five (5) day induction workshop for the entire staff of the Commission .
- Establishment of NPSC staff pension scheme in progress.
- Staff welfare-constitution/bylaws ready for implementation.
- Development of schemes of service for the National Police Service in progress.



- Initiated the ongoing development of staff establishment and organogram for the civilian personnel in the National Police Service.
- Initiated the curriculum development for the training institutions within the formed service.
- Initiated salary structure for the Director of Criminal Investigations and approval for the package given by the Salaries and Remuneration Commission.
- Vetting of 1,072 police officers in the rank of SSPs, SPs & ASPs.
- Vetting of one police officer in the rank of S/ACP and two police officers in the rank of ACPs, who were out of the country.
- Re-vetted two officers in the rank of SDCP I and D/CAP, following a court directive.
- Conducted vetting reviews for 12 police officers in the ranks of SACPs & ACPs who had previously failed vetting





## CHAPTER SIX

### FINANCIAL STATEMENTS

#### REPORTS AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED JUNE 30, 2015

##### 6.1 STATEMENT OF RECEIPTS AND PAYMENTS

	<b>2014-2015</b>	<b>2013-2014</b>
	<b>Kshs</b>	<b>Kshs</b>
<b>RECEIPTS</b>		
Exchequer releases	426,100,000	322,000,000
Proceeds from Sale of Assets	394,000	308,000
Other Receipts	965,400	8,369,284
<b>TOTAL RECEIPTS</b>	<b>427,459,400</b>	<b>330,677,284</b>
<b>PAYMENTS</b>		
Compensation of Employees	177,287,580	101,782,748
Use of goods and services	179,806,887	154,826,798
Transfers to Other Government Units	-	12,503,711
Acquisition of Assets	70,359,063	65,297,449
<b>TOTAL PAYMENTS</b>	<b>427,453,530</b>	<b>334,410,706</b>
<b>SURPLUS/DEFICIT</b>	<b>5,870</b>	<b>(3,733,422)</b>

##### 6.2 STATEMENT OF ASSETS

	<b>2014-2015</b>	<b>2013-2014</b>
	<b>Kshs</b>	<b>Kshs</b>
<b>FINANCIAL ASSETS</b>		
<b>Cash and Cash Equivalents</b>		
Bank Balances	15,224,071	11,367,146
Cash Balances	91,134	6,486
Outstanding Imprests and Advances	-	-
<b>Total Cash and cash equivalent</b>	<b>15,315,205</b>	<b>11,373,632</b>



Accounts receivables – Outstanding	200,000	1,775,010
Imprests		
<b>TOTAL FINANCIAL ASSETS</b>	<b>15,515,205</b>	<b>13,148,642</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts Payables – Deposits and retentions	15,502,580	-
<b>NET FINANCIAL ASSETS</b>	<b><u>12,625</u></b>	<b><u>13,148,642</u></b>
<b>REPRESENTED BY</b>		
<b>Fund balance b/fwd</b>	6,755	16,882,064
<b>Surplus/Deficit for the year</b>	5,870	(3,733,422)
<b>NET FINANCIAL POSITION</b>	<b><u>12,625</u></b>	<b><u>13,148,642</u></b>

### 6.3 STATEMENT OF CASHFLOW

	2014 - 2015	2013 - 2014
	Kshs	Kshs
<b>Receipts for operating income</b>		
Exchequer Releases	426,100,000	322,000,000
Other Revenues/Receipts	965,400	308,000
<b>Payments for operating expenses</b>		
Compensation of Employees	177,287,580	101,782,748
Use of goods and services	179,806,887	154,826,798
Other grants and transfers		12,503,711
<b>Adjusted for:</b>		
Adjustments during the year	15,302,580	-
<b>Net cash flow from operating activities</b>	<b>85,273,513</b>	<b>53,194,743</b>
<b>CASHFLOW FROM INVESTING ACTIVITIES</b>		
Proceeds from Sale of Assets	394,000	-
Acquisition of Assets	70,359,063	65,297,449
<b>Net cash flows from Investing Activities</b>	<b>-69,965,063</b>	<b>-65,297,449</b>



<b>CASHFLOW FROM BORROWING ACTIVITIES</b>		
Proceeds from Domestic Borrowings	-	8,369,284
<b>Net cash flow from financing activities</b>	-	<b>8,369,284</b>
<b>NET INCREASE IN CASH AND CASH EQUIVALENT</b>	<b>15,308,450</b>	<b>-3,733,422</b>
<b>Cash and cash equivalent at BEGINNING of the year</b>	<b>6,755</b>	<b>16,882,064</b>
<b>Cash and cash equivalent at END of the year</b>	<b>15,315,205</b>	<b>13,148,642</b>

#### 6.4 SUMMARY STATEMENT OF APPROPRIATION: RECURRENT

Receipt/Expense Item	Original Budget	Adjustments	Final Budget	Actual on Comparable Basis	Budget Utilisation Difference	% of Utilisation
	a	b	c=a+b	d	e=c-d	f=d/c %
<b>RECEIPTS</b>						
Exchequer releases & Other Receipts	278,199,240	192,394,000	470,593,240	427,065,400	43,527,840	91%
Proceeds from Sale of Assets (AIA)			394,000	394,000		100%
<b>PAYMENTS</b>						
Compensation of Employees	178,000,000		178,000,000	177,287,580	712,420	99.6%
Use of goods and services	91,702,390	121,494,000	231,196,390	179,806,887	51,389,503	77.77%
Acquisition of Assets	8,416,850	70,900,000	79,316,850	70,359,063	8,957,787	88.71%
<b>TOTALS</b>	<b>278,119,240</b>	<b>192,394,000</b>	<b>470,513,240</b>	<b>427,453,530</b>	<b>43,059,710</b>	<b>90.84%</b>



## CHAPTER SEVEN

### CHALLENGES AND WAY FORWARD

#### 7.1 CHALLENGES

- Due to constrained Sector ceiling, there is inadequate budget provision to carry out planned activities.
- Delayed release and approval of supplementary budgets delay implementation of programmed activities.
- Low level of staffing across the board.
- Staff Training Projections not accomplished due to inadequate funds
- Insufficient number of equipments for staff use.
- High number of litigation against the Commission arising from vetting decisions.
- Numerous policies and regulations still pending due to limited skills capacity.
- Lack of adequate equipment and expertise to support use of IFMIS and E-procure systems.

In order to mitigate against most of the above mentioned challenges the commission will continue to expand its partnership with donors as well the key stakeholders who have continued to assist the commission.

#### 7.2 WAY FORWARD

- Strengthen Commission's negotiation team to Sector Budget allocations Committee.
- Carry out a baseline survey on Skill gaps and training assessment needs.
- Fast track formulation of the an M&E framework
- Purchase of desktops and laptops to bring the computer ratio per staff to 1:2 as per the Strategic Plan.
- Upscale outreach and sensitization of Public



NPSC Chairman Johnston Kavuludi (R) presenting vetting guidelines to Uasi Ngishu governor Jackson Mandago



Commissioner Murshid Mohamed (L) and Commissioner Ronald Musengi (Middle) going through 2014-15 crime report at County Commandant's office in Uasi Ngishu county



Commissioner Ronald Musengi (in suit) inspecting a recent built dormitory for the 2015 recruits at the AP training college in Embakasi



Commissioner Murshid Mohamed chairing a session of the Joint Security Governance Initiative at the NPSC boardroom in Sky Park plaza. Extreme right is Ambassador Bridgewaters leading the US delegation



Commissioner Mary Owuor chairing a vetting panel



NPSC Chairman Johnston Kavuludi (R) chairing a vetting panel



Kakamega governor Wycliff Oparanya and NPSC Chairman Johnston Kavuludi flag off police vehicles that were donated by the county government for use within the county



NPSC Chairman Johnston Kavuludi meets members of the Public Committee in Kiembeni, Mombasa

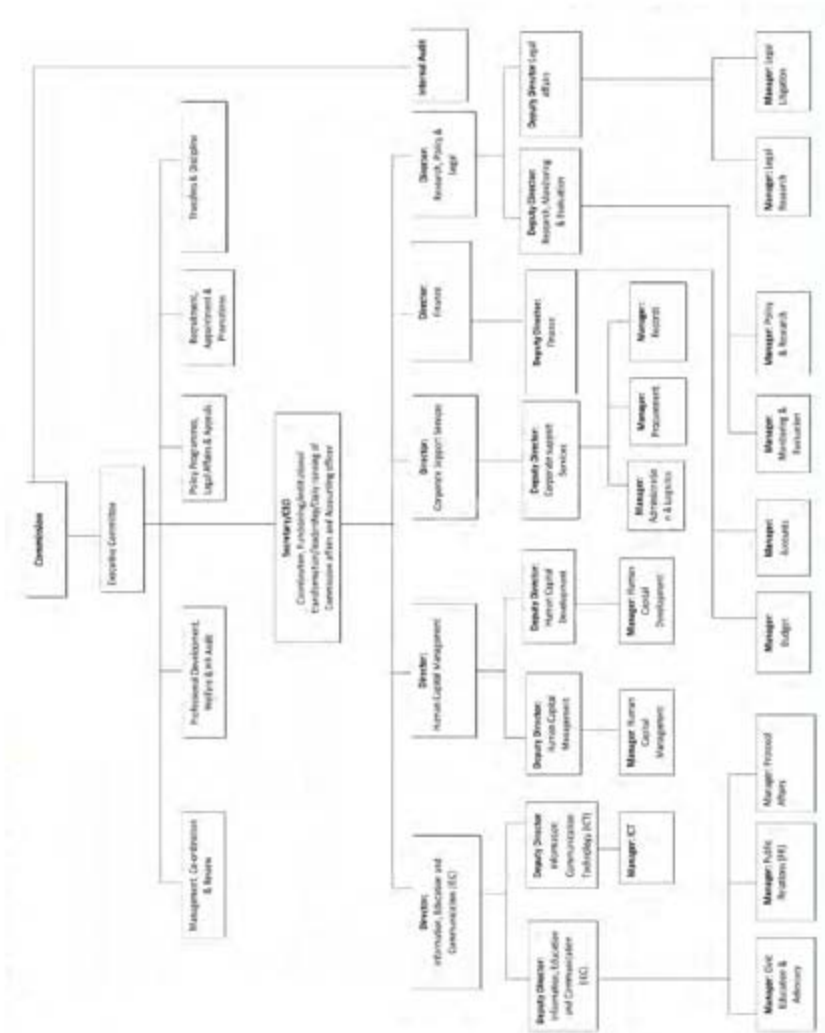




The Parliamentary COmmittee on delegated legislation led by Chairman Willian Cheptumo pictured in a meeting with NPSC Commissioners and staff at a meeting in Mombasa



# I. ORANOGRAM





## II. GENDER & ETHNIC DISAGGREGATION

### NATIONAL POLICE SERVICE –PERSONNEL GENDER & ETHNIC DISTRIBUTION AS AT JUNE 30TH2015

S/ NO	ETHNIC- ITY	KENYA POLICE SER- VICE (KPS)			ADMINISTRATION POLICE SERVICE (APS)			DIRECTORATE OF CRIMINAL INVES- TIGATIONS (DCI)			NATIONAL POLICE SER- VICE TOTAL PERSONNEL		
		M	F	S/TO- TAL	M	F	S/TO- TAL	M	F	S/ TO- TAL	M	F	G/TO- TAL
1.	AJURAN	53	5	58	34	1	35	5	3	8	92	8	100
2.	BAJUN	108	14	122	155	29	184	10	2	12	273	45	318
3.	BASUBA	120	8	128	52	1	53	17	3	20	189	12	201
4.	BONI SANYA	7	2	9	17	3	20	2	0	2	26	5	31
5.	BORAN	432	60	492	774	82	856	50	12	62	1,256	154	1,410
6.	BURJI	78	14	92	61	1	62	10	1	11	149	16	165
7.	DASNACH & SHAN- GEL	3	0	3	0	0	73	1	0	1	4	0	4
	DEGODIA	33	7	40	72	1	3	0	0	0	105	8	113
8.	DOROBO	55	5	60	19	1	20	4	0	4	78	6	84
9.	ELMOLO	12	1	13	7	1	8	3	0	3	22	2	24
10.	EMBU	549	109	658	573	63	636	82	21	103	1204	193	1,397
11.	GABRA	166	14	180	228	19	247	16	5	21	410	38	448
12.	GOSHA	0	0	0	14	1	15	0	0	0	14	1	15
13.	GUREEH	80	7	87	43	2	45	10	0	10	133	9	142
	KALENJIN	7,005	979	7,984	5,785	549	6,334	886	121	1007	13,676	1,649	15,325
14.	KAMBA	3,697	576	4,273	2,841	442	3,283	600	121	721	7,138	1,139	8,277
15.	KIKUYU	5,301	1,188	6,489	6,437	1,401	7,838	765	250	1015	12,503	2,839	15,342
16.	KISII	1,893	339	2,232	1,865	241	2,106	259	48	307	4,017	628	4,645
17.	KURIA	360	47	407	270	35	305	46	2	48	676	84	760
18.	LUHYA	3,425	669	4,094	2,903	446	3,349	489	98	587	6,817	1,213	8,030
19.	LUO	2,516	493	3,009	2,552	362	2,914	377	75	452	5,445	930	6,375
20.	MAASAI	683	106	789	669	66	735	83	11	94	1,435	183	1,618
21.	MARULLE	7	0	7	13	0	13	0	0	0	20	0	20
	MBEERE	220	42	262	129	17	146	33	3	36	382	62	444
22.	MERU	2,241	427	2,668	1,616	313	1,929	297	56	353	4,154	796	4,950
23.	MIJI KENDA	1,616	251	1,867	1,098	162	1,260	181	29	210	2,895	442	3,337
24.	NJEMPS	105	8	113	20	3	23	12	0	12	137	11	148
25.	OGADEN	38	9	47	124	0	124	4	1	5	166	10	176
26.	ORMA	64	9	73	106	5	121	7	1	8	177	15	192
27.	OTHER KENYAN	89	10	99	0	0	0	7	5	12	96	15	111
28.	POKOMO	234	49	283	150	26	176	20	10	30	404	85	489

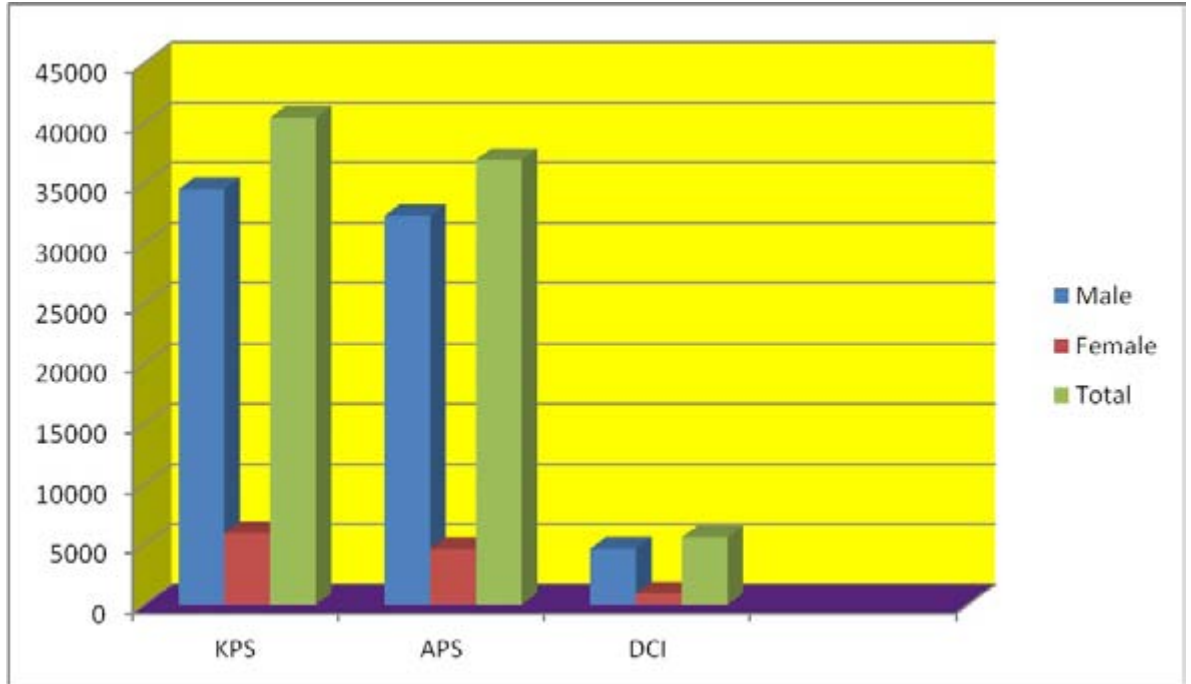
NATIONAL POLICE SERVICE COMMISSION | ANNUAL REPORT 2014/2015



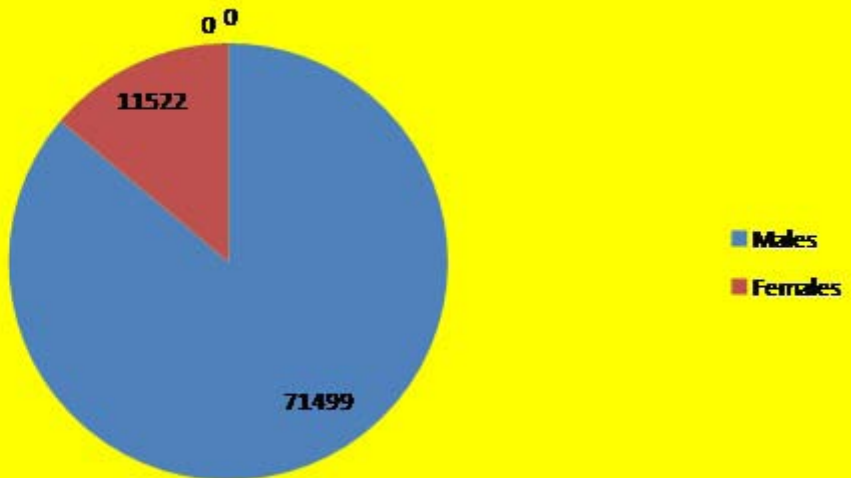
<b>29.</b>	<b>POKOT</b>	337	53	<b>390</b>	610	44	<b>654</b>	32	6	<b>38</b>	<b>979</b>	<b>103</b>	<b>1082</b>
<b>30.</b>	<b>RENDILE</b>	101	13	<b>114</b>	60	2	<b>62</b>	12	2	<b>14</b>	<b>173</b>	<b>17</b>	<b>190</b>
<b>31.</b>	<b>SAKUYE</b>	24	3	<b>27</b>	10	1	<b>11</b>	1	0	<b>1</b>	<b>35</b>	<b>4</b>	<b>39</b>
<b>32.</b>	<b>SAMBURU</b>	322	25	<b>347</b>	469	41	<b>510</b>	34	3	<b>37</b>	<b>825</b>	<b>69</b>	<b>894</b>
<b>33.</b>	<b>SOMALI S STATE</b>	835	104	<b>939</b>	1153	91	<b>1244</b>	109	18	<b>127</b>	<b>2,097</b>	<b>213</b>	<b>2,310</b>
<b>34.</b>	<b>SWAHILI SHIRAZI</b>	8	3	<b>11</b>	33	2	<b>35</b>	0	0	<b>0</b>	<b>41</b>	<b>5</b>	<b>46</b>
	<b>TAITA</b>	486	92	<b>578</b>	368	59	<b>427</b>	64	22	<b>86</b>	<b>918</b>	<b>173</b>	<b>1091</b>
<b>35.</b>	<b>TAVETA</b>	60	11	<b>71</b>	51	6	<b>57</b>	6	2	<b>8</b>	<b>117</b>	<b>19</b>	<b>136</b>
<b>36.</b>	<b>TESO</b>	503	72	<b>575</b>	381	49	<b>430</b>	68	15	<b>83</b>	<b>952</b>	<b>136</b>	<b>1088</b>
<b>37.</b>	<b>THARAKA</b>	118	20	<b>138</b>	45	6	<b>51</b>	13	1	<b>14</b>	<b>176</b>	<b>27</b>	<b>203</b>
<b>38.</b>	<b>TURKANA</b>	527	98	<b>625</b>	527	51	<b>578</b>	39	9	<b>48</b>	<b>1,093</b>	<b>158</b>	<b>1,251</b>
	<b>TOTAL</b>	<b>34511</b>	<b>5942</b>	<b>40453</b>	<b>32334</b>	<b>4625</b>	<b>36959</b>	<b>4654</b>	<b>956</b>	<b>5,610</b>	<b>71,499</b>	<b>11522</b>	<b>83021</b>



## GENDER DISTRIBUTION PER SERVICE

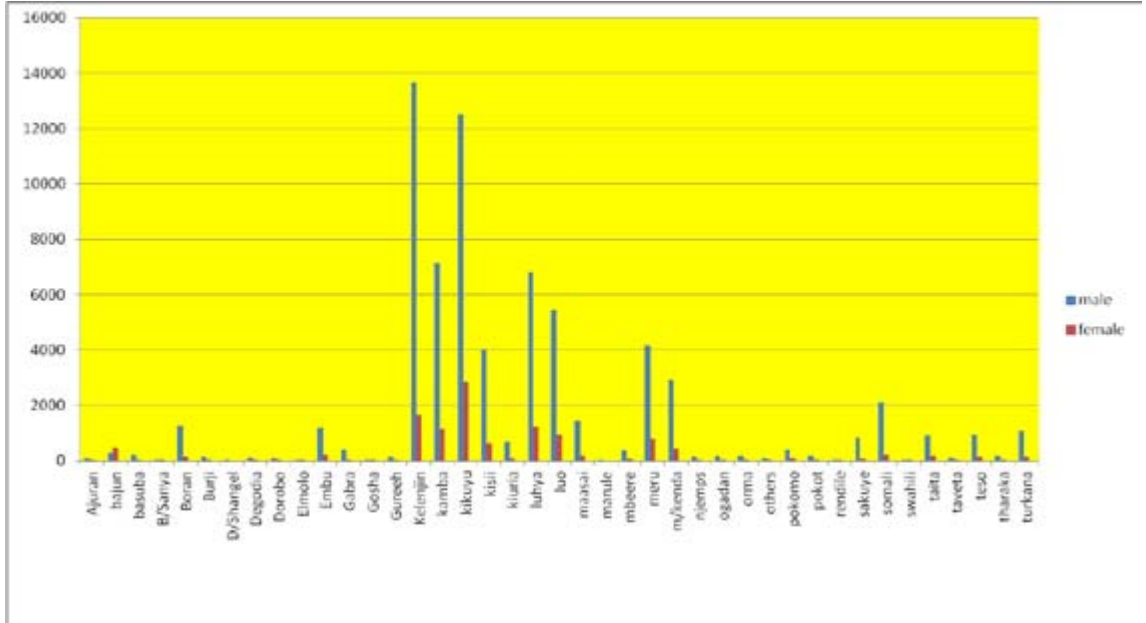


## GENDER DISTRIBUTION IN NPS.





# ETHNIC DISTRIBUTION IN NPS







National Police Service Commission  
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