

**SECURITY SECTOR REFORMS INFLUENCING TRANSFORMATION OF  
NATIONAL POLICE SERVICE, NAIROBI AND KIAMBU COUNTIES,  
KENYA**

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**A Thesis Submitted in partial fulfillment of the requirements for the awards of  
degree of Doctor of Philosophy in Peace and Conflict Studies of Masinde Muliro  
University of Science and Technology**

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## DECLARATION AND CERTIFICATION

### Declaration by Candidate

This thesis is my original work prepared with no other than the indicated sources and support and has not been submitted elsewhere for a degree or any other award.

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## **DEDICATION**

To my wife and my mother who are my greatest admirers in my success journey. They are women of virtue and substance. Secondly, to the National Police Service who has supported me all the years and my yearning is to have a transformed service admired by members of the public.

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## ABSTRACT

Globally, police are confronted with the ever-changing security scenario that demands for police reforms that enhances effective service delivery. The major police reform documents and Task Forces since 2000 and other studies provides for an ambitious set of reform processes aimed at addressing a long term negative perception of the police in Kenya. The National Police Service has been depicted as abusive, corrupt, and ineffective hence national yearning for police transformation. Instead decline in crime during the period covered with clamor for police reforms the crime has increased in Kenya, most of which have not investigated on how SSR influence transformation of NPS. The general objective of this study was to investigate how Security Sector Reforms (police reforms) influences transformation of National Police Service in Kenya. The study was guided by the following specific objectives: to explore concept of Security Sector Reforms in the context of Kenya National Police Service, to assess influence of Security Sector Reforms on National Police Service transformation and to evaluate challenges entailed in Security Sector Reforms on the transformation of National Police Service (NPS) in Kenya. The study was informed by the following theories: Expectancy Theory by Vroom and Lewin's Theory of Change. This research was conducted using ex post facto design employing mixed method approach in data collection. The target population was law enforcement officers of National Police Service in Nairobi and Kiambu County and other security stakeholders. The sample size was 399 respondents. Nairobi was chosen because it houses many formations of the NPS and proximity to offices of commissions and civil societies and Kiambu because of community policing model at Kikuyu division. The study used probability and non- probability sampling methods. The purposive sampling was used to select the KPS Divisions and APS sub-counties and members of commissions, and directorates. The junior officers from KPS and APS were selected randomly from five sub-counties depending on crime rates and geographical areas. The main research instruments used were: Questionnaires, Interview Schedules, observation and Focus Groups. Quantitative data was analyzed using descriptive statistics by use of SPSS software. Data was presented in the form of frequency distribution tables, graphs and pie charts. Qualitative. Data from open-ended questions, interview guide and focus group discussion used critical discourse analysis, data analysis spiral and narrative analysis. The study found out that most of the respondents interviewed were familiar with the term security reforms but superficial in terms of implementation. That police reforms have not been realized and police reforms face opposition ranging from organization inertia to individual inertia and were brought by lack training and inclusion of junior officers, lack of motivation, inconsistency in reward, promotion, poor housing and unfairness in training. The overall conclusion is that the NPS need an in-depth transformation for better service delivery and bring out confidence of the citizens. The study recommended that: police officers should be trained and this involves police reforms and transformation. The government should improve the welfare of police officers by paying them well. Further study should be done on the impact of leadership and management in police transformation and resource allocation through directorate of psychological counseling to deal with psychological challenges to ensure effective service delivery.

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## **ABBREVIATIONS AND ACRONYMS**

ACEC	Anti-Corruption and Economic Crimes
APSP	Administration Police Strategic Plan
APTC	Administration Police Training College
APS	Administration Police Service
CHRP	Centre for Human Rights and Peace
CIPEV	Commission of Inquiry into Post-Election Violence
CPP	Canada Pension Plan
CIPD	Chartered Institute of Personnel and Development
CRC	Crime Research Center
CRISE	Centre for Research on Inequality, Human Security and Ethnicity
COK	Constitution of Kenya
CSO	Civil Society Organizations
CPI	California Personality Inventory
DCIO	Divisional Criminal Investigation Officer
DCI	Directorate of Criminal Investigation
DCRC	Director Crime Research Center
EACC	Ethics and Anti-Corruption Commission

ECO	Ever Changing Organizations
ECOMOG	ECOWAS Monitoring Group
ECOWAS	Economic Community of West African States
EPPS	Edwards Personality Preference Schedule
ERSWC	Economic Recovery Strategy for Wealth and Employment Creation
FGD	Focus Group Discussions
GK	Government of Kenya
GSU	General Service Unit
GCDCAF	Geneva Centre for the Democratic Control of the Armed Forces
HD	Home Department
IACP	International Association of Chief of Police
IAU	Internal Affairs Unit
IBEACO	Imperial British East Africa Company
ICD	Independent Complaints Directorate
ICT	Information, Communication and Technology
ICTJ	International Centre for Transitional Justice
ICPC	International Center for Policy and Conflict
IEDS	Improvised and Explosive Devices

IG	Inspector General
IMLU	Independent Medical Legal Unit
IPOA	Independent Policing Oversight Authority
KIE	Kenya Institute of Administration
KRA	Kenya Revenue Authority
KNCHR	Kenya National Commission on Human Rights
KPS	Kenya Police Service
MBWA	Management by Walking Around
MIS	Management Information Systems
MMPI	Minnesota Multiphasic Personality Inventory
MRC	Mombasa Republican Council
NASSEP	National Sample Survey and Evaluation Programme
NARC	National Rainbow Coalition
NIMES	National Integrated Monitoring and Evaluation System
NPF	Nigeria Police Force
NPS	National Police Service
NPSC	National Police Service Commission
NSIS	National Security Intelligence Service
NYS	National Youth Service

NTFPR	National Task Force on Police Reforms
PESTLE	Political Economic Social-culture, Technological Legal and Environment
PEV	Post-Election Violence
PRTF	Police Reforms Task Force
PRIC	Police Reforms Implementation Committee
PRTF	Police Reforms Task Force
PSVS	Primary Sampling Units
IPI	Inward Personality Inventory
IMLU	Independence Medico-Legal Unit
SAPS	South Africa police service
USIU	United States International University
UNSGs	United Nation Secretary General
OCS	Officer Commanding Police Station
OCPD	Officer Commanding Police Division
OSIEA	Open Society Initiative of Eastern Africa
RDU	Rapid Deployment Unit
SALWS	Small Arms and Light Weapons
SPSS	Statistical Packages for Social Sciences

SSR	Security Sector Reforms
SWOT	Strength Weakness Opportunity
UN	United Nations
UNODC	United Nations Office of Drugs and Crime
VIP	Very Important Person
WAY	World Youth Alliance

## OPERATIONALIZATION OF KEY CONCEPTS

**Burnout:** Wearing out or becoming exhausted by reason of excessive demands of police work.

**Counseling:** It is a skilled relationship between a counselor and a client that is designed to help police officers to deal with issues in policing.

**Community Policing:** Model of policing which encourages community partnership with police.

**Homeostasis:** When the body tries to keep stability during crisis in policing.

**Human rights:** These are universal legal guarantees protecting individuals and groups against actions by government that interfere with fundamental freedoms and human rights.

**Nyumba Kumi Initiative:** A model of community policing where ten neighbouring families come together to consider their own security.

**Norms:** Appropriate police behaviors and attitudes which they are expected to perform.

**Organizational inertia:** The forces inside the police organization that make it resistant to change.

**Organizational culture:** Collectively shared values, artifacts and norms in police organization.

**Performance:** What is expected of the police officers as they undertake their sworn duties. Performance indicators include reduction in crime, better service delivery, increased productivity, high morale, positive-adaptable.

**Police service:** A body of government employees trained in methods of law enforcement and crime prevention and detection and authorized to maintain peace, safety, maintain law and order, and ensure social order within a community.

**Policing:** The acts of regulating, controlling, and maintaining law and order as per rules and regulations that have been set by a constitutionally constructed and authorized agency of a government.

**Police reforms:** Police reform is used to refer to the measures that are taken to improve the relation between the police and the members of the public and police welfare.

**Police station:** It is the basic unit for police service delivery in an area headed by chief inspector of police (ci) also known as officer commanding station (OCS).

**Personality:** It usually refers to distinctive patterns of behavior (including thoughts and emotions) that characterize everyone's adaption to the situations of his/her life.

**Police officer:** A member of national police service.

**Police subculture:** The values and perceptions that are shared by members of a police department and to a certain extent by all law enforcement agents. These values and perceptions are shaped by unique and isolated existence of the police officer.

**Police cynicism:** The suspicion that citizens are weak, corrupt and dangerous. This outlook is the result of a police officer's being constantly exposed to civilians at their worst and can negatively affect the officers' performance.

**Posttraumatic stress disorder:** It is a severe psychological reaction, lasting at least one month and involving intense fear, helplessness, or horror, to intensely traumatic events-events involving actual or threatened death or serious injury to police officers or others.

**Psychosocial factors:** Are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems.

**Security sector reforms:** These are the initiatives taken by governments in transforming the military and police to deal with security challenges of the 21<sup>st</sup> Century.

**Stress:** The collective physiological and emotional responses to any stimulus that disturbs police officer's homeostasis and can affect his/her performance.

**Stressors:** Are demands made by the internal or external environment that upset balance, thus affecting physical and psychological wellbeing of police officers.

**Senior police officer:** Per the study it is from the rank of Assistant Superintendent to Inspector General of NPS.

**Transformation:** Police transformation shall be used to mean a change from one form of policing to another and involves positive changes which brings out performance.

**Trauma:** The situation that is out of the ordinary frightening, unexpected and forces police officers to cope in a way that they have not had before.

# CHAPTER ONE

## INTRODUCTION

This chapter contains the background to the study, the statement of the problem, the objectives of the study and corresponding research questions. The chapter also delineates the justification and scope of the study. The chapter ends with a summary.

### **1.0 Background to the Study**

The police play a fundamental role in any political regime. Whether an authoritarian regime or a liberal democracy, the police are responsible for providing domestic security, ensure public order, enforce laws, and channel claims for justice. Police actions are intertwined with regime performance, as they showcase the state's response to day-to-day issues. It is the police who are typically the first public officials people encounter or turn to when safety concerns are raised. Citizens' perceptions of the police, therefore, are an important component of regime legitimacy (Cruz, 2010); Vargas, (2002) (Commonwealth Human rights initiative, 2003) when analyzing police behavior in Mexico, maintained that the behavior of the police reflects the behavior of the larger society.

The end of the cold war in 1989 gave new impetus to pressures for political and economic liberalization around the globe (ICTJ, 2010). Aspiring democratic governance and strong economies require capable administrative and political structures. A key element is a well-governed security sector, which comprises the civil, political and security institutions responsible for protecting the state and the communities within it. Reform or transformation of the security sector is now seen as an integral part of the transition from one-party to pluralist political systems; from centrally planned to market economies, and from armed conflict to peace, and is a

growing focus of international assistance (Hendrickson & Andrzej, 2002). Security sector reforms is now the agenda that is looking on how the security agencies and stakeholders can work together to bring efficiency and effectiveness in security across different jurisdictions. It refers to a plethora of issues and activities related to the reform of the elements of the public sector charged with the provision of external and internal security (Ball, 2014).

Today, police are confronted with the ever-changing security scenarios that demand for police reforms meant to enhance efficiency and effectiveness. As such, many nations of the world have been preoccupied with putting in place policies that encourage security sector reforms (Edmunds, 2004). It is important to recognize that security is a critical pillar of statehood. In many African Countries, colonialism and the cold-war international system shaped security to emphasize regime survival. This created a security and intelligence system that alienated human security but created a ring around the governing regimes. The consequence with this was the mismanagement, personalization, corruption and lack of effective civilian oversight bodies on security and intelligence agencies (Jonjo & Buchere, 2011).

Police around the globe are changing because of the challenges that are brought by the emerging issues such as terrorism. It would be hard to find a police service anywhere in the world today that is not alive to the imperative of change (Hoggett, *et al* 2014). Kenya, like other parts of the world, is experiencing major changes in all sectors of the society and security which is a key aspect of development has not been left behind. The changes have been occasioned by increased democracy coupled with the effects of globalization. This has not only increased the demands in the security but has made it complex necessitating reforms in the security sector. Security agents are now expected to maintain law and order in an environment that is quite challenging.

In addition, according to the World Bank Report (2011), crime rates are on the increase thus placing significant pressure on police officers.

Various institutions in Kenya have since the era of colonialism undergone transformative transitions influenced mainly by the prevalent social environment and regime of the day. These transitions have impacted on institutional performance and public perceptions as the institutions strive to contextualize their operations to fit into the demands of the time and environment. Some public perceptions have lingered on, sometimes even long after the institutional transformation. Various reports and independent surveys have portrayed the police negatively. Ondoro (2015) holds that various reports covering the period from 1963 to 2008 have perpetually named the police as having been the main perpetrators of human rights violations including massacres, unexplained disappearances, torture and sexual violence.

The NARC government and administration started the serious police reforms in 2003. The reforms came about because of the donor support through the effort of Governance, Justice, Law and Order Sector (GJLOS). The Sector's Wider Approach was geared in capacity building, operation logistics and comprehensive police welfare (GOK, 2003; Ondoro, 2015). The post-election violence after the 2007 general election brought the police reforms and transformation to the national conscience because police were accused of extra-judicial killings and as having taken a partisan approach in handling the competing political alliances. Taskforces were formed and tasked to find out ways of reforming and transforming the police service. The National Taskforce on Police Reforms by Ransley alongside other reports painted the image of a force in need of urgent and structured image building and hence, the need for a communications strategy on police reforms (Ransley, 2009).

The promulgation of the new constitution in Kenya of 2010 further exposed the need for the reforms. It was designed to change all that hindered police performance and provide the bedrock for instituting extensive security sector reforms in Kenya after decades of demand for political and socio-economic transformation.

The Ransley (2009) report revealed that SSR is aimed at the efficient and effective provision of state and human security within a framework of democratic governance. This is because the foundation of any democratic society is a police service dedicated to serving the public by ensuring that law and order are maintained.

An analysis of the reform priorities spelt out by Ransley committee (GOK, 2009) suggested that the objective of post-2007 police reform was to address what was previously referred to as crisis in the police and security sector. There are concerns as to whether these crises have been addressed. The findings by (Ondoro, 2015) suggest varied responses. On one hand, the implementation addressed some of the crises, while at the same time continued to deepen the crises. The fact that the process was entrenched in law provides hope that though benefits are yet to be realized.

In terms of legitimacy, the police reforms implementation did not lead to wider appeal in the eyes of most Kenyan people. The service still grapples with the identity crisis of forming a unified law enforcement agency that guarantees public security and safety. The merger process caused even more confusion in terms of identity. The capacity of the police to deal with security problems remains in question given myriad security problems in Kenya. Francis (2012) quoted by Ondoro(2015) argues that the fact that these four crises; crisis of legitimacy; crisis of identity, crisis of purpose and crisis of capacity have not been fully addressed emphasizes the fact that the police reform implementation is a complex process in transitional contexts.

With SSR taking place in Kenya since 2002 when NARC came into power the expectation has been high that Kenyan citizens will have effective and efficient security services but this has not been achieved. Various media reports indicate that there has been rising insecurity in the country for example, according to Usalama Reform Forum the rate of crime has increased from 245,808 in 2008 to 432,394 by December 2013, an increase of about 75% during the period (Usalama Reforms Forum, 2014). In addition, allegations of corruption and poor service in the police service have been continuously reported. Police has been associated with a long history of corruption among its ranks and file. (Bruce, 2003). Poor reputation about the police service has eroded public trust thereby increasing insecurity in the country. According to the global Index-World Internal Security and Police Index(WISPI) report released by two bodies that is; International Police Science Association and the Institute for Economics and Peace Report Kenya police is ranked world's third worst in terms of policing (Kenya Police Third Worst, 2011). The bad reports and poor image in the globe despite the on-going reform and transformation efforts.

The reform process looks impressive on paper but in practice there remains a lot of ground to be covered. For instance, operationalization of the merge between the Administration Police and the Kenya Police is yet to materialize. The units remain distinct in the following areas: police patrols, manning of roadblocks, traffic management, operational bases, uniform color, vehicle color, mission statements, recruitment procedures, promotion among others. The Kenya Police and Administration Police continue to operate as independent units, and even the appointment of County Commanders has not served to improve coherence in the services as each service continues to use its old command. The resistance to the merger is stronger on the ground as each service claims to be superior to the other (KNHCR & UNCHRP, 2015). The above shows that although National Police Service

reform is ongoing, there is little that has been done to enquire how it influences the transformation and performance of National Police Service to the citizens of Kenya. The study therefore sought to find out how security sector reforms specifically National Police Service Reforms influences. transformation of police officers.

### **1.1 Statement of the Problem**

In Africa, Security sector reforms (SSR) continue to receive significant attention within the police more than any other security agencies. This is because of the visibility of the police in terms of maintaining law and order thus making the police to be in constant interaction with the public unlike the military or the intelligence services. The National Police Service has been accused of serious human rights violations in most African countries (Bruce,2014; Alemika, 2008). Even though there has been an increasing interest in African policing there is still a vast gap between police research and practice in most African countries.

Despite supposed SSRs in Kenya the National Police Service (NPS) public complaints against police have heightened and performance remains unsatisfactory. There is also, an escalation of extra-judicial killings according to IPOA Report and IMLU(Ndungu,2011, KNCHR,2014). Deteriorating security conditions have been attributed to the uneven performance of some of the country's security agencies, which are often accused of being operationally ineffective, corrupt, and politically pliant. Some policy-makers and researchers have tended also to associate the high rates of crime and violence with the existence of economic and social inequalities (ICTJ, 2010).

Significant investments have been made by various stakeholders, but overall performance and expected transformation of police have declined markedly inversely to the investment from the government. The mismatch between police performance

and public expectations suggest the existence of major reform challenges that need to be examined (Bruce, 2014). Public confidence in the police service has been eroded due to accusations of impunity, excessive use of force and brutality, disregard for human rights, abuse of due process and malignant corruption. With ongoing reforms, National Police Service (NPS) remains number one in corruption index (Ndungu, 2011). While it is, true there are many commissions that have been handling the reform in police, members of the public continue to lament about an increase of crime for their expectations is that reforms should reduce crime.

In Kenya, the military has been deployed in some parts of the country during mayhem because the police have not been able to contain the chaos. The public skepticism of police performance is on low ebb and some think that police reform is just a rhetoric and a “public relation exercise” (Furuzawa, 2011). This is because during the period under review, there was an upsurge of crime for example, a total number of 3060 Kenyans (both civilian and law enforcement officers) lost their lives due to insecurity in the period (2010 - 2014). This surpasses the psychological watershed mark of the 1133 Kenyans who died during the country’s worst internal conflict following the 2007-08 post-election violence (KNCHR, 2014). According to Usalama Reform Forum the rate of crime increased from 245,808 in 2008 to 432,394 by December 2013, an increase of about 75% during the period (Usalama Reforms Forum, 2014).

Findings by Sitienei (2015) on Appraisal reforms in 1995 and 2013 found that the pace of the police reforms has been slow, as there is little evidence to show implementation of a comprehensive security policy. His research also found a great dissatisfaction from the members of the public about police reforms. He says the lack of fundamental reforms within the police force has sustained public dissatisfaction with the overall performance of police. The police are yet to adopt and implement

best practices of policing. Therefore, this shows that there remains a gap in the implementation of the reform agenda because the behavior and attitude seem not to have changed with all emphasis on reforms of NPS.

Moreover, Research that has been done in Kenya shows little information on how security sector reforms influence the transformation of National Police Service. Examples of the thesis written in Kenya focus on other areas for example: “outsourcing and operational performance of the Kenya National Police service” (Kimaru, 2014); ”the challenges related to police reforms in Kenya” by (Bruce , 2014),”an assessment of the efficacy of the legal framework in delivering the much needed police reform, by (Ojienda, 2013) “an appraisal of police reform under the new legal framework in Kenya” (Karanja, 2013) and “The police reform process in Kenya,2008-2014:A case study of security reform in societies emerging from crisis (Ondoro, 2015). This reveals that little research has been done on how Security Sector Reforms(SSR) influence the transformation of National Police Service in Kenya and hence this research is justified.

## **1.2 Objectives of the Study**

The overall objective of this study was to examine how Security Sector Reforms and particularly police reforms influences transformation of National Police Service of Kenya. The specific objectives were:

- i. To examine Security Sector Reforms in the context of Kenya National Police Service.
- ii. To assess of areas of Police Reforms influence on transformation of the National Police Service of Kenya

iii. To evaluate the challenges in the Police Reforms in the transformation of National Police Service in Kenya.

### **1.3 Research Questions**

i. What are the Security Sector Reforms in Kenya National Police Service?

ii. To what extent does Security Sector Reforms influence transformation of National Police Service of Kenya?

iii. What are the challenges in Security Sector Reforms to the transformation of National Police Service in Kenya?

### **1.4 Justification of the Study**

Security is vital in creating a favorable investment climate that would propel Kenyan's economic recovery process. The Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) (2003-2007) identifies among others: public safety and security as critical inputs in the economic recovery process. They contribute to the creation of an enabling environment for private sector-led growth (PRTF, 2012) . Liden (2012), suggests that following the security development nexus, a national police service can be regarded as key actor in facilitating for social economic development.

Hence, police service remains an integral part in the development and stability of the society. Without the law enforcement, there would be no security to ensure economic and social development. They sustain the nationhood through ensuring that there is security to allow citizens to go about their daily activities. Law enforcement officers are subjected to too many complex issues that can act as work stressors. These include

aspects of their job that are linked to operational factors (job content) and aspects that are linked to organizational factors (job context) (Gaines, 2008; Wood, 2012)

Since 2002 when the NARC Government came into power, there has been a lot of effort put forward by the government on Security Sector Reforms (SSR). The security sector reforms were reemphasized after the post-election of 2007-2008. Many commissions were tasked with the reforms agenda and a lot of money has been used to that effect. Many of these commissions have finished their tasks and given their recommendation but Kenya remains insecure and public outcry even higher. For example, Kenya's Independence Medico-Legal Unit(IMLU) report states that security forces were behind at least two-thirds of gun-related deaths in Kenya between 2013 and April 2016, with a total of 563 deaths. The organization recorded 199 killings by police in 2014. Additionally, IMLU says the number of people killed by police between January to December 2015 was 126 of which 97 were summarily executed, 20 shot to protect life and nine killed in unclear circumstances. In 2016 eight young men are suspected to have been executed by police officers as observed by (IMLU, 2013). The same has been supported by IPOA. IPOA is an independent oversight authority whose key mandate is to receive and investigate cases of misconduct on the part of police officers.

According to the report by IPOA, over the last three years (2013-2016) the number of complaints against police officers to IPOA has gone up. As at April 2016, IPOA had received 1,825 complaints against police officers with Nairobi recording the highest figure at 37.46 per cent of reported cases. In the first of its operation (2012/2013) it received 594 complaints from the public. The 2013/14 annual report documents 860 complaints received by authority. Of these, 50 cases were on deaths caused by police action, 176 on harassment by police and 60 on serious injuries sustained by people in

the hands of police. The authority also received 116 death notifications from 55 police stations during the same period. Also, the report points to concerns over the indicative rising trend of deaths and serious injuries of persons while in police custody. The research done have not covered the influence of SSR on transformation of NPS.

Moreover, Research that has been done in Kenya shows little information on how security sector reforms influence the transformation of National Police Service. Examples of the thesis written in Kenya focus on other areas for example: “outsourcing and operational performance of the Kenya National Police service” (Kimaru, 2014); ”the challenges related to police reforms in Kenya” by (Bruce , 2014),”an assessment of the efficacy of the legal framework in delivering the much needed police reform, by (Ojienda, 2013), “an appraisal of police reform under the new legal framework in Kenya” (Karanja, 2013) and “The police reform process in Kenya,2008-2014:A case study of security reform in societies emerging from crisis (Ondoro, 2015).

This study sought to provide a platform for Police organization and other stakeholders working with National police service to evaluate and asses the positive aspects of the reforms, the gaps and the areas that they require to address for peak performance of police officers. It may also help the government to put in place policies that will guide the National Police Service and reform agenda in areas of training, police welfare and on how to deal with the challenges facing policing in 21<sup>st</sup> Century.

The study’s findings may also serve as a reference for other researchers and scholars in contribution of knowledge regarding policing and may wish to conduct further research on security sector reforms. It will provide useful recommendations to the stakeholders of security on how to implement security sector reforms.

## **1.5 Scope of the Study**

This research was conducted in Nairobi County and Kikuyu police division. Kikuyu police division is a suburb of Nairobi County. It was chosen because it has a good model of community policing (Liden, 2012). It covers a period between 2007 and 2017. This is the period after the post-election violence which took place after the disputed election of 2007 after former president Mwai Kibaki was declared president of Kenya. In this period, there has been a lot of emphasis on and desire for police reforms.

## **1.6 Summary**

This chapter covers key concepts related to police reforms as the main factor. It has laid the foundation of the study, by showing how various variables relate to each other. It has covered areas such as background to the study, statement of the problem, objectives of the study, research questions, and justification of the study and the scope of the study. The succeeding chapter reviews literature on security sector reforms and its influence on police transformation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter provides an overview and a review of empirical research relating to security sector reforms and police reform. The literature focused on conceptual, assessment, the challenges and implementation of security sector reforms and was organized per the thesis objectives. The issue of security sector reforms were discussed from a global perspective and the Kenyan context. The literature also highlighted the issues in security sector transformation and its relationship with security sector reforms. The literature also discussed why police transformation is on a high pedestal than police reforms. The issues that encompass and challenge police reforms and transformation for example, police subculture, police worldview, and organizational inertia were also discussed. The chapter also critically reviewed knowledge gaps that need to be addressed in police reforms. A conceptual frame-model was also presented to show the relationship between the various variables informing the study. The structure of literature follows the research objectives of the thesis.

#### **2.1 Examining Security Sector Reforms in the context of National Police Service**

The above heading covers the first objective of the study. Literature that deals with the concept of security sector reforms and transformation will be reviewed and finally the security situation in Kenya and why reforms and transformation is urgent and necessary.

##### **2.1.1 Concept of Security Sector Reforms and Transformation**

The concept of security sector reform (SSR) has only been in currency for some 10 years. However, Bendix (2008) argues that it has come to occupy a central place on the agenda of institutions active in the areas of development, conflict resolution and peace building. Chitiyo (2009) posits that security sector reform

(SSR) must be a fundamental component in stabilization and reconstruction which are important aspects of security sector reform which aims to help states enhance the security of their citizens (Chitiyo, 2009). Transformation is a continuous aspirational progression. It is a multi-level phenomenon that is dependent on different levels of structural change, stability and equitable social delivery as well as the relationship that ordinary citizens have with structural changes (Brandon, 2003).

Transformational change is change in the form, organization, or structure. The caterpillar transforms into the butterfly, water transforms into ice and gas, the seed transform into plant, cells into the organism. All nonlinear dynamic systems, including the human psyche undergo transformational change (Irving, 2003).

Security sector reforms (SSR) and transformation continue to receive significant attention within the police more than any other security agencies in Africa. This is due to the visibility of the police in terms of maintaining law and order and their constant interaction with the public unlike the military or the intelligence services (Ruteere, 2011). In essence, their services are usually overt but have been accused of serious human rights violations especially in African countries. In the Kenyan context, the police have been depicted as focusing on regime policing thus resulting into violation of human rights of the citizenry (Jonjo & Buchere, 2011).

SSR is a complex process that can be defined from two positions, that is, the narrow and broad conceptions. Narrowly defined, it can encompass institutions and organizations established to deal with external or internal threats to the security of state and its citizen . At a minimum, Banerjee (2009) suggests that the security sector includes military and paramilitary forces, the intelligence services, national and local police services, border, customs and coast guards.

The police are the most visible representatives of government that ordinary citizens are likely to encounter daily. Democratic governments reflect the interests

and concerns of their citizens, which in extension police organizations should exhibit. Despite this responsibility it is possible for regimes to exceed their mandates and propagate misuse of state power to censor dissident forces hence the importance of police reform. For instance, Palmiotto (2010) documents that the former Soviet Union and East Germany were both totalitarian regimes in nature which were characterized by active spying of citizens using police apparatus. As a result, both governments harassed, banished and in some cases, did away with political opponents. This was based on an ideology that insisted that the government needed such powers to safeguard the welfare of the people and revolutions that brought them to power. Political leaders successfully argued that they needed extraordinary power over the lives and liberties of residents of the country. Regardless, police remain an important part of the political system and there is need to balance between serving the political system and the society (Vile, 1967). In a democratic society, the political system ensures public control and accountability of the police. Political control of law enforcement agencies represents one of the central dilemmas of policing in a democratic society. Gaziano (2001) asserts that while the citizenry have the freedom to control government, the office holders wield powers that can possibly compromise democratic rights of citizens when elected into office. For instance, politics has historically been the source of much corruption and abuse of law enforcement. Striking the balance between popular control and professional standards as a result has been one of the basic tensions in world policing.

From a general perspective, it is key to note that the police are symbols of the political system and the most visible manifestation of power and authority in society (Ndungu, 2011). The badge and the gun are potent visual reminders of the ultimate power of the police in maintaining the existing social and political system

(Part one foundations, 2001). Attitudes towards the police are generally influenced by the political system which are a reflection of vast issues originating from the political system.

The police alone in civilian society can impose and in some circumstances compel solutions upon citizens when problematic or emergency situations arise. The desire to protect individual rights is strong, yet the need to insure some degree of order in society is also apparent. In a democratic nation, police are expected to operate in terms of defining principles which include equal treatment, respect for the rule of law, individual liberty and accountability among others (Inter-Parliamentary Union, 1998). According to Sir Robert Peels principles of law enforcement the police are members of the public paid to accord attention to duties which are binding upon citizens and in the interest of community welfare and existence (Chaires, 2015). Police tasks have evolved and differ widely from those of hundred years ago, although the fundamental purpose remains the same (Kivoi & Mbae, 2013). The adoption of modern technology by criminals and problems of cultural assimilation which have become internal and intramural continue. For instance, for long the family unit has been ideally responsible for child training but this role has increasingly been delegated to schools, religious organizations and other surrogates that have caused an upsurge in new attitudes among the youth leading to irresponsible actions (Gaines, 2008).

These new attitudes are reflected in the changing morality patterns of majority of the youth who are engaged in acts such as use of narcotics and irresponsible sexual behavior. Furthermore, alliances between criminals and law abiding citizens in organized crime including corruption, bribery, extortion and murder have contributed to increase in crime to be tackled by police.

Additionally, a problem facing the police today is based on the difficulty in

overcoming public opposition to public authority even while the public demands protection from criminal elements. Some judges have openly stated that adverse ruling is intended to be a means of keeping the police in order. The ultimate effect of these decisions is to punish the public rather than the police (Wilson, 2004; Gaines, 2008). Despite this, police today are more than ever engaged in conflict management, resolution and post-conflict reconstruction (Bastick, 2008).

### **2.1.2 The Meaning of Security Sector Reforms and Transformation**

Security sector reform (SSR) refers to the transformation of state security systems which includes security sector policies, institutions, security actors roles, responsibilities and practices from past systems to a modern ones that function on an independent way subject to civil authority and is more in tandem with democratic norms, human rights and the principles of good governance (International Centre for policy and Conflict, 2011). The United Nations Defines “security sector - as a broad term often used to describe the structures, institutions and personnel responsible for the management, provision and oversight of security in a country (United Nations, 2012). It is generally accepted that the sector includes defense, law enforcement, corrections, and intelligence services, institutions responsible for border management, customs and civil emergencies. Elements of the judicial sector are in many instances also included. The United Nations (2008) further posits that the security sector includes actors that play a role in managing and overseeing the design and implementation of security, such as ministries, legislative bodies and civil society groups. Other non-State actors that could be considered as part of the security sector include customary or informal authorities and private security services (Hendrickson, 2010).

Within the SSR paradigm, such reform is an essential precondition of sustainable development and is envisaged as encompassing the entire spectrum of security

institutions, including the military, police, intelligence services and the penal system (Bendix, 2008). Besides this holistic approach and the link with development, the novelty of the concept resided in the emphasis on local ownership of the reform process; on principles of legality, accountability, and transparency; and on its embrace of a wide understanding of security, encompassing territorial integrity, state security, and individual security (Bendix, 2008).

Police reforms aim to create a “more dispersed, visible, accessible and service – oriented force which interacts freely and gently with its community” and sees its primary duty as protecting citizens (Achi, 2005). Recent discourse of police reform has centered on the approach of “community supported policing” and has continued to dominate public debate about long-term reform agendas (Alemika, 2008). Professionalism may integrate efforts to depoliticize the policy making and make the police politically autonomous and responsible for the community need. Central to success of the reform is the issue of adequate remuneration of police officers for the service rendered in the form of salaries and allowances (Diallo, 2008).

The UN SSR support is predicated on national ownership, which is seen as including other national stakeholders beyond the government. According to Secretary General in the United Nations (2012) report, the transformation of the security sector is inherently linked to national goals and relationship between different institutions and groups within a country and can only succeed if it is a nationally led and inclusive process in which national and local authorities, parliaments and civil society, including traditional leaders, women’s groups and others, are selectively engaged (Ebo, 2010). SSR requires a multi-sectorial strategy, encompassing a wide range of actors: from the military and civilian police in peacekeeping operations to donors because they provide support for democratic institutional economic and social development (Isser, 2012).

Winkler (2002) sums up security sector reforms as composed of five elements:

- (1) The reforms are guided by the political leadership, according to democratic principles and the needs of state and society.
- (2) The starting point is a broad view of the term “security”, including military, Societal, economic and environmental security risks.
- (3) The reforms include all services: military, police, intelligence agencies, state security, paramilitary organizations, and broader guards.
- (4) Security sector reform is not a one-off event, but a continuous process; it is not a goal but aims at providing security both to the state and to its citizens.
- (5) The reforms concern both the organization of the security sector (legal framework, structure of institutions, division of labor) and the human dimension of the security sector services, that is creating services staffed with professionals

The actors within the security sector can be divided into four categories; the core security institutions such as the military, police, intelligence service; oversight bodies as legislatures and legislative bodies; non-core institutions such as judiciary, customs etc.; and finally, non-statutory security force institutions such as guerilla, political party militias and private security companies (Wulf, 2004). Security sector reform is a transformation of all the above-mentioned security related actors where they must alter their responsibilities and actions in compliance with democratic norms such as obeying the rule of law, serving the people and performing good governance (Kivoi & Mbae, 2013). The goal is to create a well-functioning security system working to provide human security in its broadest sense. Through an accountable and responsible security force, the risk of conflict will be reduced and a sustainable development will succeed (Wulf, 2004). To be effective and for the members of the public appreciate the security sector reforms, there must a security sector transformation.

Security Sector Transformation (SST) is a fundamental shift in the way security is concerned and the pursuit of a governance agenda that puts citizens at the center of security planning and provision (Ruteere, 2011). UN approaches SST as a holistic change to the security sector (aimed at shifting the relations of power within the sector in the direction of civil constitutional control) to alter institutional culture fundamentally, promote professionalism and improve resource utilization and operational effectiveness in tandem with accountability and respect for human rights and international law involving inputs from a wide range of stakeholders and role players (Ebo, 2010).

Underpinning the notion of SST is the widely acknowledged need for far-reaching political changes to address Africa's persisting security problems. Only a fundamental shift in the way security is conceived and the pursuit of a governance agenda that puts citizens at the center of security planning and provision can provide stable and secure national environments in Africa where development can thrive (Albrecht & Paul, 2009).

Transformation rather than reform is called for in challenging environments where the security sector is situated in barely enabling, less-than-ideal political, security, economic and social contexts (Ndungu, 2011). Such contexts include societies that undergo serious political transitions from war to peace, from war economies to market economies or from authoritarianism to democracy. Security sector transformation should, therefore, entail a fundamental shift in the way security is perceived, managed, controlled and overseen, coupled with positive change in the attitude and conduct of security actors (Gacond & Okey, 2010).

Common to different understandings of SST is the need for comprehensive change that radically alters the status quo of power relations in terms of the provision, management and oversight of security in Africa. Thus, the concept of security

sector governance (SSG) provides an indivisible companion concept to support the rooting out of old reflexes and attitudes necessary for transformation (Bryden & Olonisakin, 2010).

Human and institutional capacity buildings are essential components of an operational SST agenda. A central plank of the transformation discourse is the need to alter the culture and character of security actors. This transformation involves the change of heart, mind and spirit that touches all aspects of security organizations. It also involves the systematic overhaul that affects the orientation, values, principles and practices of the security sector (Bryden & Olonisakin, 2010). Considering the difference between SSR and SST, the argument is that SSR is conceptually flawed and thus limited. It is portrayed as a piecemeal and narrow approach to changing the security establishment, thus making the case for a wholesale and complete transformation of security sector. SST derives strength for its advocating of a complete change in the system that governs the security establishment rather than a more gradual reform process which presumably still leaves the form and function of the sector largely intact (Ball & Kayode, 2004).

### **2.1.3 Global Concept of Security Sector Reform**

Security sector reforms (SSR) is a concept that has recently come into regular use in security, development, peace and conflict, democracy and public management discourses worldwide. Having emerged about a decade ago, it was conceptualized by Michael Brzoska and later given its political impetus by Clare Short in 1997 by then the UK minister for overseas development, and later developed by several British academics, notably at King's College and Bradford University (Jonyo & Buchere, 2011).

In England, for instance Baker (2008) posits that the largely rural population of pre-industrial Europe crime control and order maintenance was a local community affair.

Policing was fulfilled by collective task (scrutiny, hue and cry) and sometimes also through voluntary community services on a rotating basis (as a constable, watchman patrols). It relied on close and regular contacts within restricted spaces. Subsequently, the basic weapon that the citizenry of the modern era learned to defend their security and combat danger was their own intense sociability (Ruteere, 2011). Responsibility on human relations and institutions was based on collective efforts of local and informal settings, making law enforcement a communal duty.

In England, at the end of the twentieth century, police reform had become a priority for the British government. Although public spending on the police force was high, the police performance was not, instead efficiently reducing the increasing crime rate was a challenge. Moreover, public opinion polls indicated some decline in the rate of confidence in the police, which previously had been held at a high level (Ndungu, 2011). It was not observed that any change in the laws had helped to organize the police. Police reform focused on the activities of policing, that is, everything the police officers did within legal parameters that affected people's lives (Pinc, 2010).

In Latin America, Asia and Africa, a parallel process of rethinking security concepts has also been underway and has influenced the security sector reform agenda. Many countries were however engaged in security sector reform activities long before this concept gained international prominence (Hendrickson & Andrzej, 2002).

The countries of Africa, Asia, central and eastern Europe and Latin America face diverse security challenges. Among the countries undertaking security sector reforms are those that are: emerging from war, shifting from communist to pluralist systems, authoritarian regimes and functioning democracies. While the nature and potential of reforms under way in these countries depend largely on

their specific circumstances, there are also regional variations that influence reform processes. The problems of security in some African countries mostly arise from an under-investment in the security sector, both in financial and in human resource terms as well as weak state structures and mechanisms of civil oversight. The persistence of an environment of political instability and weak rule of law has placed immense demands on African security forces, which are already undergoing a profound institutional crisis (Hendrickson & Andrzej, 2002). Ball (2014) contends that (SSR) is increasingly put forward as a solution for a broad spectrum of African states facing security challenges. However, for several reasons, there are relatively few examples of successful implementation.

In Latin America, a research done in 2008 found that police involvement in crime stands out as an important factor, one that is detrimental to a democratic political culture (Cruz, 2010). Similarly in the Caribbean, direct police abuse, corruption and victimization has also negatively affected prospects of democratic system support. Simply put, where the police are perceived to be active actors in crime, bribery and abuse, the prospects for a supportive population and environment are lower (Kivoi & Mbae, 2013). Thus, police reform emerges as a fundamental project for democratic consolidation, especially in those countries with a protracted legacy of authoritarianism and human rights abuses (Cruz, 2010). In some cases, as in Central America for instance, frequent arrests of high level police officers who have been involved in organized crime rings while concurrently leading the all-out war against gangs suggests that the scope of police reforms have been hindered by the very efforts expended in carrying out draconian wars against gang-led crime (Caparini & Otwin, 2004).

#### **2.1.4 Security Sector reforms in Africa**

After independence in Africa, many countries were governed in a way that is near authoritarian with irreverent disdain for the observance of human rights and human dignity (Diallo, 2008). In the context of Commonwealth Africa, it generally means British colonial rule. Although some form of policing may have existed prior to the arrival of the British, it was the colonial governments that entrenched the style of policing we have today. The police were put in place to keep the British in power and to protect British trade interests. This meant that the police were imported, with very little representation from the communities, and were brutal, partisan to the ruling government. An example is Kenya, where senior police were European expatriates, middle ranks were imported Asians from other colonies in the Empire, and junior ranks were drawn from the local community. Recruitment and training was geared towards ensuring an aggressive and oppressive police force. The police were often called on to take up military tasks, particularly during border conflicts with other colonial powers (Ndungu, 2011). An example of this was the strengthening of Ugandan police forces to act as border security along the Ugandan and German Tanganyika boundary ahead of First World War (CRIS, 2015).

The challenges confronting police reform and accountability in Africa may be classified into three broad areas according to Alemika (2009): colonial legacy, post-colonial authoritarian legacy, and the transitional context. The first area is colonial legacy where police forces were established during colonial rule as paramilitary, autocratic and repressive forces that acted like occupation forces but lacking in routine presence when needed to guarantee safety for citizens or serve as protector of all. Colonial police officials were initially recruited from socially despised, socioeconomic and politically alienated and disadvantaged groups in society. Such

officials were deployed to communities where they were treated with scorn. Colonial policies created hostility between police and their host. Incivility, brutality and impunity were features of colonial police officials and policing (Alemika, 2009).

Post-colonial Authoritarian Legacy involved the transition to independence involved tactical withdrawal of the colonizers and negotiation of power transfer to neo-colonial political parties and politicians. This enabled the colonizer to influence their successors in many African countries. In essence, there were regime and personnel changes but no structural changes. The legacy of post-colonial authoritarian rule affected policing (Keller, 1995). Post-colonial governments introduced ethnicity into the police by favoring people from certain ethnic groups in recruitment, training, promotion and deployment to strategic, lucrative and powerful posts. The authoritarian political environment of post-colonial African societies caused and perpetuated poor economic management and performance which led to political conflicts, insecurity and high crime rates in urban centers.

In order to maintain order in the context of chaos and conflicts created by bad governance, the governments often use repressive policing which further aggravates antagonism between the police and the public; Post-colonial governments did not properly equip, train or remunerate police officers so that they can become effective crime prevention and control agencies (Bowd, 2010). Due to these deficiencies, the intelligence gathering and investigation capacity of the police forces is limited. Consequently, they rely on the torture or brutalization of suspects as means of obtaining evidence and confession from suspects; Police capacity to curb crime, respond to distress call and treat citizens with civility was inhibited by lack of adequate training, equipment and fund for operation and proper remuneration creating an image of ineffective, but brutal and corrupt police forces

across the continent (Kivoi & Mbae, 2013). In countries where conflict resulted from authoritarian rule, the police became instrument of oppression, at least during the early stages, while the institution disintegrated and joined the warring combatants, in some instances, where conflicts degenerate into civil wars and the collapse of the state.

Thirdly, the transitional context consisted of Police reform in the transition countries is confronted by many challenges, principally because the democratic transition remains shallow and has not yielded benefits to the clear majority of the people. In the context, the rulers cannot afford to groom the police to engage in democratic policing (Neid, 2006). Notwithstanding the transitions to electoral politics since the late 1980s, democratic culture and practice remain shallow and in many cases previous tyrants are the democratic leaders running the countries. It is characterized by a multiplicity of security agencies with overlapping functions without coordination reflecting a carryover from the era of autocratic rule, inadequate accountability mechanisms, lack of public confidence and cooperation (Joseph, 2011).

One of the fundamental challenges of police reform in Africa is the resistance by the rulers to the transformation of the repressive legal, normative and operational structures embedded in the police institutions and culture. Alemika (2009) concludes by giving more challenges that confronts polices reforms in Africa ; they include: weak democratic, regulatory and oversight institutions, difficulty in developing consensus over the nature and goal of reform, developing and establishing police institutions, mandates and rules that are capable of promoting democratic policing; building capacity and integrity of police institutions and departments and individual officers; providing adequate training and remuneration, ensuring professionalism and accountability, and developing police and public trust and partnership(Alemika,

2009:100-104).

Africa's security landscape features a diverse array of unconventional threats, yet a source of continuing fragility and capacity shortcomings in many countries remains weak management of the security sector (ECOWAS & GCDAF, 2011). International donor agencies have seen Africa as the testing ground for the security sector reform policy agenda. There are currently externally supported initiatives in Botswana, Ghana, Lesotho, Mozambique, Nigeria, Rwanda, Sierra Leone, Tanzania and Uganda. With the exception of Sierra Leone, where international actors, led by the UK, have embarked on a comprehensive programme to rebuild the security sector, the initial international engagement in Africa has been partial and specific.

Thus, SSR is a constant challenge and at the same time, a concept that is not only of relevance for the developing world or the young democracies. If the region wants to strengthen its peace and stability and beyond its borders, the transition to a comprehensive understanding of today's security risks is indispensable. In a world of multiple and complex threats and challenges, the step from traditional defense reform to security sector reforms is urgent (Winkler,2002). The African, Asian and Latin American experiences are much less clear-cut. For the most part, the conditions for reform have not been as favorable as in Europe owing to the institutional fragility of states, political instability, resource constraints and the limited nature of external incentives on offer. These societies and the West have also underscored the need for international actors to reflect more carefully on what aspects of their national experiences have relevance to developing countries and on how to more effectively facilitate the development of a national vision and domestic constituencies to sustain reform processes (Hendrickson and Andrzej,2002).

The ramifications of the negative perception of security in Africa are, therefore, felt in all states, whether in conflict, post-conflict, authoritarian or democratizing polities. In turn, the negative perception of the security sector as a 'state within a state' partly stems from the institutional culture, actions and conduct of security actors both past and present in relation to governments, the political class and citizens (Gocond and Okey,2010).

The various strands of SSR that have been initiated in Africa, either by donor influence or by local decision, under the banner of peace-building and /or democratization, have been done by a piecemeal approach rather than through an integrated strategic planning framework. This continues to be slowed by persistent interests among African rulers for example that of regime survival.

The fact that SSR is a quintessential political issue overrides the technical approaches used in dealing with these issues in the past. Beyond regime change a common problem for African states is policy-making in the security arena. To varying degrees throughout the continent, political levels appear to lack strategic vision and consequently flawed policies are designed affecting technical operationalization, regardless of its potential effectiveness. Reasons for this can be linked to the fact that many post- independence African states faced regional and internal security threats that prompted reactive security solutions, which precluded them from rethinking national objectives and the organization of their security apparatus. In this sense, a new opportunity seems to be arising with the increasing pacification, democratization and development of regional and continental security mechanisms in the continent, allowing states to engage in a proactive security policy-making framework (Lala, 2004).

Many countries in Africa, including Angola, Sudan, Rwanda, Sierra Leone, Liberia and the DRC, have had their independence histories defined by civil

war (Nnoli, 2000). The Human rights initiative (2011) submits that in all these countries, the police have become embroiled in the internal conflicts whose impacts has included a harsh, freedom violating police force and a reduced level of community confidence in the police force. Except for South Africa after the transition to majority rule in 1994, there have been a few examples of comprehensive and sustained, internally driven reform processes led by states. Nevertheless, African states are pursuing a range of initiatives to address security sector reform, which the international community is increasingly coming to understand and support. For example, Sierra Leone shows a distinctive trend in police development starting in 1999.

The government was more successful in coordinating international police assistance; the police leadership launched change management practices to the national police and successfully refurbished its reputation (Loh, 2010). It was effective because the president took a personal interest in the fate of the police service, there was institutional change management; the Inspector General of the Sierra Leone police introduced change management and build upon local managerial capacity, there was integration of lower rank officers into the reform process to overcome institutional resistance, to motivate, and to enable staff from all strata of the institution to become part of the reform. There was systematic interaction with civil society which encompassed public relations capacity combined with a deliberate media strategy which were key to refurbishing the image of a formerly brutal and corrupt police force (Loh, 2010).

There appears to be a consensus among stakeholders that police forces in many African countries are understaffed, underequipped, and poorly trained, with few professional police skills, lacking modern administrative procedures and a persistent suspicion of the repressive capacity of the police institution (Baker, 2008). The

current reforms have been spurned in past by an accumulated body of academic and legal material which focused on human rights in relation to policing technical skills. These police forces have difficulty attracting and maintaining qualified personnel, especially at the higher levels, are known to over-rely on force, lack effective communications skills, transportation and record keeping systems which isolate police posts from effective supervision and leaves them excessive discretion in their routine activities. These forces are frequently used for the protection of specific interests and order more associated with the pomp and circumstances of power than with preserving law and order (Kayonde, 2008).

### **2.1.5 Importance of Police Reforms and Transformation**

To understand the concept of police reforms and transformation it is fundamental that the importance of these reforms be prioritized in 21<sup>st</sup> century policing agendas. Police reforms and transformation are important because in changing societies (developing states, states in transition to democracy, failed states) the need for creating effective and legitimate security systems is self-evident. There can be no expectation that people are secure and their property safe when surrounded by turmoil, violence, ethnic and religious hatreds, or corrupted state institutions. Without security, there can simply be no sustained development, nor any progress towards democracy, stability and peace. A minimum of social order, political stability, economic well-being, and a sense of human dignity are essential prerequisites for societal and individual survival and growth which can be provided with the input of police and other security agencies. (Caparini and Mareni, 2004). It is incontrovertible that; the police are the superstructure on which any civilized society rests. When the police are right, every other thing in the society falls in place. Professionalized police are accountable, law abiding, humane and closely integrated into the civilian community. It is organized hierarchically and managed from top down.

The police are a powerful social institution whose activities are crucial to maintaining order, stability and state domination over their citizens. The way the police enforce law and order influences how citizens view justice and states legitimacy. Police force which fairly protects people and their property, helps people in times of emergency abide by the rule of law and use of violence as a last resort reduces unrest, leads to fewer riots and lessens the chance to stir up and organize subversion or insurrection. Getting the police right makes the society also become upright (Kayonde, 2008). Security Sector Reforms is also involved in Peace-building and democratic society.

Because it is deeply a political endeavor with political interests as fundamental to the process of reform they remain one of the most important mechanisms for preventing political violence and common crime in many post-war settings (Ondoro, 2015:56). This means that police are part and parcel of peace making and building. The International Center for Policy and Conflict(ICPC) (2011) outlines four pillars of Security Sector Reforms in peace building:

First, security is a crucial and immediate condition for Peace building and long-term development. Secondly, security cannot be restored and maintained in a vacuum as it is vital to address the needs and perspectives of the State and the communities within it. National ownership to security sector reform is crucial for it is an integral part in building sustainable peace.

Thirdly, sustainable security goes beyond professional training and equipping individual police officers. Without effective and democratic security institutions, peace and political stability is short-lived. This calls for capable management, sustainable funding and effective oversight. Fourthly, building sustainable security after conflict requires engaging many stakeholders but all their efforts must be carefully coordinated. Security sector reform is a national responsibility that should

be defined and owned by national stakeholders, informed by the best international standards and practices and supported by the international community (ICPC, 2011:33-34).

This is echoed by United Nations on Post-2015 UN Development Agenda on Peace and Security (2012) which reported that in 2005, the Secretary-General, drawing on the UN Charter, argued that “the notion of larger freedom also encapsulates the idea that development, security and human rights go hand in hand (United Nations, 2005). “The report also shows that security is part of development. The report states that development, human rights and peace and security are indivisible and interrelated and can be achieved simultaneously. They are interrelated conceptually as well as at the national level and the global level and any deficit in one dimension will have an impact on the other.

Reforms and transformation agenda are geared towards democratic policing. Democracy, defined by symbolic social principles has become the ideal state that societies in transition or developing are steering towards with progress being measured by establishing institutions and processes that define a democratic polity (Caparini and Otwin, 2004).

As a result of the conflict in Bosnia and Herzegovina, the warring factions and several other interested parties developed a new police force in the country as part of what was later called the “Youngstown Accord”. Seven principles were established to guide policing in both established and emerging democracies across the world (Star, 2011). These seven principles were:

- I. The police must operate in accordance with democratic principles.
- II. The police recipients of public trust should be considered as professionals whose conduct must be governed by a professional code.
- III. The police must have as their highest priority the protection of life.

IV. The police must serve the community and consider themselves accountable to community.

V. The police must recognize that protection of life and property in the primary function of police operation.

VI. The police must conduct their activities with respect for human dignity and basic human rights.

VII. The police are expected to discharge their duties in non-discriminatory manner (Jeremy, 2000:31-40).

In considering the above principles, the contemporary policing must be guided by them. Some democratic police and a democratic society exist in symbiosis. Without a supporting democratic context – a culture of tolerance and trust, a supporting legal framework and a system of functioning criminal justice institutions – democratic police cannot be created. Yet, at the same time, if the police behave undemocratically, claims that state and society are democratic or moving toward democracy, rest on shaky ground (Caparini & Owin, 2004). The foregoing shows that police are important in peace- building and are required to embrace democratic ideals. To understand further the concept of security sector reforms in Kenya, the history of Kenyan policing will give an understanding whether it has taken place and its effectiveness.

#### **2.1.6 History of policing in Kenya**

The National police service consists of two distinct services as per the promulgated constitution of Kenya 2010 and the NPS Act 2011. The Administration police service and Kenya police service (Constitution, 2010).

##### **2.1.6.1 Kenya Police Service**

The Kenya Police Service can be traced back to the late 1890s when the British colonial masters marked Kenya as an East Africa Protectorate and planted the first

police station in Mombasa (Sommer, 2007). The earliest history of East-Central Africa provides the background for creation of the British East Africa Police at the start of 1902 a title that was maintained for the next eighteen years. The British East African protectorate except for the ten-mile-wide Coastal strip leased from the Sultan of Zanzibar was proclaimed a Crown Colony in July 1920 and its name was changed to Kenya Colony. It was inevitable that the title of the Force should be altered at the same time to that of Kenya Police.

That means the story of the police in this territory actually begins in 1887 when Sir William Mackinnon, with somewhat reluctant approval of the Foreign Office in London accepted a second offer from Sultan Khalifa Bin Sayyid of Zanzibar of the grant of a concession to administer his coastal mainland territory (Foran, 1962).

During this time, the term “Askari” –Arabic and Swahili word meaning “soldier” was used to describe indigenous troops in East Africa and Middle East Africa according to Sommer (2007). The Cambridge Forecast group (2010) documents that during the period of European rule in East Africa, locally recruited Askaris(soldiers)were employed by the Italians, British, German and Belgium colonial forces and served outside the boundaries of their colonies of origin more so, during the 1<sup>st</sup> and 2<sup>nd</sup> world war to protect the interests of their masters.

The colonial based company first employed policemen to provide security to business premises such as shops and banks soon after the construction was agreed on at Sant Matias Bostion of Fort Jesus (Sommer 2007).

Generally, police activities centered on protection of the business of the I.B.E.A. Company where the strength was mainly of Indian origin with a skeleton staff of some Africans otherwise referred to as ‘Askaris’ (Kenya Police Service, 2017).

The construction of the Kenya - Uganda Railway provided for the growth of this infant force inland from Kenyans coastline, and by 1902, there existed police

service units at Mombasa, Nairobi and Kisumu for safeguarding the railways property and materials as well as the manpower engaged in constructing the railway. Peace, law and order had to be maintained even though the personnel employed then had little training. It is notable that up to 1907, the Kenya Police was organized along military lines and the training was military in nature. In 1906, the Kenya Police was legally constituted by a Police Ordinance (Kenya Police Service, 2017).

The security personnel were recruited mainly from Indian police and watchmen was governed by Indian police statutes, giving the security force a quasi-police status. (Kagari, *et al*, 2006). The police were tasked with observation, protection and control of the travelers at the railway stations. With the passing of the palm wine regulation in 1900, all persons tapping and selling wine (*tembo*) were required to acquire a license provided by the District Commissioner (Sommer, 2007).

In 1902 more police stations were opened and later, the railway police was merged into the official police force to become the British East Africa police. Immediately the IEBAC lost her importance at the turn of the century and there was no longer need for the police to stay close to the company according to Sommer (2007).

Kagari (2006) notes that in 1906, the Kenya police was established by police ordinance Act, and Sir James Hayes Sadler appointed a committee to look into the affairs of the police and improve on their performance. One of the recommendations was the establishment of the police training school in Nairobi. In addition, improvements were made for all ranks in education, discipline and a new uniform was introduced. By 1910 the mandate of the force had expanded hence the police largely enforced the laws in the urban centers (Ruteere, 2011).

Kagari (2006) further notes that in 1920, the modern Kenya police was founded and Africans were recruited only to fill the lowest ranks of the force subservient to

European and Asian officers. The police primarily served as a tool for colonialists' interests from the start. The early Kenya police force were, therefore, described as "a primitive citizen containment squad" (Commonwealth Human Rights Initiative, 2006).

By the end of the Second World War, Kenya police had largely taken over most activities from "tribal" police forces and now comprised some 5000 agents most of which were Kenya Africans (Muthondeki, 2009). The Kenya police metamorphosed into various policing forms in 1948, the Kenya police reserve, 1949 police air wing, in 1959 the traffic count. Key to note is that the re-organization did not transform the function of the force as it was still used as a tool of the colonial power. In October 1952, the state of emergency was affirmed and the emergency lasted for 8 years and later the army took over power from the police. At the dawn of early 1960s, the British granted the country independence in 1963 by ceding power to moderate politicians. The control and management of the police department thus went to the local politicians that took over power from the British (Foran, 1962).

Every regime since then has portrayed the face of Kenya police differently and conclusive information of the changes that have taken place since then with different regimes are beyond the scope of this study. However, it is important to mention that the Kenya Policing has undergone a lot of changes since independence and now in the time of the constitution dispensation, more reforms are in progress.

#### **2.1.6.3 Background of Police Reforms in Kenya**

The genesis of policing in Kenya dates to the pre-independence times. After independence, the constitution at that time had provisions for the establishment of a neutral police service. As the country progressed it was established that the police force was still being used as a tool by the political class for suppressing dissidents

real or imagined (Ondoro,2015). The police impunity experienced continuity from pre independence. Fifty years later, Kenya is still struggling with reforming its National Police Service which is fettered in many challenges among them corruption within its ranks, extra-judicial killings, limited and/or lack of professionalism, poor housing, lack of modern crime fighting equipment among numerous other challenges (Kivoi, 2013). The state of police in Kenya before 2007 to a large extent is an embodiment of what is called “crisis of policing and security sector reform” (Francis,2012). Francis (2012) says that these crises include: crisis of legitimacy, crisis of identity (whose police is? and what type of police?), crisis of purpose (what primary function in relation to the people and state?) and crisis of capacity (can the police carry out its basic functions.

The Kenyan constitution that promulgated in 2010 demands for structural and welfare reforms to be carried out in the National Police Service. Despite this provision, the anticipated reforms are yet to be fully realized. The culture of impunity in the police service has contributed to too many cases of insecurity, gross violation of human rights, mistrust by citizens and derailment of key achievements in democratic governance. It is thus evident that an overhaul of Kenya’s police service is critical (Douglas, 2013).

The Government of Kenya first initiated a police reforms agenda in 2002 following appointment of a Task Force made up of state and non-state actors. Its report was not released to the public leading to loss of momentum. In 2007 - 2008 during and after post-election violence the momentum to reform the police was rekindled. The Waki Commission was given a special mandate to investigate the state of security agencies and how they handled post-election violence. The recommendations of the Commission became the basis for the process of police reforms in the country. In implementing the recommendations of the Commission, the National Accord

recognized police reforms as one of the items under this Reforms Package (Wambugu, 2016).

There was need for a comprehensive reform of the Kenya Police Force and Administration Police in terms of constitutional, legal, policy and institutional aspects. Consequently, a National Task Force on Police Reforms chaired by Hon. Justice (Rtd) Philip Ransley was appointed in 2009 to develop a roadmap for police reforms (KNCHR& UNCPHR, 2015).

Following the disputed 2007 general elections, violence broke out and out of this; various reports including the Commission of Inquiry into Post-Election Violence (CIPEV) report (Waki report), report by the UN special rapporteur on extra-judicial, summary or arbitrary executions (Philip Alston Report), among others laid blame on the security sector and made recommendations for its transformation. Several of these reports implicated the police on a wide range of human rights abuses which again showed the need for reform. A more detailed investigation into the police in 2009 by a National Task Force on Police Reforms (the Ransley Report) set out more than 200 recommendations to improve police performance (Safe World and Usalama Reforms Forum, 2012-2015).

The (2010) Constitution contained provisions for sweeping reforms of the police in line with the Ransley report and the government established the Police Reform Implementation Committee (PRIC) to coordinate the process (Njuguna, 2015). Changes included merging Kenya's two police units, the Kenya Police and the Administration Police under one Inspector General of Police (IGP), improving the independence of the service from political interference (e.g. through changes to recruitment) and strengthening accountability—for example, through the creation of the Independent Police Oversight Authority (IPOA) (Njuguna, 2015). Changes were formalized in a number of pieces of legislation, including the National

Police Service Act 2011, the National Police Service Commission Act 2011 and the Independent Policing Oversight Authority Act 2011 (Safe world and Usalama Reforms Forum, 2012-2015 ;KNHCR, 2015 KNCHR).The post-election crisis brought into sharp focus the urge, need to fundamentally review the entire edifice of governance in Kenya as it relates to security, human rights, and the rule of law and democracy (ICTJ, 2010).

The post-election violence provided a major impetus to efforts geared at reforming the security sector in Kenya. This was necessitated by evidence of increased politicization of the police with allegations of Administration Police officers being used as Party of National Unity (PNU) agents in the 2007 elections and the subsequent use of excessive force in dealing with the protesters of the disputed presidential results (Kriegler, 2008; KNHCR, 2014). The releasing of reports and recommendations has not translated to improved public attitudes as public confidence remains at low ratings. Of greater importance however, is to establish why the police engage in these unconventional behaviours whereas they are the custodians of the law as public outcry for transformation in the sector has been driven by the ills in the police force whose nefarious reputation has deeply eroded public trust (KNHCR, 2014).

#### **2.1.6.2 Administration Police Service**

The Administration Police Service can be traced back to early 1900s when the village headmen ordinance by the colonial authorities was promulgated to enable it penetrate into the native areas, enforce tax, control livestock movement, regulate agriculture, labor movement and other social economic activities (Muthondeki, 2009).

The Administration Police (2016) confirms that the village headman, (chief), was the prime instrument of the Regional Agents who were also referred as District

Commissioners. The new protectorate experienced challenges especially in merging the two economies, that of the colonial masters and the natives which had stark differences and opposing norms and values. The Kenya Police who were already in existence were stationed in the urban areas, the railway routes and areas of the propertied classes to protect colonial economies (Elrena Van der Spuy, 2008).

In 1929 the “Tribal” Police Ordinance was enacted to give legal backing to the Native Police and their training taken up by the respective regional agents, most of whom had a military background (Administration Police, 2016). The training, uniform and kitty differed depending on territorial boundaries and was done under the supervision of the Kings African Rifles (KAR). The uniform designs borrowed heavily from colonial military regalia with incorporation of local symbols. The force remained generally unarmed with bias on frontier areas. Major expansion of the “Tribal” Police force commenced around 1948 with increased native agitation and the fear of widespread rebellion. Even as their numbers increased in Central Province which was considered a highland and suitable for settling, and armament became universal, strength in all areas bordering the province was increased to prevent the spread of Mau Mau influence during the Emergency years (Administration Police, 2016).

In “1958” the tribal police ordinance was revised to the Administration Police Act during the state of emergency, necessitating the expansion of the establishment, deployment and its mandate. This resulted in operationalization of AP as one of the government key security agency. The post-independence period has since led the AP undertake National security duties including counter terrorism interaction and boarder security. The Administration Police thus transformed gradually starting in 1958 from a localized Police service to a national structure still offering localized Policing services.

The present-day Administration Police has evolved and is well equipped with its own signals, motor transport, medical facilities, procurement department and entertainment department as well as other technical sub-sections also staffed by highly qualified Administration Police personnel. Moreover, the administration police has been more compliant in embracing female officers and balancing the male dominated profession. 1987 particularly witnessed the first female officers joining the Administration Police and between 2012 and 2015 in compliance of a concerted initiative, more than 800 female officers have joined the force with many being deployed to specialist posts. As a result, a number have achieved officer ranks and advanced in their police career(APS,2016).

The administration police were established under cap 85 and Kenya police under cap 84 respectively. This transformation has led to APs being given special recognition in the recently promulgated constitution of 2010 (Oyaya, 2004). The APS and KPS are under one umbrella NPS. The National Police Service is provided for in articles 238, 239, 243, 244, and 247 of the Constitution and operationalized with the enactment of the National Police Service Act 2011(KNCHR & UNCPHR, 2015).

Currently, National Police Service is led by the Inspector General of Police (IGP) and other civilians' commission has been established to bring professionalism and accountability in Kenya policing. It is therefore possible to argue that the history of Kenya police shares some resemblance with evolution of policing from developed countries. It appears that Kenya is on the part of transforming itself from a political era to reform era (Muthondeki, 2009).

#### **2.1.6.4 The Agenda and Reforms of National Police Service Reforms**

##### **Introduction**

The National Dialogue and Reconciliation Agreement was signed in Nairobi on 1 February, 2008 after the post-election violence. The dialogue sought to provide a peaceful solution to the political impasse and violence that had engulfed the country, following the December 2007 general elections. The following were the main agendas of the dialogue:

- i. Agenda item 1 to stop violence and restore fundamental rights and liberties.
- ii. Agenda item 2 - to address the humanitarian crisis that involved resettlement of internally displaced people (IDPS).
- iii. Agenda item 3- to resolve the political crisis.
- iv. Agenda item 4- to examine and address constitutional, legal and institutional reforms, poverty and inequality, youth unemployment and land reforms (Waki, 2008; Kriegler, 2008; Tsuda, 2013).

Based on the above agenda, a commission of inquiry on post-election violence (CIPEV) was set up to investigate the facts surrounding circumstances of post-election violence and proposed recommendations for implementation with a view to avoiding its re-occurrence. One of the recommendations specific to police was the need for a comprehensive reform of the Kenya police and administration police. This recommendation is under agenda item four which addresses constitutional, legal and institutional reforms. The need for police reforms led to the appointment of a national task force on police reforms which was chaired by Hon justice (RTD) Philip Ransley in May 2009. Their report was adopted by the cabinet in January 2010. In their report, the task force came up with over two hundred

recommendations aimed at reforming the Kenya police and administration police. The adoption of the Ransley report paved way for the appointment of police reforms implementation committee (PRIC). PRIC was mandated to coordinate, implement, oversee and monitor implementation of reforms in the police. The committee grouped recommendations by the task force into four key reform pillars namely:

1. Institutional, legislative and policy reforms.
2. Police accountability reforms
3. Police professionalism reforms
4. Administrative operational preparedness and logistical capacity reforms

From the above SSR pillars the police reforms is construed as the variety of constitutional, legal, and policy changes that may be required to infuse the principles of accountability, professionalism, and efficiency into a police force which has had a history of operating beyond the rule of law. SSR involves bringing the police service under civilian control and aligning their operations to international best practices. Further, it involves transforming existing values, norms and politics that facilitate police operations. According to the International security sector advisory team (2017), successful SSR implementation therefore, partly depends on whether the state actually punishes human rights violations and corrupt acts committed by police personnel. Aside from organizational structures police reform should also focus on socio-political change. Police reforms follow a dialectical process where reform and resistance interact. This implies that the reform process is never incremental or linear in progression. Indeed, this calls for conceptual clarity to underpin the reform process.

## **2.2 Assess of Areas of Police Reforms influence on Transformation of the National Police Service of Kenya**

This part of literature review covers studies and areas that influences police transformation of National Police Service. The areas and studies were discussed below.

### **2.2.1 The Key Areas in which Police Reforms need to focus on as part of SSR.**

SSR is an integral component of development, good governance and durable peace. The absence of effective security structures under civilian and democratic control forms an insurmountable obstacle to sustainable development. Security studies scholars, practitioners and researchers generally agree that SSR is now critical as an aspect of new paradigm shift in security management with emphasis on the central role of security in creating a secure environment conducive to development, poverty reduction and democracy (Africa & Kwadjo, 2009). A key element of a well-governed security sector comprises the civil, political and security institutions responsible for protecting the state and the communities within it. Reform or transformation of the security sector is now seen as an integral part of the transition from one-party to pluralist political systems, from centrally planned to market economies, and from armed conflict to peace, and is a growing focus of international assistance (World Bank Report, 2011).

Security sector reform aims to help states enhance the security of their citizens. The security sector reform agenda therefore encompasses—but is far broader than the traditional civil-military relations approach to addressing security problems. Security sector reform has potentially wide-ranging implications for how state security establishments are organized and, by extension, on how international security and development assistance is delivered (Chanaa, 2009). Even though

security sector reform is moving up on the international agenda, it remains a new area of activity with no consensus on a universal definition. SSR scholars have categorized these areas in four groups: Institutional, Normative, democratic and Governance Reforms (Africa and Kwadjo, 2009).

Jonyo, Buchere, (2011) and Bruce (2003) discuss and propose the following key areas in which police reforms in Kenya need to focus on: good governance based reforms; depoliticizing the police service; ethno-regional diversity and police reforms; reforms related to police personnel; police reforms training and development; human rights; the rank structure and system; development of the management and supervisory levels; accountability and transparency; oversight mechanisms; the need for research capacity; addressing corruption as part of police reform; brutality and torture; responding to crime reports and; community policing innovations. Entailed in each of the above areas is discussed in length below.

One, is the good governance based reforms which is interlinked with institutionalized values such as democracy, observance of human rights, and greater efficiency and effectiveness within the public sector (Agere, 2000) . Bruce (2003) posits that, democratic reforms within the police entails focusing the police on understanding the needs of the general public in terms of the provision of policing services, and motivating and supporting police in meeting these needs (Gisselquist, 2012).

Second, is the depoliticizing the police service which entails good leadership that is committed to the principles of policing services that will support democracy whilst remaining non-partisan.

Third, is the ethno-regional diversity in the sector due to the multi ethnic nature of SSR Kenya within the police has been noted as paramount. Police must represent the broad ethnic diversity to promote chances of establishing legitimacy, public

trust that may influence their actions to be more impartial. Republic of Kenya (2010:159) expressly states that the composition of the national police service shall reflect the regional and ethnic diversity of the people of Kenya.

Four, is reforms related to police personnel. Organizational reform experts agree that human resource is critical to the reform process (Agere, 2000; Bruce,2003). Like any reform process, possibilities that some personnel may resist change and continue with ways of the past is high. Similarly, if there is a long history of corruption, the retention of old personnel will carry the risk that corruption permeates all levels of the organization. On the other hand, using new personnel has the consequence that at the point where the reform process is initiated the police service is constituted by inexperienced personnel. Essentially a balance on combination of these two approaches is needed. Preferably it should at least incorporate; re-selection or vetting so that those strongly implicated in corruption and brutality, and those incapable of performing police duties are excluded, and a systematic approach to new recruitment based on development of the training system (Bruce, 2003).

Five, is on training and development. Capacity building is critical to successful SSR within the police. Bruce (2003) posits that a developmental approach aimed at ensuring the quality of newly recruited personnel is to develop and strengthen the (i) recruitment and (ii) basic training system. Training is important for it introduces the new working ethos and skills that allow people to fulfill tasks adequately and advance in their careers. Within the assortment of problems African police face are the questions of selection, recruitment, professionalism and development of change management skills, choices and adaptation of policing models. These problems range from matters of strategic planning operational planning and organizational culture. The transition must encompass the move from forces to

services which the Kenya government has provided in the 2010 constitution. In addition, it must also encompass a much more complex organic change from a law and order approach to a rule of law approach in its maximalist sense (Lala, 2004).

The Review of the National Police Service Curriculum Draft Report on Training Need Assessment presented to the IGP on 12<sup>th</sup> March 2016 recommended for a Comprehensive Training Policy to be developed to guide quality assurance and standardization, coaching and mentorship, recruitment- learning, continuous professional development, curriculum review, institutional linkages, qualification for training and placement among others. Forty-four percent (44%) of respondents for instance cited the review of the existing curriculum as key. The need to prioritize curriculum review reflects the inadequacy of the existing training in meeting the current policing demands. Equally the need to prioritize the development of training policy and standards as well as management of training is a depiction of the policy and leadership vacuum that has existed over the years in the management of the training function of the NPS. The National Police Service Act Article 79(1) talks of training policy and curriculum. The Commission shall-

- (a) Improve a training policy;
- (b) Approve training curricula; and
- (c) Oversee their implementation

The above articles show training policy is very important for police reforms and transformation and should take the preeminence as found in the curriculum review.

Six, is on human rights given the centrality of bills of rights and fundamental right which is in Chapter Four of the Constitution (Republic of Kenya, 2010). Bruce (2003) argues that rather than providing training in the theory of human rights, the

best way to improve the capacity of the police to do their work in terms of a human rights framework is to (i) support them in learning how basic policing is carried out in a manner consistent with human rights, and (ii) hold managers and supervisors accountable for ensuring that they are doing this. According to the Organization of Economic Cooperation and Development (OECD), transitional justice strategies are proposed in security sector reform with the aim of renovating an abusive and inefficient social sector to one that is aware of, respects and upholds human rights which means NPS as a social institution which is in transition must embrace human rights issues (OECD,2007).

Seven, is on rank structure and system encompassing creating a system where rank is related purely to the function which one performs in the organization. This means that improvements in conditions of service related to good performance and length of service need to be separated from promotions in terms of the rank structure.

Unless this happens, the police reform process will become paralyzed and trapped as a result of confusion and conflict over lines of authority and responsibility, and managers and supervisors will be unable to assert their authority.

Eight, is development of the management and supervisory levels. It means providing training, support and assistance to managers and supervisors during reforms. This requires being able to clearly identify people who are performing managerial and supervisory roles. The types of training and support which can potentially be of most benefit to them include: In the case of manager's basic organizational skills including the productive use of management meetings; improving the quality and use of crime information to improve police strategies; community relations and community policing; proactive management to improve police integrity, conduct and performance.

Nine, is on accountability, transparency and vetting (Bruce, 2003). Accountability

needs to address issues both of police performance, conduct and adherence to human rights standards. Enhancing accountability includes; improving the capacity of government institutions to hold police accountable; improving the capacity of the police to collect and analyze information; establishing an oversight body to ensure that possible or alleged wrongdoing by police is investigated effectively and supporting the development of research capacity and research access in relation to the activities of the police (Bruce,2003). Vetting is a formal process for the identification and the removal of individuals responsible for abuses, especially from police, prison services, the army and the judiciary (Finci, 2007). It is also a process for assessing the integrity of individuals to determine their suitability for continued prospective in public employment (Alexander, *et al*,2007). Vetting is part of a justice-sensitive approach to SSR, which, when integrated with other SSR programmes designed to improve the accountability, functioning and oversight of public institutions and can contribute to both building the integrity and the legitimacy of the institution and if conducted properly will contribute to building the integrity and effectiveness of the security institution, increasing public trust in it and empowering citizens. If successful and implemented alongside other reform measures, vetting may also interrupt organized irregular and criminal activity within abusive institutions (ICPC, 2011). Vetting of all police officers is provided in Article 246(b) of the constitution and the NPS and NPSC Acts under Articles 7 and 28 of the police acts. The process is ongoing in NPS and expected to bring police officer to account for corruption that bedevil the service.

Ten, is the importance of oversight mechanism. According to Bruce (2003) politicians may struggle to be effective in holding the police accountable, the creation of an oversight agency can considerably strengthen the reform process and give teeth to efforts to hold police accountable to new standards. The primary job of

the oversight agency is; to promote improvements in internal systems of control; ensure that steps are taken if the internal systems are not performing their work and to motivate police to ensure that this is done. This is already in place in the Kenyan Constitution (2010).

Eleventh is the need for a research capacity. Research is imperative in police department for it will enable the police managers to know the needs of their customers. This calls for partnerships between researchers from universities, civil society, the police itself; independent security think tanks and public research bodies. These collaborative research initiatives need to be mutually beneficial to the police and the other partners (Bruce, 2003).

Twelfth, is how to address corruption. Police has been associated with a long history of corruption among its ranks and file. A number of abuses such as police corruption and brutality need to be monitored and tackled (Bruce, 2003). Police reforms need to address was of preventing it in the police service.

Thirteen, is on brutality and torture by the Kenya police which has often been premised on the belief that the only way to get the job done is through extra-legal means (ICTJ, 2010). The reform process thus needs to strongly emphasize supporting police in developing skills and understanding which will enable police to break from the habit of relying on brutality and torture. This can be accomplished both through the training system and through an approach from supervisors and managers which encourages police to learn from examples of good practice (Bruce, 2003).

Fourteenth, is on responding to crime reports -The manner in which the reformed police service responds to crime reports is critical to police reforms. ICTJ (2010) comments that the Kenya police have not been prompt in responding to crime reports and even visiting scenes of crime. In order to improve police response to

crime, reforms need to focus on identifying these cases and this implies strengthening the radio control room to be able to identify these cases (Bruce,2003).Usalama Report noted that NPS crime data is underreported with only less than 40% of crime victims reporting to the police and estimate that the true figure of crime could be roughly five times the level reported by the police.(IPSOS,2014) also reported that 55% of their respondents who were victims of crime did not report to the police while only 12% reported. Lastly, is community policing innovations. Community policing has been exhibited as a community liaison strategy that enables community members to feel that their concerns are heard and acted on by the police. Police should view this as a way of informing themselves about community perceptions and concerns, as a way of communicating their concerns and perceptions to people and addressing unrealistic expectations of the police. To bridge the implementation gap, the police need to set up a community consultation forum (Bruce,2003).

The argument agrees with the history of modern policing principles which put the preeminence of the public in policing.

The principles established by Sir Robert Peel in 1829 when he created the London Metropolitan Police, remain relevant today and inform many aspects of the Vision.

As documented in Durham Police (2017) they are:

- (1) The basic mission for which the police exist is to prevent crime and disorder.
- (2) The ability of the police to perform their duties is dependent upon the public approval of police actions.
- (3) Police must secure the willing co-operation of the public in voluntary observation of the law to be able to secure and maintain the respect of the public.

- (4) The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
- (5) Police seek and preserve public favor not by catering for public opinion, but by constantly demonstrating absolute impartial service to the law.
- (6) Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient.
- (7) Police, always, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent upon every citizen in the interests of community welfare and existence.
- (8) Police should always direct their action strictly towards their functions, and never appear to usurp the powers of the judiciary.
- (9) The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Sir Robert Peel, the founder of modern policing, says that “the police are the public and the public are the police” (Victoria Police,2014; Gaines, *et al*, 2008).

Kihikos’ (2013) research on implementation of police reforms and how it affects service delivery in Nyeri Police division found that the managerial structure ought to be decentralized to police station and given autonomy of operation. This autonomy should include finances and capacity building of officers by refining the police culture to accommodate the members of the public which will enhance the service delivery. The conclusion of the study was that decentralization of reform process and police operations should be done at police station level where there is constant involvement with the public to enhance service delivery.

The above is consistent with the new image of police territorial responsibility “community- based” notion of police which is sensitive to and responsible for the preservation of local communities and neighborhoods. Traditionally, responsibility has been associated with an identified geographic context. The community-based policing seeks to expand the scope of legitimate police interventions so that the police can deal more effectively with issues of community protection and builds bridges between police and the public in a more direct way in their own self-defense. It also appears to hold promise as a way to soften management-line hostilities, a widely-cited condition of police organization (Crank, 2004).

### **2.2.2 Police Welfare**

The Police Reforms Task Force (2005) proposed career development and welfare of police officers so as to respond to human resource development challenges and corporate competitiveness. It also proposed the establishment a comprehensive new scheme of service with an aim to attract, retain and motivate staff. Further, propositions to establish a comprehensive medical scheme, group life insurance as well as the establishment of a special fund to cater for dependents of police officers killed in their line of duty were made.

The police welfare is necessary in SSR and police transformation. It is well captured in Kenya Police Force Standing Order Chapter 53(1) and it means all measures necessary for the physical and moral contentment of all ranks and their families. These includes their general comfort, adequate water supplies, recreation facilities, and provision of canteens, counseling and visits to sick officers.

Despite the well-intended provisions in the FSO, the reality on the ground portrays a different picture. For example, the Police Reforms Task Force (2005) found Kenya Police with a complement of 42,342 officers had a shortfall of 30,000 housing units, while the Administration Police with a compliment of 31,614 officers has a shortfall

of 18,500 units. The resultant effect was the decay in values and morals, low morale, high levels of stress and strained interpersonal relations between the officers. It was established that housing problem was a major contributor to the discontent and general lethargy in the police. This report is also reflected by Muiruri (2016) who reported that more than 59,000 officers of the total 78,000 in NPS are not housed and with the annual absorption into service of police recruits the housing crisis for the police can only get worse with the junior officer's worst hit. The chairman of IPOA observed that the Kshs 3,500 per month house allowance that junior officers get from the government does not reflect market rates reality. The KPS report revealed that it is estimated to have a shortfall of 69% of housing units while the APS has a shortfall of 78%. The Police Reforms Task Force (2005) also found that the life insurance cover was not cognizant of the high risks to life that these officers are continuously exposed to. On salaries and allowances the government did not fully appreciate the demanding and risky nature of their jobs. The level of basic pay was a major dissatisfaction among them as they have remained at fairly low levels for the last two decades. A quick comparison of the salary and benefits levels drawn by public servants in sampled organizations, whose duties and demands are nowhere near those of the police, portrays a situation that should be of serious concern to the government to warrant reforms.

As long as the force continues to feel that the government is quick to respond to salary demands of other categories of public servants but gives minimum attention to those of the police, it will be too ambitious to expect optimum performance from the force. It is therefore necessary that the police salary levels are overhauled and a significant portion of the national budget be dedicated to improving police salary levels within the next five years. This is because continued payment of low salaries will contribute highly to their predisposition to corruption, lethargy and inefficiency

in the execution of their duties. While better pay may not directly translate to lower levels of corruption, it would certainly raise the stakes high enough for officers to feel worried about losing their jobs on account of misconduct or poor performance” (Ransley,2009:113-121).

According to the National Police Service Commission the Chairman, the commission has come up with a scheme that indicates the number of years an officer serves in a particular rank before being promoted. Mr. Johnston Kavuludi, the current chairman of the commission reiterated that the scheme of service will define the qualifications for entry into every job group and the career progression of the police officer. The scheme is a motivating factor for the officers to look for requisite qualifications to climb the ladder and to gain the necessary skills and develop a career path. The scheme will do away with old system where some officers recruited as constables retire in the same rank and will ensure that officers with high academic qualifications who have stagnated in junior ranks with meager pay for over 15 years are promoted and others deployed as per their qualifications and specialties (The Daily Nation, June 13, 2016, NPS,2006).

If the scheme of service is implemented it will address ills that bedevil policing in Kenya. The implementation can promise high performance and job satisfaction which can be achieved by improving pay, providing opportunities for promotion and ensuring proper supervision and co-worker relationships (Makin & Charles,1996).

This is consistent with Bryson, *et al* (2012:3 Executive summary) who said that in recent decades, the compensation packages of a growing proportion of firms include pay schemes that are linked to employee or company performance. By motivating individual workers to be more efficient at work and increasing their attachment and identification with the interests of the enterprise and proper incentives, the schemes are expected to improve relationships at work, increase job satisfaction rates, lower

absenteeism, lower turnover rates which can ultimately improve sector performance (Bryson, 2013).

### **2.2.3 Gender and Police Reforms**

Gender bias ideology is a system of beliefs that attempts to justify differential treatment of women. Barriers to women entering law enforcement have been gender bias. In policing, for example there is a widespread belief that women cannot adequately perform what has been stereotyped as a male-dominated vocation. In terms of gender bias, there have been and continue to be a number of males in police work who have difficulty working with females. In America, white males have been the power holders and they have been very reluctant to give up or share this power with females. Along these same lines, many males believe that females are not physically capable of being “good” police officers. This objection to female officers is based on the mistaken belief that police work is physically strenuous, and women are incapable of performing it. Many police executives still hold this stereotype view of policewomen (Gaines & Victor, 2008). But over the last three decades there has been a considerable amount of discussion about the pros and cons of adding women in large numbers to the rank and file of America’s police service. The increasing numbers of women on America’s Police Forces (Zhao, *et al*, 2006 cited by Mastrofski, 2006) suggest a growing consensus that adding women is a good idea, yet the relatively small amount of available research has done little to answer key questions about this trend.

In 1998, the International Association of Chiefs of Police (IACP) surveyed 800 of its members and found out that 28% expressed a concern that women lacked “sufficient physical strength, capacity for confrontation, size, strength and force” to be effective police officers. This study also found that there were a few women in policing, compared to their male counterparts, that women officers still face bias from male

officers, male departments lack strategies for recruiting women, women officers face gender discrimination and a “glass ceiling” that inhibits promotion and sexual harassment still occurs in many departments (IACP,1998).

In Kenya NPS and correctional facilities the numbers of male officers out-number that of women. This means the Kenyan government must increase the number of women in law enforcement. Equal Employment Legislation in America’s police force is an effort to end unfair sex-based discrimination and has made it easier for women to gain and keep police employment (Mastrofski, 2006) and should apply in Kenya. Diversity must be reflected through innovative recruitment strategies and not affirmative action to attract balanced applications (Victoria Police, 2014). The Kenya Constitution (2010) addresses the disparity that has been there in this public institution in matters of minority and gender mainstreaming under Article 26(1-8) and Article 27 which states that not more than two-third of elective bodies shall be of the same gender which also addresses equality and freedom from discrimination. Mainstreaming is also addressed in part II (5.a) of National Police Service. The Handbook on Roadmap to Transformation also addresses gender parity. It states gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes.

The UN Women (2009) in its gender mainstreaming updates suggest that it is a strategy for making the concerns and experiences of women as well as of men an integral part of policies and programmes, so that women and men benefit equally, and inequality is not perpetuated. Thus, ultimate goal of mainstreaming is to achieve gender equality. Gender mainstreaming in the police includes policy, planning, financial and human resources management, research, data collection and analysis,

monitoring and evaluation, and all operational policies, programmes and activities. The National Police Service Act requires the NPS to uphold the principle that not more than two-thirds of its appointments shall be of the same gender (NPS, 2006:51). The 2010 constitution is a document full of many radical changes but seem to be ignored in the implementation of gender rule. One of its most eye-catching features is the principle of affirmative action in Articles 27 and 81(b) which set aside one third of the seats in parliament and county assemblies for women. Currently women political representation stands at 19% (86 elected and nominated female members of National Assembly and the senate). This percentage needs to rise by 14 points to 33% (Owuor, 2016). The foregoing reminiscent what is in the police department and other social institution of the Kenyan society.

#### **2.2.4 Education and Training in Police Reforms**

There have been numerous studies conducted throughout the years that concluded that officers with higher education tended to be more professional, received fewer citizen complaints, possessed more tolerance for diversity, possessed better oral and written communication skills, and seemed better suited for community-oriented strategies than their high school graduate counterparts. Despite this there are parties who maintain that it's the street experience rather than the higher education that makes or breaks an officer. Most agencies however feel that higher education is a definite advantage to the individual officers, their respective agencies, and to the profession (Scaramella, 2011:95). Some social scientists believe that a college education matters greatly and in most time it is likely to improve police officer's effectiveness.

Police literature does describe links between education and law enforcement professionalism. According to Bostron (2005) starting in 1982 in the United States, police officers in Minnesota were required to have a two-year college degree. The

presidential commissions concluded that law enforcement should become more like a profession, and one of the fundamental aspects of professional occupations was that they required education beyond high school. Their mode of logic necessitated that their educational requirements be raised from a high school diploma to a college degree. The overarching thought seemed to be that if law enforcement officers became more professional, then the unprofessional actions of law enforcement officers would be curtailed. This approach seemed reasonable; but the basis for the commissions' findings and recommendations was anecdotal stories and assumed correlations between education and improved police officer behavior (Bostron, 2005).

One of the most enduring provisions of American police reform proposals over the last century has been that police should receive more formal education, and in recent times, that has meant more college education. The nature of the people recruited into a police agency affects the quality of that agency's performance in profound ways. A clear trend in the last three decades in America has been an increase in officers acquiring at least some college credits and a baccalaureate degree. Massive resources and funding has been directed towards increasing college education for police (Mastrofski, 2006).

The Kenyan Constitution (2010) outlines some of the institutional and legal issues for police reform agenda. The National Task Force on Police Reforms (2009) proposed minimum academic entry requirements. This was because the task force found police officers who were illiterate and could not comprehend issues and with the preparation of new reforms and transformation, higher education was viewed as a sufficient compliment to the reforms. The foregoing shows that recruiting policemen who are educated helps the officers to become professional but does not necessarily implicate those without higher education as poor performers. The purpose of in-

service training according to Rainey ( 2003) is to ensure that perishable skills such as pursuit driving, defensive techniques and first aid are refreshed, to update officers on evolving issues such as problem-solving methodologies, identity theft, and computer crimes and to communicate what police managers have learned from recent conferences or police research. In compliance many states in America require that officers receive a specified number of hours of specialized training on an annual or biennial schedule.

### **2.2.5 Crime Prevention and Strategy**

In the UK, the period immediately following the Second World War, concerted efforts were made to remove the highly emotive question of what to do about crime from the formal political arena. In the wake of this depoliticization agenda, the task was left to a group of professional experts to formulate what might be described as social democratic welfarist” canon” of effective crime control. This perspective proclaimed that the state should concentrate on tackling the societal roots of crime, most notably poverty, unemployment, poor housing, educational disadvantage and dysfunctional family and community formations. Diversion, decriminalization, welfare, treatment and rehabilitation, rather than criminalization, imprisonment and punishment, would be the domain assumptions guiding the criminal justice system. This would apply particularly to juvenile offenders who were viewed, by and large, as victims of circumstances beyond control (McLaughlin & John,2001).

Neighborhood policing in England remains deeply entrenched at the core of the Government’s forward agenda that helps in local decision-making for the National Policing Plan. The views of the public inform decision-making but not dictate it. Policing is at its most effective when it is a shared undertaking with the local community (Brown, 2003; Government of England, 2005).

The methods applied illustrate the importance of having an effective crime control where one puts into consideration societal roots of crime. National Crime Prevention Strategy (NCPS) is important because high levels of crime pose a serious threat to emergent democracies. Violent crime often leads to tragic loss of life and injury, the loss of possessions and livelihood, the rights and dignity of citizens whose impacts are incalculable. Subsequently, crime poses a threat to peaceful resolution of differences and rightful participation of all in the democratic process. For these reasons, the Government of South Africa for instance, regards the prevention of crime as a national priority (Government of South Africa, 2016). According to Western Australia Police Crime Prevention Strategy 2011-2011, crime prevention is at the core of policing and is about understanding and addressing both the cause and the crime. It also involves any intervention which prevents or reduces crime without that intervention. Community crime prevention programs or strategies target changes in community infrastructure, culture, or the physical environment in order to reduce crime. The diversity of approaches includes neighborhood watch, community policing, urban or physical design, and comprehensive or multi-disciplinary efforts. “The founders of the Metropolitan police believed that the primary responsibility of the police was the prevention of crime and maintenance of law and order-not detection of crime (McLaughlin & John, 2001).

Crime prevention has been part of the Kenya government’s policy agenda for many years now. Dating to 2003, the government initiated a sector-wide reform program on governance, Justice and Law and Order Sector (GJLOS) which was coordinated by the Ministry of Justice and Constitutional Affairs that among others, prioritized reforms to enhance crime prevention approaches. Further, Vision 2030, the main policy document underpinning government planning in Kenya, recognizes that crime

prevention is key in achieving the objective of a society free from danger and fear (GoK & GJLOS,2003).

In addition, the police reforms agenda set out in the report of the National Task Force on Police Reforms (Ransley, 2009) underscores the importance of crime prevention in policing in Kenya. The subsequent legal and policy proposals in the security sector in general, and in the police forces in particular, have also recognized the expanded nature of safety and security (OSIEA, USIU &KIE, 2011). The ongoing reforms and the prevailing national optimism, provide important opportunities for a national conversation around safety and security.

In support of having a crime prevention strategy, the Kenya police force developed an ambitious plan for police reform in 2003 aimed at transforming the Kenya police into an institution that will be modern, efficient and effective and responsive to the needs and expectations of the public (The Kenya Police Service Strategic Plan, 2003-2007). The strategy was to present a fundamental shift in policing in Kenya. It was a realization that police were alienated from Kenyans citizens and had spent substantial energy on sustaining the power of the ruling party. The focus was on providing service to Kenyan people through the promotion of the respect of the rule of law and human rights (Kagari & Sophy, 2003). Some of its recommendations were partial decentralization of the force addressing a dearth of resources within the force and developing of a National Policy on policing as well as policies and clear guidelines for improved police functions. It also recommended the development of strategies to identify the capacity within the current force for change, the management of change, identification and support for visionary leaders within the service to drive and sustain the reforms and identification of partners and supporters outside the force to provide impetus and sustain momentum for change (Kagani, 2003:5).

The National Task Force on Police Reforms (2009) also recommended the minister responsible for internal Security and Defense to immediately set up stakeholder committees to start the process of developing a National Security Policy alongside the development of the National Security Policy. Crime prevention Strategies were also in ten thematic areas of concern in the stakeholders Executive Brief on the Police Reforms Task Force held on 17<sup>th</sup> May 2005. The foregoing shows that crime prevention strategy should also occupy the first place in Police Reforms. It underscores the importance of community mobilization. Community mobilization is important in a community prevention plan because crime and community safety issues emerge from local, specific contexts. Local residents experience crime problems first hand and have valuable knowledge that may be critical to the success of an intervention. The long-term success and sustainability of action plans are linked to the degree of community involvement and ownership of strategies (Ransley Report, 2009).

In Kenya there has been hostility between “community policing” and “*Nyumba Kumi* initiative” (ten households) which is hindering effectiveness as reported by KNCHR & CHRP (2015) that Community Policing is the philosophy that promotes partnerships between the police and the community in policing. *Nyumba Kumi* is the strategy for anchoring community policing at household level. The audit established that the functions of community policing committees are too broad. They range from education, security, agriculture, forestry, health, water among other functions. This is contrary to what the committees were established for. The audit established that there are numerous challenges between community policing and *Nyumba Kumi*. In some counties, there are rival committees, merged committees often engaged in supremacy battles, and in others both are absent. In some counties, some committees are aligned to the KPS, APS or County

Commissioner thereby creating a confused environment (p.11). The Kenya police Strategic Plan (2003-2007) and National Task Force on Police Reforms (2009) proposed for establishment of a National Policy on Community Policing and should be anchored on a legal framework. According to Douglas, (2013) says that Kenya's Vision 2030 lays emphasis on safety and security as crucial pillars for economic growth. Thus vision 2030 and the constitution provide the basis for wide ranging police service reforms

Focusing on relationships with the community is important, and if handled in the right way, can yield benefits in terms of improved public cooperation with the police. An illustration of this relationship happened to South Africa during the transition from Apartheid to democracy. In South Africa, the nature of police institutions and the process of policing itself were dramatically reformed. At an institutional level, the South African Police Service (SAPS) was created as a result of the integration of the former South African Police and the ten "homeland" police agencies. Considerable work was required to align and integrate these structures and their various procedures, ranks and administrative systems (OECD, 2017).

In terms of delivery of policing itself, there were also significant reforms, including a focus on improving relations between police and the community; redesigning systems for selection and training; preventing and actively responding to torture or other human rights abuses; and inculcating a culture of service delivery into police work. The complexity and multi-faceted nature of the reform process, along with the requirement for police, policy makers and the newly created civilian secretariats at national and provincial level to manage and monitor the process more effectively, led to the establishment of a performance management system based on

indicators” (ISSAT, 2016).

This is in agreement with the Rwanda National Police (RNP) which has metamorphosed from a fragile entity that was in fourteen years ago, to a professional and vibrant Police Force that is today. In an interview by Kagera with Inspector General of Police Gasana, it came out that the RNP has embraced community policing, which they have made a priority to respond to crimes effectively. Currently, there are about 80,000 members of CPCs across Rwanda, who have been capacitated, including training and given mobile phones to provide timely information. This proactive policing approach replaced the old system in the previous regime, which was based on family ties or other forms of nepotism, resulting in a corrupt and unreliable police service. Police engagement with the public has made communities feel safe, involved and reassured. The RNP organizes periodic awareness programmes, has built the capacities of community night patrol personnel and promoted the culture of neighborhood watch ensuring safety and prompt reporting of crime (The New Times, RNP,2000-2014).This suggests that the goal of crime prevention should be founded on a premise of reducing crime by ensuring less crime occurrences and maintenance of law and order. .

#### **2.2.6 Assess of Organizations and Security Sector Reforms**

Arguing on why organizations succeed, Molitor (2007) says that the foundation for building a strong corporate culture is the truth that people are one’s greatest asset. Failure to embrace and act upon this truth hinders organizational success in the short term and eventually leads to organization collapse. He asserts that there are only two fundamental positions regarding how important, or unimportant, people are to an organization’s success. The first position is that all human beings are created with intrinsic value, and therefore, given the correct environment; they will naturally make immeasurable contributions to an organization’s success. These

organizations are characterized by empowerment, trust, honest communication, service, and support for people at all levels. Their leaders exist to serve, provide support, encourage and ensure that people have what they need to fulfill the overall vision. The second position that is diametrically opposed to the first is that people are simply components, much like machines or computers that the organization needs to function. This position presents a reality in most corporations of today. At the extreme people are viewed as simply disposable parts of the organizational processes, to be discarded whenever convenient.

In these organizations, leaders view people as being essentially faceless and nameless, without any real value other than that which they produce when serving the organization's needs. Endless rules and regulations, tight controls, mistrust, and the lack of empowerment typify such negative environments. Leaders exist to make sure that people do what they are told and to correct those who fail to measure up. In such an environment, one can predict failure from the actors involved. Essentially, if the National Police Service holds to its bureaucratic ideals it can turn to be mechanistic.

Molitor (1999) talks of organizational assessment and the hidden benefits of an assessment to an organization. He contends that it is important to remember two key things about assessments: First, one feel ownership for things that one help build. Second, one take care of what one own. Therefore, meaningful involvement in an assessment increases people's sense of ownership in the organizational change process. For this reason, it is wise to involve as many people as possible during an assessment. Thus, in this case the police officers will own and care for it as they feel part and parcel of the process then transformation is easy. The success of the police reforms therefore requires all the stakeholders to be brought on board and National Police Service being the major stakeholder.

Molitor (1999) gives the following as a list of topics that are normally used to assess a wide variety of clients in business, government, health-care, and religious organizations. They are the most universal causes for relationship breakdown and low organizational effectiveness. He says that the areas that require assessment are as follows:

The mission, foundational components, the core values and operating principles, trust and openness, the leader effectiveness, the follower effectiveness, communication and listening skills. Others is information flow, power of agreement, interdependence that encompasses whether the people recognize that they need one another's contributions (Molitor, 1999). To achieve the mission there must be morale which encompasses whether leaders are motivated, encouraged, energized, and committed to the mission and whether the morale of followers different than that of leaders, the positive reinforcement this encompasses how people know when they have performed well, corrective feedback it includes issues of how one knows his performance, the performance enhancement process which shows whether there are a formal system in place to develop the skills of personnel in the organization and how is it administered, and approach to problem solving and it encompasses how problems addressed.

The above areas form the basis of inquiry for any organization that yearns for focus, change and peak performance. Some of the above assessments were incorporated in the formation of the research instruments and informed the assessment of the organization transformation in police reform agenda.

### **2.2.7 Relationships and Psychological Contract Influence on Transformation**

Psychological contracts are a set of 'promises' or 'expectations' that are exchanged between the parties in an employment relationship. These parties include employers, managers, individual employees and their work colleagues. Unlike formal contracts

of employment, they are often tacit or implicit. They tend to be invisible, assumed, unspoken, informal or at best only partially vocalized (Robinson & Rousseau,1994; Gabriel & Edwiy, 2012). Lack of focus on relationships is the number one limiting factor and potentially, the fatal flaw in countless organizations. The lack of productivity comes primarily from relationship problems, ineffective leadership, internal competition and poor communication as the causes of substandard performance (Molitor, 1999). When an individual becomes a member of an organization, she or he establishes an unwritten, implicit or explicit psychological contract with the organization which is called psychological contract according to Schein (1980). The psychological contract consists of the mutual understanding of the expectations the individual and the employer have of each other. A psychological contract can be understood as a 'deal' between employer and employee concerning 'the perception of the two parties, employer and employee, of what their mutual obligations are towards each other (Robinson & Rousseau,1994). Originally developed by organizational scholar Denise Rousseau, the psychological contract includes informal arrangements, mutual beliefs, common ground and perceptions between the two parties. The psychological contracts develop and evolve constantly based on communication, or lack thereof, between the employee and the employer. Promises over promotion or salary increases, for example, may form part of the psychological contract. The notion of a psychological contract implies that the individuals have a variety of expectations of the organization and that the organization has a variety of expectations of the individuals (Gabriel & Edwiy, 2012; Wangithi & Ngethe,2012)

The dynamic nature of the human interaction facilitates the creation of individual perceptions about the nature of work; the expectations around effort, performance, and pay; and the importance of a specific behavioral code. Even though such

expectations may never formally be stated, they do exist and have an impact on both the relationship between employees and employers and on employees' performance. When the psychological contract is violated, or perceived to be violated, intense emotional reactions such as shock, resentment, outrage, or anger result. Furthermore, the disillusionment over broken psychological contracts affects employee satisfaction, productivity, employee commitment, and desire to stay with the organization. The psychological contract is viewed as a dynamic, living process in that it needs to be revisited periodically, beyond its initial formation, due to ongoing activities and experiences (Shani, 2009).

Psychological contracts compose expectations of an exchange agreement between employers and employees. Recent research indicates that many organizational problems can be traced to expectations discrepancies. Interpersonal dialoguing is a managerial tool to bridge the discrepancy gap. Raising managerial expectations about employees' abilities and performances can improve performance and boost productivity. Hence productivity as a self-fulfilling prophecy presents a variety of unique possibilities for crafting desired behavior and outcomes in the workplace (Shani, 2009). When police officers are recruited in the service they usually have expectations at times the uniform, the badge, the weapon and the power usually deceive them. They usually think the work is well paying and well remunerated as portrayed by those instruments and police power. According to the theories they will suffer from expectations discrepancies hence low morale, demotivation and finally low performance and other frustrations that will accompany it.

#### **2.2.8 Police Reforms and transformation on Job Performance**

Job performance itself is a function of four variables: ability, understanding of the task, environment, and motivation. With performance measurement appearing in such a diverse array of organizational settings, it is not surprising that it is now

becoming a hot topic in policing. Performance measurement is at the heart of nearly every innovative management fad or organizational development strategy in the past two decades. It is an essential component of zero-based budgeting and management by objectives, reinventing government, re-engineering the corporation, total quality management, benchmarking, balanced scorecards, and organizational learning (Re'em, 2011).

The ultimate policing goal should be to contribute to the realization of societies with safe living conditions and equal access to opportunities, health and happiness which is called a transformed society (Chismas, 2012). Police executives have a strong stake in measuring performance as a tool to monitor department operations and promote adherence to agency policies and strategic plans which defines their effectiveness. By defining what is measured, executives send a signal to their command about what activities are valued and what results are considered important. Performance measures can help administrators track morale within the organization, whether funds are being used efficiently, whether individual officers are headed for trouble, and a host of other barometers that indicate health or dysfunction in an organization. Performance indicators also can aid police executives in assessing and responding to claims of racial bias, patterns of abusive behavior, or failure to protect (Davis, 2012).

It is for these reasons that systematic performance appraisal is regarded as the key to employee development and is now viewed as the centerpiece of an effective police personnel system. The evaluation of job-performance is a managerial task that is normally delegated to first-line supervisors in healthy, work-based organizations. Formal (objective) performance appraisal has been emphasized in government and has become the standard by which we judge the legitimacy of any public-sector personnel system (Moore, 2002).

Without appraisal the management cannot know the following: whether the police are doing the job they were hired for, they cannot measure the quantity of work and quality of performance and provide rewards for those who are doing well, they estimate employee potential and prepare them for promotion within the organization, assess employee attitudes and strengthen each supervisors' understanding of subordinates and I let the employees know exactly how they are doing, where they stand, and what they can do to improve their own on-the-job performance and also they provide supervisors and management with sufficient objective data to make and, if necessary, defend decisions concerning personnel within the agency (Moore, 2002). Key Performance Indicators (KPIs) enable performance to be measured, monitored, evaluated, reported and improved. They play a key role in managing performance at all levels in the Police strategic and operational functions. Effectiveness indicators provide information that assists with assessment of the extent to which government desired outcomes have been achieved through the resourcing and delivery of services to the community (O'Callaghan, 2015).

For transformation to take place police reformers have recommended an entirely new way of viewing police performance measurement. The community policing reform literature suggests important changes in the way police measure performance. First, police departments and communities are urged to engage in the philosophical and conceptual work of identifying the goals that they expect the police to produce. This exercise will help the police in any community clarify their mission and expand beyond the traditional performance measures. Certainly, maintaining safe communities with a good quality of life will play a role in any thoughtful analysis of the goals of policing. Evaluating police departments only on their prowess in apprehending offenders ignores the vital importance of all the other work that they

do. Furthermore, it relieves them of accountability for performing equally well in all their other work (Maguire, 2003).

Studies have proposed the decentralization of police to make policing effective and to ease the tension between police and local people. What is the best way of decentralizing or centralizing of police? Paun (2007) wrote a thesis on democratization and police reforms and argued that some states proposed for decentralization and centralization of policing to make them more democratic. He found out that there was no clear cut or rather authoritative answer of which method is the best. From decentralized police structures in the USA and the UK to centralized police structures in France and Japan. He also observes that there are police reforms in established democracies which are centralized or decentralized. He gave example of the Netherlands which has decentralized its police structure in the early 1990s, but Finland centralized its police structure in the late 1990s. He found out that newly democratizing states chose different ways to structure their police. Poland has chosen to decentralize its police in 1991, has then recentralized the police in 1995, has again decentralized the police in 1999, and has made further adjustments to the combined central-decentral control of the police since 2002.

Kiedrowski, *et al* (2013) says that over the past decade, there have been extensive changes in the performance management systems used in various public service sectors. Public management systems based on bureaucratic hierarchic control are being replaced with market-oriented managerial systems based on accountability for performance. As this trend, has grown, more forward-thinking representatives of the policing community have realized that traditional policing management approaches based on guesswork, imitation, and intuition can no longer be regarded as an acceptable rationale for police organizational management. Sticking to the old thinking will hinder transformation. There has been a call for a more rational and

transparent approach that combines technical and experiential knowledge to improve police accountability (Kiedrowski, 2013).

Studies have indicated that police must be responsive and respectful and must win public cooperation if they are effective in fighting crime and maintaining public order (Isser, 2012). Gaining respect and being responsive are signs of transformation. Police reforms aims to create a “more dispersed, visible, accessible and service – oriented force which interacts freely and gently with its community” and sees its primary duty as protecting citizens. Effective, fair policing and humane civil disturbance control capability are necessary for stability, order, conflict prevention, mitigation, political and economic development (Kayode, 2008).

Those police agencies that concentrate only on one or a handful of performance dimensions to the exclusion of others, do so at their peril. The idea that police agencies might be very successful in some ways but less successful in others is not unique to the police. It is an axiom among public organizations that performance is multidimensional (Maguire, 2003; Alpert, Flynn, 2001). Several factors including, improved public confidence in the police and greater reporting of crime, possible increases in crime, and improved police practice in recording crime, have the potential to contribute to increased level of understanding police performance. Rather than recorded crime and overall arrest levels it is therefore imperative that from the start, other more meaningful, measures of the police performance be emphasized (Jonjo & Buchere, 2011).

### **2.3 Evaluate the challenges in the Police Reforms in the transformation of National Police Service in Kenya.**

The above was the third objective and below are some of areas identified and the studies done on some challenges that influences security sector reform and National police service in particular.

### **2.3.1 Challenges of Security Sector Reforms in the performance and Transformation**

Police around the globe are changing because of the challenges that are brought by the emerging issues such as terrorism. It would be hard to find a police service anywhere in the world today that is not alive to the imperative of change (Hoggett, 2014).

Shahabudin (2011) notably argues that SSR has increasingly gained traction among nations as security has been challenged by several issues affecting the globalized world. It is therefore important to understand how different jurisdictions in the world operate their security and how they are dealing with the reforms and transformation.

Different jurisdictions operate the security departments differently. When the American police was first formed, it was controlled directly by political machines and that period is called Political Era of policing (Perez, 2011). He further posits that this era was characterized by rampant corruption, low morale, limited effectiveness and police enjoyed little status (Ruteere, 2011). Calls for reform began during the Progressive era of American politics and resulted in change. In efforts to make the police more effective and efficient as well as do away with the corruption, the second era of policing called Reform Era was instituted. American Policing can thus be divided into four distinct periods as follows:

The first was Early Era - (1607 – 1840) in which American cities did not have paid, uniformed police forces. The second was political Era - (1840 – 1920) in which local politicians created and controlled police agencies. During this time frame, the police were controlled by political machines and corruption and ineptitude were rampant.

The third reform Era - (1920 – 1980) in which reforms got the politics out of policing and improved police effectiveness. This reform era developed in reaction against political interference and manipulation in policing. It took hold during the

1930s, thrived during the 1950s and 1960s, and began to erode during the late 1970s. The main goal was to professionalize the police by standardizing recruitment and hiring police officers. This in turn led to police agencies becoming centralized bureaucracies focused on controlling crime. It was a response to corruption and ineptitude. What eventually emerged was paramilitarism. Some mislabeled this as “professionalism.”

(Perez, 2011). The reform era now seems to be giving way to an era emphasizing community problem solving which is the current era emphasized by different jurisdictions. The fourth was Community Policing Era -1980-to the present in which police are leaning towards a more service oriented role which Perez (2011) calls it the Professional Era which is a philosophy which drives efforts to instill genuine professionalism in policing.

Presently the America model of police organization is highly decentralized equipped with a big number of officers and departments of law enforcement. Balancing the performance of all these officers has proved to be a challenge for the U.S. government. The reform is related to the purpose, use and regulation of force used by police during the encounters with the public. Over the years, the effort has focused on defining the role of the police and monitoring their performance (Pinc, 2010). Rushin (2014) notes that congress passed 42 U.S.C. § 14141 in an effort to curb police misconduct and incentivize proactive reform in local law enforcement agencies. Therein, the statute provides the U.S. Attorney General with powers to institute structural reform litigation against local police departments found engaging in continued unconstitutional behavior.

In Tunisia, the government has started a reformation process of the police and established partnerships with international agencies such the UNDP and DCAF, with the purpose of working with police reform in accordance with international

directives. Lutterbeck (2012:16) has written a report of Security Sector Reform in Tunisia after the fall of Dictator Ben Ali, and highlights that democratic policing or reforming the police requires changes at three levels: the legislative level, the institutional level and the level of attitudes and culture of police forces. At the legislative level, there is a need to establish clearer regulations for practically all areas of police work and organization, as well as to abolish repressive laws of the former regime. At the institutional level, reforms should focus on the establishment of greater transparency and accountability of police forces. Finally, there is a need to change the “culture” of police forces from a culture of repression and abuse with impunity to a culture of the rule of law and respect of citizens’ rights (Lutterbeck 2012:16). There must be a conviction of the need of this reform at all levels and an understanding of democratic policing’s core values and the purpose of the reform. The core value is community-centric policing instead of state-centric policing (Harris, 2005).

Security related challenges continue to bedevil the Kenyan government although there has been a plethora of reforms in national police service. There has been an increase in crime and public disorder. Bruce (2014) wrote on the challenges related to police reform in Kenya and compared the police reforms in South Africa and Sierra Leone but he did not deal with issues of organizational change and inertia, police subculture, police personality, police worldview and other issues that might bring organization resistance. This section will deal with some of these challenges and find out whether they play a role on police reforms or whether they have influenced police reforms and transformation in the new dispensation Pino and Wiatrowski, (2006) pinpoints the fact that transitional and developing states have several obstacles to reform, such as “insecurity, poverty, economic underdevelopment, pressure from foreign states, a lack of social cohesion, and

political instability". These mean that these problems reduce legitimacy and that a lack of state capacity affects policing because of shortages of resources and working equipment. Further, these shortages affect training, morale, operations, indifferences and the temptation of corruption; and weak police institutions within weak states become the result, which creates further instability in a transitional state.

Commonly agreed upon amongst scholars regarding primary elements of democratic policing is the development of a good relationship between police and community states, the police and the military are not the sole determinants of social order, the community are as important and in a democratic society the population creates the institutions and their mandate. The political will of a reform and of the implementation of democratic policing are crucial for a successive outcome. The political will relates to the structure of the governing and the history of the structure of the governing. If there have been democratic features earlier it, is much easier than if there has not been any.

There is a corresponding relationship between the public's confidence in and expectations of the police and police reforms if the standard of police performance is below public expectations, there is a following absence of public confidence and trust towards the police amongst the public. This follows in a negative circle, where the public's suspicion, mistrust and fear of the police increase the police's detachment from the public and then instead closeness towards the organization and the state. Harris (2005) argues that some distant police ignores the concerns of the public which and therefore the public is less likely to cooperate with the police in any concerns and issues. Without the support from the public, it is problematic for the police to fulfill their policing duties, they become frustrated and more likely to use non-democratic methods that are conflicting to established laws and human rights. This negative process has a destructive effect on both police

performance standards and public confidence and trust in the police. Harris and others are unanimous that a police organization cannot perform effectively without the trust and support of the public and breaking this negative process and reversing the forces that drive the police and the public apart is the central challenge of the reform process.

In Kenya, Significant reform affected the management of the Police Service, through the introduction of a single police command structure. The police, effectively transformed from a force into a service, to reverse decades of a police culture characterized by impunity, secrecy and brutality into one that is more transparent, humane, responsive and proactive rather than reactive. The reforms also addressed the issues of capacity within the police service. Gaps in terms of manpower and training fostered by years of malignant corruption, nepotism and lack of resources contributed to poor service delivery by the police (Ndungu, 2011). Police morale because of poor pay, deplorable living and working conditions and an unsympathetic public, (which finds it hard to appreciate some of the good work of the police) also challenged the efficient and effective police performance.

A key personnel issue to consider when reforming the police institution is whether to retain old staff or recruit new personnel. Lessons learnt from South Africa suggests that a combination of both approaches is needed, including the reselection/vetting of police officers that have been involved in corruption and a systematic approach to new recruitment (Bruce,2003).

As part of the process of recruiting new staff, selection procedures and policies are important elements of police reform. Inadequate screening criteria for candidates can result in police officers lacking the skills or incentives to comply with high standards of integrity. In South Africa, for example, police reform included the introduction of a new selection system to raise the caliber of police recruits, with minimum

acceptance standards such as minimum level of education and the absence of a criminal record (Newham, 2002). In countries, such as Columbia, Peru and Mexico, female officers have been assigned to traffic duties, based on the assumption that women are less likely to condone corruption. These initiatives reportedly yielded some successes in reducing complaints of bribery (USAYS, 2007).

As low wages are likely to provide negative incentives to police officers, living wages should be provided to members of the force with regular and reliable salary payments. In Singapore, for example, increasing the salaries of civil servants and political leaders with the view to making them more competitive with the private sector has been an integral part of the efforts to decrease the opportunities and incentives for corruption (Quah, 2007). In Afghanistan, police reform includes measures aimed at reducing the excessive numbers of senior officers and using the savings to increase the salaries of rank and file officers (USAID, 2007). However, most studies also agree that increasing salaries without effective monitoring systems as well as enforcement of sanctions is unlikely to have an impact on corruption (Chene, 2009).

Within the framework of democratic policing, community- based policing, crime prevention and victim empowerment strategies are increasingly being proposed to help restore trust between civilians and the police and to gain community support for police reform. Community- based policing promotes partnerships between police and communities to address community concerns and ensure that the police respond to the needs of the broader public. This can be facilitated, for example, through setting up community consultation forums.

In Venezuela, the anti-corruption monitoring role of community councils over the police forces is promoted as an integral component of police reform, providing the community with opportunities to contribute information, present proposals and

project ideas and actively engage in ensuring citizen security through various consultation forums (Fernández, 2009). In Mexico City, “Policia Comunitaria” – community neighborhood police - were introduced to promote a greater sense of ownership, responsibility and accountability to citizens by creating a familiar police presence in each neighborhood (Anozie, 2004).

While promising, community policing approaches have not always been successful. For example, the concept has been implemented with some success in the context of holistic police reform in Sierra Leone, but with limited impact in Kenya and Uganda (USAID, 2007). The success of such initiatives relies on a set of contextual factors such as a minimum degree of order, a conducive political context and support from key factors such as the government, the police and civil society (Groenewald, 2004).

Johansson (2013) did a study on analyze the extent to which the Egyptian police are being reformed along the lines of democratic policing and to examine possible challenges for such a reform. The study found that the police lack capacity, understanding and training to reform. The reformation must be influenced by political will from legislative and institutional level as well from the police officers themselves.

Bruce (2014) did a study on the challenges related to police reforms in Kenya; a survey of Nairobi County. The study revealed that police reforms had not elicited noticeable recognition from police officers. Specifically, the study discovered that knowledge of police reforms among police officers was very low as only 21.5% cited the change of name from police force to police service while 10% noted the appointment of the Inspector General as part of the reforms. The study also revealed that implementation of new rank structure and vetting of police officers had become difficult to implement as required by the law. The study recommended that the National Police Service Commission should embark on vetting all police

officers as well as carrying out awareness campaigns to sensitize police officers on the importance of police reforms.

Kabia (2013) investigated the factors influencing police officers' perception of police reforms; a case of Kenya Police Service, Nairobi Area. The study found that training had the highest effect on perception of police reforms in Kenya, seconded by staffing, followed by recruitment, then Terms of service and legal structure having the lowest effect on the perception of police reforms in Kenya.

### **2.3.1.1 The Kenyan Security Scenario**

In Kenya despite conscious and vigorous efforts by the police to shed negative public image, these perceptions have prevailed sometimes backed by negative reports from various commissions. For instance, the Truth, Justice and Reconciliation Commission (TJRC, 2013) report covering the period from Kenya's independence in 1963 to 2008 revealed that the police have been the main perpetrators of human rights violations including massacres, enforced disappearances, torture and sexual violence. This reinforces public perception of the police as unapproachable, closed, poor communicators, corrupt and inept. While this could have been the case judged within specific historical contexts, there have been deliberate significant changes in the police in the recent past. However, since the public and stakeholders are not sufficiently informed about these fundamental changes, some of which are beginning to take effect, their perceptions have persisted. Upon its establishment in the year 2012, the National Police Service Commission (NPSC) instituted vetting. Vetting entails a formal process for the identification and the removal of individuals responsible for abuses especially from police, prison services, the army and the judiciary, its aim is to infuse professionalism, competence and accountability on security services (Finci,2007). Two years later however, only 198 senior officers had been vetted, with 1,200 or

senior officers slated to be vetted out of a national establishment over 80,000 officers who must be vetted (KNCHR, 2014).

In November 2012, a series of ethnic clashes between the Samburu and Turkana nationalities of Kenya resulted in the deaths of at least 46 people including police officers sent to quell the violence. In 2014, Kenya soldiers' shot dead six suspected members of a separatist group after they hacked an officer to death in an attack at a barrack in the port city of Mombasa (Mckenzie, 2012). Also, officers of APs fought off armed men at AP Post in the tourist resort of Malindi, about 120km (75miles) North East of Mombasa. November 3, 2014 the star reported at least 24 police officers and Kenya police reservist were feared dead in a fresh attack in Kapedo in Tiaty sub-county Baringo County. November 1, 2014 in Africa news unidentified gunmen ambushed police during security operation in Northern Kenya, killing at least seven of them. More cases of terrorism have taken place for example Westgate attack, Garissa University College and more sporadic attacks in Bungoma. There has been an increase in the incidences, gravity and intensity of insecurity since 2010, including persistent terror attacks, inter-community conflicts and violence targeting law enforcement officers as well as a big number of extra-judicial executions.

A total number of 3060 Kenyans (both civilian and law enforcement officers) lost their lives due to insecurity in the period (2010 to 2014). This surpasses the psychological watershed mark of the 1133 Kenyans who died during the country's worst internal conflict following the 2007-08 post-election violence. There has been an increase in the number of the internally displaced persons as well as massive destruction of property due to insecurity. During the period (2010-2014), a total number of 180,300 people were displaced from their places of habitual residence. Property worth billions of shillings was destroyed following terror attacks in

Nairobi, Lamu, Garissa, Wajir and Mandera, with three thousand and nine hundred and sixty-five (3965) herds of livestock either stolen or killed. The provision of essential services in the education and health sectors was disrupted in a number of counties including Baringo, Turkana, Wajir, Mandera, and Isiolo following cases of persistent insecurity, with the deaths of teachers and medical staff reported in some of these areas. This led to the worrying calls made by the teachers and doctors' representatives for the withdrawal of their staff from the worst insecurity prone regions in the country (KNCHR, 2014).

The reforms anticipated in the security sector, particularly in the National Police Service, are either proceeding at a very slow pace or have altogether stalled. As a result, the police have not been equipped with the necessary tools, knowledge, skills and attitudes to enable them discharge their security functions effectively. This has led to the increased militarization of internal security functions with the military, who are deemed to be better equipped, being increasingly deployed to carry out (sometimes without the necessary legal authorization as was the case in Kapedo) the internal policing functions of maintaining law and order (An Occasional Report (2010 – 2014), Kenya National Commission on Human Rights, 2014). To understand the police uniqueness and transformation, it is important to understand the nature of police work and the challenges they face. This will assist those dealing with police reforms.

### **2.3.2 Police Organization Culture and Police Transformation**

Despite its relevance, organizational culture remains rather ill-define in economic theory. In fact, its resistance to a precise description is one of its rare uncontroversial attributes. There is strong evidence that some organizations have cultures inappropriate to their environment and they are reflected in their performance and transformation (Carrillo, 1998). To have an effective

transformation of police officers it is key to understand the police culture and organization culture. In the dispensational period of community policing where the partnership of police is required Crank (2004) argues that the behavior of the police only makes sense when viewed through the lens of culture. Culture as blinders metaphor is also the essence of reformer logic in the age of community policing. Culture covers a lot of intellectual and emotional territory. Police organizational structures, policies, behaviors, arrest patterns, corruption, education, training practices attitudes toward suspects and citizens, forms of patrol, and all other areas of police work are witnessed and practiced through the lens of culture (Lambert, 2013).

Organizational culture consists of collectively shared values, norms and artifacts. It is “is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaption and internal integration, and that have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems” (Schein, 1984).

Organizations develop specific cultures that can affect their transformation. Some business successes and failures have been attributed in part to corporate cultures. Top management increasingly recognizes the importance of corporate culture and adopts active approaches to defining cultural identity, protecting it and or orchestrating cultural change. The notion extends beyond the corporate realm to administrations, on-profit organizations (Carrillo, 1998). Culture provides a key link between a company and its employees motivation to do their best work unleash their creativity, work with intensity act with a sense of urgency and put forth extra effort when required (Urich, 1999).

Police have their own distinct sub-culture which should be consideration in police reforms and transformation to facilitate reforms. Organization size, age, systems,

structures and culture may also cause rigidity and inertia that can negatively affect innovation activities, transformation and overall organization performance and transformation (Audia, 2001).

In order to understand and describe the process of change in police organizations, it is necessary to consider not only the human reactions to change, but also the mechanistic organizational functions and processes that bring about those effects in humans. Any attempt to disentangle functional, process and structural issues from the social and psychological aspects of the work force will result in an incomplete analysis. Therefore, it is suggested that an integrative and holistic approach is necessary to understand and explain the processes of change in police organizations (Hart, 1996).

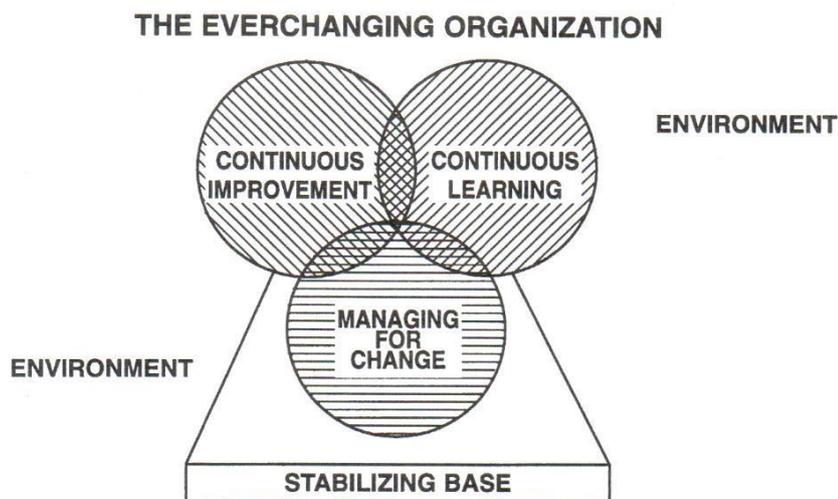
Research has shown that organizations change primarily in two ways; through drastic action and through evolutionary adaptation. In the former case, change is discontinuous and often forced on the organization or mandated by top management in the wake of major technological innovations, by scarcity or abundance of critical resources, or by sudden changes in the regulatory, legal, competitive, or political landscape. Under such circumstances, change may happen quickly and often involves significant pain. Evolutionary change, by contrast, is gentle, incremental, decentralized, and over time produces a broad and lasting shift with less upheaval (Meyerson, 2011).

Police are ever-changing because of security scenario which are ever-changing. Pieters, (2000) observes that, the Ever-Changing Organization(ECO) involves setting an organization on a course of developing greater capability, also involves a substantial commitment and a need to look at the organization's current and projected environment. As the environment becomes more complex like that of police because of complexity of crimes and uncertainty and unpredictability that goes

with it, the need for ECO capabilities increases substantially.

Existing levels of ECO capacity are estimated based on the “snapshot” of the other ECO components, i.e., the stabilizing base for coping with increasing turbulence in the environment, how the organization is managing for change, and its process for continuous improvement and continuous learning. Increasing the capacity in these areas aligns the organization more closely with the ECO capacity required in highly uncertain environments.

A graphic representation of the components of the model is displayed in *Figure 2.1*. Change is approached from a systems perspective considering all key components of the system in change, including its environment. Steps are taken to assure that all the interconnected pieces of the system are aligned to prevent inconsistencies and confusion (Pieters, 2000:3).



**Figure 2.1 Model of the Ever-Changing Organization**

**Adopted from Pieters, 2000 p.3).**

The Figure 2.1 shows that for the organizations to continue serving its publics, it must have stability, consistency and pre-planning stop-gap measures to deal with emergencies. The base called stabilizing base must be stabilized by making there is

continuous improvement in terms of capacity building and improving the welfare of the police officers. Again there should be continuous learning. The environment for the organization will be a catalyst for change or resistant.

The NPS organization which is in the course of change and transformation needs to embrace commitment, must scan the environment or the context of policing. This involves the organization current and projected environment. Policing is ever-changing, uncertain and unpredictable at times. The nature of crimes keep on changing especially in this time of terrorism which means the police service should create capability and capacity of dealing with ever-changing environment of policing. Adopting the ECO will help the police service embrace change and transformation because all variables that affect the current and projected environment should be put into consideration.

The following section gives some of the issues that confront police work and how they influence their performance and transformation and the challenge of implementation.

### **2.3.3.1 The Police Subculture**

The term culture is often used to describe differences between large social groups. Culture is the entire array of human symbols and artifacts. To study culture is to study not only symbols and artifacts but also how they are created and given meaning and value. Social groups differ in many aspects and people from different cultures have varying beliefs, laws, morals, customs, and other characteristics that set them apart from people of other cultures (Scaramella, 2011; Crank, 2003). These values and artifacts are unique to a given people and are transmitted from one generation to the next in a learning process. People who form a unique group within a given culture are members of a subculture. The difference between a culture and a subculture is that members of a subculture, while sharing many of the values and

beliefs of the larger, more dominant culture, also have separate and distinct values (Gray, 1975).

A subculture serves as a means by which individual and group identity is created through the expression of values, beliefs and rituals that deviate from those of the larger culture. These differences make subculture members unique when compared to the larger, more dominant culture. Clearly, police officers share the same cultural heritage, speak the same language, operate under the same laws, and share many of the values of other citizens. But, there are certain aspects of the police subculture that make officers different from other members of society. The unique role and social status of the police in the society helps to set police officers apart from other members of society. Therefore, some scholars such as Perez (2011) on paradoxes of police work and Crank (2004) on understanding police culture have maintained that the police work have a unique occupational subculture. There are various elements of police subculture that tend to shape the police social character and contribute to the unique behaviors of the nation's law enforcement officers.

While each police organization develops a unique and distinct subculture, many police organizations contain the same elements of culture. These elements vary depending on the environment, organization, and social composition of the police department and have both positive and negative results on the police and society (Kappeler, *et al*, 2005; Crank, 2004) says that police officers develop a wide variety of strategies, gambits, and common lore for dealing with the unknown. The unknown becomes the basis for shared knowledge, a way of thinking integral to police culture. Four themes are: suspicion; danger and its anticipation; unpredictability and situational uncertainty, and interaction turbulence and edge control. Each of the themes reveal different facets of the way the unpredictable elements of their work shape cop culture.

Police subculture creates cynicism which is an ideological plank deeply entrenched in the ethos of the police world, and it serves equally well for attack on defense. For many reasons the police are particularly vulnerable to cynicism. When they succumb, they lose faith in people, society, and eventually in themselves. Police cynicism is widely acknowledged, little quantified property of the police subculture. It is a belief that the world or at least the criminal justice system-operates according to rules that are opposite to its publicly articulated principles (Bardivick, 1995).

Police culture influences the moral transformation, in the heart of every cop is a sense of morality, strong in some and weak in others, but always present. The fires of cop culture are not suitable for everyone-the texture of the clay must be just so. Police culture transforms and unifies cops with a shared perception of social justice. Assigned to a territory for which they are responsible, they hold dominion over a shared vision of justice. Bestowed with specific beat assignment, working alone, and provided a portion of automobile-enhanced discretion, they act out their subjective, shared sense of morality every time they decide whether, how, and when to intervene in the affairs of the citizenry (Crank, 2004: 81).

All areas of police work have meaning of some kind to cops and as every reformer and chief who has sought to change any organization knows, these meanings tend to bind together in sentiments and values impossible to analytically separate and individually change (Crank, 2004:2-3)

### **2.3.3.2 The Police Worldview**

The concept of a cultural worldview can be defined as the way a culture sees the world and its own role and relationship to the world (Redfield, 1952 cited by Gaines & Victor, 2008). The world comprises police bravery, autonomy, secrecy, isolation, and solidarity. Various social groups, including the police, perceive the

world, people, and situations differently from other social groups which make police officers to see citizens as potential sources of violence or even as enemies (Gaines, *et al.*,2008). These elements of the police subculture do much to foster the "we-they" police worldview. Because the primary tools used by the police are violence and coercion, it was easy for the police to develop a paramilitary model of organization. In this military model, likeness of dress, action, and thought are promoted (Scaramella, 2011). This fosters the "we-they" perspective of police and allows police officers to see themselves as a close-knit, distinct group, and can even promote a view of citizens as "outsiders and enemies"(Gaines, 2008).

The police personality serves to protect officers from the rest of society. It fosters an "us versus them" mentality. The cops are the good guys and everyone else is a potential bad guy. There is a constant power struggle between the good and bad guys. Police believe that societal order depends on the good guys winning — at any cost. When anyone challenges the police, the police defend their right to enforce control and authority. Officers must trust each other to aid and back-up in their struggle to maintain control. They develop strong bonds of loyalty that ensure they will be there for each other (Mendonca, 2012).

Police subculture creates a notion of bravery, autonomy, secrecy, police isolation, solidarity and distinct police personality. Bravery is related to the perceived and actual dangers of law enforcement. It is the potential to become the victim of a violent encounter, the need for support by fellow officers during such encounters, and the legitimate use of violence to accomplish the police mandate all contribute to a subculture that stresses the virtue of bravery. The real and exaggerated sense of danger inherent in police work and obsession with safety manifest themselves in forms of police behavior that are grounded in the ethos of bravery. Perceptions of this nature can promote the separation of the public and the police and create the

impression of a secret police society (Gaines, 2008). Herbert (1998) has observed that, officers thus encourage each other to summon the necessary bravery to handle potentially perilous calls. They also encourage each other to ensure the preservation of their own life and the lives of others.

Police isolation is an emotional and physical condition that makes it difficult for members of one social group to have relationships and interact with members of another group. Police officers surround themselves in “image armor” and perceive the expression of emotion as a weakness (Gaines, 2008). They are themselves suspicious people and many find it hard to trust and confide in others, so they isolate their feelings (Kureczka, 2002). Police solidarity is said to be an effect of the socialization process inherent in subculture. This socialization or cohesion is based upon the sameness of roles, perceptions, and self-imagery of the police subculture, instead of on any inherent personality characteristics of police recruits (Gaines, 2008:28-331). The solidarity themes separate the police from other groups and provide them with a sense of occupational uniqueness. The central characteristic of these themes is the emotional bonding and intense loyalty associated with solidarity. The sense of morality officers carry into police-citizen encounters, their unusual sense of common sense, practical, work-driven encounters sense of hostility towards ethnic groups, the excitement of their work, and their solitary individualism-reinforced by the shift in the modern era to one-person patrol cars-all are theme that invigorate a strong sense of solidarity among officers (Crank, 2004)

### **2.3.3.3 The Nature of Police Work and Police Personality**

Anderson (2002) noted that even those civilians who have no great love for cops must admit that their work is difficult, dangerous and often unappreciated job. Police officers regularly deal with the most violent, impulsive and predatory members of society. They daily put their lives on the line and confront cruelties and horrors that

the rest of civilians view from the sanitized distance of their newspapers and television screens. It is the police officers who are called to unpuzzle things the ordinary people cannot. The demands or sources of stress in organizations include task demands, role demands, interpersonal demands and physical demands. Pressure is not just about the amount of the work that an individual is presented with, but the difficulties of reconciling competing demands (Wain & Michael, 2002).

Crank (2004) writes of police dealing with unknown. He used the word unknown as a noun even though it is more correctly used as an adjective. For police officers, the unknown is palpable, real presence: police activity routinely puts officers in circumstances that are unpredictable and that are sometimes beyond their control. The un- known is at the center of much police work: routine activity involves dealing with crimes, maintaining the public order, coordinating the flow of traffic, and other encounters where citizen's interests often lie in withholding or not admitting information. Events unfold in unpredictable ways: trivial encounters may take on humorous overtones, or unexpectedly escalate into uncontrollable danger. A paradox is thus at the center of police culture: ideas of common sense emerge around what's not known rather than what is known (Crank, 2004:5). Globally police are known to be tough, inhuman hence have what is called "police personality" and "working personality". Personality refers to "the unique organization of characteristics that define an individual and determine that person's pattern of interaction with the environment" (Kleinmuntz, 1982:7).

The concept of police personality refers to the question as to whether there is evidence "for describing policemen as a somewhat homogenous group, differing psychologically from the general population and/or other occupational groups (Abrahamson & Strupe, 2006). The police uniform, badge and gun are universal symbols of power and authority. When the individual puts on the

uniform, he/she assumes the authority that goes with it. He/she expects and commands obedience and respect from the public. Donning the uniform and wielding the power of the job contribute to what is known as the “police personality.” Some officers leave the police personality on the job, while others carry it everywhere, all the time. Police officers establish their authority through their appearance (Mendonça, 2012). He also states that their uniform, badge and gun are the symbols of power that set them apart from others (Scaramella, 2011). To understand police personality, the issue of police cynicism comes out highly. Cynicism involves loss of faith in people, of enthusiasm for police work, the pride and integrity. Understanding police culture, police working personality in police reforms and transformation is very important in that one will know how to reorient officers from a culture which he/she has all along ingrained and indoctrinated and to a new culture and socialization with the members of the public. According to Paoline III (2003) the significance of police culture lies in the role that it plays in the everyday functioning of police officers.

#### **2.3.3.4 Police Stress and the Effects on the Family**

Law enforcement is constantly identified as one of the most stressful occupations and most psychologically dangerous professions. They are frequently exposed to various traumatic situations ranging from threats to themselves and their colleagues, to witnessing riots, injuries or death of citizens, bombings, shootings, criminal activities and often fatal shootings of perpetrators (Husain, 2014).

A person experiences stress when an event in their environment presents a constraint, an opportunity, or an excessive physical or psychological demand (Wain & Michael, 2002). Personality determines employee behavior. Behavior is complex because it is affected by several environmental variables as abilities/skills, personality, perceptions and experiences affect behavior (Gibson, 2009).

The nature of police work and the subculture in which it occurs creates difficulties for officers, their families, and friends. According to Adams (2006) the police subculture tends to protect the macho image of the police and informally teaches its members to follow a code of silence. It tries to uphold the notion that all line of duty sufferings can be overcome with time and will power alone. For most traumatized police who do not receive treatment, this toll can lead to a wide range of symptoms. Other studies have linked various stressors of police work to psychological distress, depression, anxiety, alcoholism, burnout, cardiac disorders and suicide; as well as family and marital problems (Violanti, 1999). Because of these stresses most officers experience critical incident stress and PTSD symptoms (Sanford, 2003).

The stress also cause diseases as stated by Wood (2012) who says that the daily psychological stresses that police officers experience put them at significantly higher risks for a number of long-term physical and mental health effects, including obesity, cancer, sleeplessness and suicide. The five-year study of the Buffalo Police Department, called Buffalo Cardio-Metabolic Occupational Police Stress (BCOPS), was prompted by the assumption that the danger, high demands, and exposure to human misery and death that police officers experience on the job contribute to an increased risk of cardiovascular disease and other chronic health outcomes.

Stress is one of the most common of all occupational hazards for police and can be extremely debilitating, leading to early onset of stress-related illness. The causes of stress come from task demands, role demands, interpersonal demands and physical demands. Task demands comprises of quantitate and qualitative stresses. Quantitate and qualitative input overload is a result of too many demands for the time allotted, while qualitative input overload is the result of complexity and limited time. Role demands have two types of role stress in the work environment which is role conflict

and role ambiguity. Role conflict is a result of the inconsistent or incompatible expectations communicated to the person. It can occur when society expectations of police behavior conflict with certain police principles, beliefs, and behaviors. Role ambiguity is the confusion a person experiences related to the expectations others. An Interpersonal demand involves the relationship with others. It also involves expectation by members of the public and leadership style. Physical demands include working in extreme environments and strenuous activities. Researcher in policing concerning police stressors tends to view police organizational structures and various management practices as one of the primary sources of stress (Scaramella, 2011:111-114).

In the same line, previous studies suggest that the organizational dynamics of police organizations and the nature of police work contribute to law enforcement stress, which in turn reduces job satisfaction and increases burnout. It is also well documented that undesirable organizational factors are more hazardous to the well-being of employees than are the stressors due to nature of police work (Kula, 1999). In what concerns the analysis of the sources of stress, the researcher adopted a common classification of job stressors at work that have differentiated six primary work-related stressors as follows: factors intrinsic to the job; roles in the organization; relationships at work; career development issues; organizational structure and climate, and home-work interface (Cooper, 2001).

Stress in policing has been internationally documented according to Clarence (2010). For example, the International Labour Organization lists 19 occupations, which equal or exceed the rate of 6 on a stress rating scale from 0 to 10. Among these occupations, miners have the highest stress level, up to 8.3 and police officers are second, with scores up to 7.7. Stress and policing have aroused social concerns, for instance, Brown and Campbell (Clarence, 2010) have predicted that police work will

become even more stressful in the future, since police are to deal with increasing social problems and tensions. It is noted that police stress is a topic of increasing concern among many police forces or services.

The personal costs of police work that is the nature of work and the subculture in which it occurs creates difficulties for officers, their families, and friends. Police officers require a stable sense of self and personal ideology, and ability to modulate negative effect, that could lead to mood swings, dysphasia, and hyperactivity.

The inability to modulate negative affect may make police officers turn to substance abuse, excessive sexual behavior and impulsivity (Briere, 1998). Exposure to a police training academy, regular in-service training, and field experience all shape the social characteristics of police officers as a group. Officers learn how to behave and what to think from their shared experiences as police officers. The socialization process experienced by the police affects their attitudes and values (Hultz, 2002). Understanding the nature of police work and stress is important in the discourse and agenda of police reforms and transformation.

#### **2.3.3.5 Police Corruption**

Police corruption exists in some form in almost all police services across the globe. In most developing societies corruption tends to be pervasive and generally reflects the prevailing extent of corruption in those societies at large and the failure or nonperformance of governance institutions in curbing such corruption. The extent and nature of police corruption in any developing society is a direct reflection of the state of corruption in that society because of the deleterious effects and consequences of police corruption in such societies, police reforms have become an imperative and taken on added significance not only for improving policing to serve the interests of the public but also for enhancing the overall governance environment in the said societies (Hope, 2016:4). In many developing societies, police corruption has degenerated into lawless

predatory policing brought by personal enrichment and self-preservation of the police themselves rather than to the protection of the public. Tremendous time and material resources have been invested in this endeavor with little or no success. The institutional framework to combat corruption has the wrong philosophical basis (Syed & Bruce, 1998; Gichuki, 2016, Abstract). This explain the imperativeness of a study on police transformation.

According to a recent survey, the East African Bribery Index Report by Transparency International, 92 percent of civilians in Kenya ranked their police as the most corrupt and many of them have paid a bribe to their police during the last 12 months. Usually, civilians are extorted, into paying police for access to various services such as to speed up the service, for swiftness of the rightful legal process, to avoid problems with the authorities. Some even bribe to avoid paying full sum of the service, to escape legal actions taken against them, to access information, to avoid judicial punishments among other reasons. There are some victims who do not report as they claim that they did not know where to report, they have cultivated the culture of knowing that no action would be taken even if they reported the case, had no knowledge that there is the need to report, fear of intimidation, the institution to report was inaccessible among other reasons (Douglas, 2013; NPS,2016).

The police force is the most corrupt institution in Kenya, according to global anti-corruption watchdog Transparency International. The vetting of some 71,000 officers, which started in December 2013, has been criticized for overlooking human rights records of senior police officers who have been accused of sanctioning and participating in extra-judicial killings of suspects. A U.N. expert on extra-judicial, summary and arbitrary killings says Kenyan police are a law unto them and carry out carefully planned, systematic and widespread killings of individuals. An investigation by The Associated Press last year found that many ordinary officers on

the beat have turned into killers - doling out death to terror suspects, civilians and even children. The vetting panel has faced several death threats including a severed head being sent to their office with a note warning them to tread carefully (Odula, 2016).

Corruption is the cause of brain drain. People in a corrupt society feel insecure. They try to protect their future and that of their families by migrating from such an environment. The morale of the nation and its citizens is adversely affected by corruption. Consequent to widespread corruption, people become demoralized. They stop working hard. Their levels of stress increase, as they constantly feel disgusted, frustrated and angry. Living among crooks who abuse their power for personal gains, compels victims of corrupt practices to choose to either fight them or join them (Khera, 2009).

Police corruption manifests itself in a variety of ways, ranging from petty and bureaucratic corruption to the criminal infiltration of the state, state capture and other forms of political corruption, all of which require different types of anti-corruption interventions. Experience of police reform from countries such as South Africa or Mexico suggests that for anti-corruption strategies to be successful and comprehensive they need to be embedded in the broader framework of democratic institution-building that promotes a human rights-based approach to policing services. Such strategies usually integrate preventative approaches aimed at decreasing incentives and opportunities for corruption with punitive approaches that increase the risks and cost of engaging in corrupt practices. The focus is typically on issues of enforcement, institutional change as well as public education and participation (Khera, 2009).

Within this framework, the concept of democratic policing is gradually emerging as a promising approach. It includes interventions such as community-based

policing, crime prevention and victim empowerment strategies geared towards restoring and strengthening trust between civilians and the police, gaining community. Anti-corruption and police reform support and creating a police service that is responsive to the needs of both the citizenry and democratic institutions (Chene, 2010; Newburn, 1999).

#### **2.3.3.6 Police Suicide and Its Causes**

Policing involves a continual barrage of boredom interspersed with acts of violence, deceit, and human misery. Many officers are exposed to a subculture of violence in which they encounter death almost daily. The average citizen generally does not witness in a lifetime the amount of death and violence a police officer experiences in one month. Because of this exposure, Post-Traumatic Stress Syndrome may lead to a breakdown of normal coping processes. Because the effects of stress are believed to be cumulative, officers exposed to many stressors may reach a breaking point leading to suicide. Policing is the most psychologically dangerous job in the world with data pointing to “slightly higher than expected mortality rates for illnesses ranging from coronary diseases to cancer” (Toch, 2002).

A study of the Royal Canadian Mounted Police found out that 15 percent of the Mounties who committed suicide recently had been exposed to a traumatic work incident. It is possible that exposure to death and human suffering produces a numbing effect; that is, death becomes easier to accept as a possible solution to seemingly impossible problems. Psychological trauma is associated closely with this exposure to death and violence. Many officers involved in police shootings suffer serious aftereffects because of these critical incidents. Like veterans of war, officers, such as nightmares, flashbacks, and a fear of returning to duty. Suicide can be the ultimate response to this sometimes-unendurable pain (Violanti, 1995, 2007; Umeh, 1999).

By its very nature, suicide is an act of desperation, carried out when less drastic avenues of relief seem unavailable or inadequate. Suicide occurs when people believe that their pain will continue, unmitigated. This hopelessness characterizes virtually all cases of suicide. The specific reasons vary widely, but there are major themes that recur. Suicidal people: 1) experience an event that seriously challenges their self-concept; 2) lose control over an important aspect of their life and 3) suffer severe disappointment in relation to somebody who has emotional significance to them. Males and females, young and old, educated and uneducated and religious and nonreligious individuals kill themselves and police officers do so as well (Sheehen & Janet, 2001; Grey, 2007).

A significant number of law enforcement officers commit suicide each year. In most cases, their fatal decisions occur while dealing with job-related problems and upheavals in personal relationships. Intrusive thoughts, poor nutrition, sleep deprivation, lack of exercise and alcohol abuse distort their normally accurate perceptions and good judgment. Although the reasons differ, the results do not. Self-inflicted death, immutable, intransigent and unfathomable, under normal circumstances, acquires added negative impact. These acts devastate families, friends and fellow officers. Organizations suffer, too. (Sheehan & Janet, 2001).

Violenti (1995) says that although considerable obstacles hinder the study of police suicide, mounting evidence suggests that self-inflicted deaths within the law enforcement profession are continuing a dramatic upward trend that began in the 1980s. According to one study, in the years 1950 to 1979, a sample of 2,662 officers averaged one suicide every 2.5 years. From 1980 to 1990, the rate increased to one suicide every 1.25 years. These sobering findings indicate that police suicides now may be occurring at twice the rate they did in the past. Such statistics make it increasingly important for law enforcement agencies to deal with a

problem that refuses to disappear, no matter how much it is ignored.

Studies have revealed several factors related to police suicide for example alcoholism, physical illness, or impending retirement, the regular availability of firearms; continuous duty exposure to death and injury; social strain resulting from shift work; inconsistencies within the criminal justice system; and the perception among police officers that they labor under a negative public image. Also, the collective silence in policing, refusal to speak openly about the issues perpetuates the problem. Because of stigma many officers loathe about talking about mental health issues-the stigma that depression, anxiety, and thoughts of suicide are signs of weakness and failure, not cries for help (IACP,2014; Violanti, 2007; Scaturro & Hayma,1992). In addition, research confirms a higher propensity for suicide among males, who dominate the police profession. Examination of 27 cases of police suicide in Quebec found that one-half of the officers had a history of psychiatric and/or medical problems, and many had severe alcohol problems. Most officers in the sample experienced difficulties at work, and in every case, a notable drop in work performance had been observed in the 6 months prior to the suicide. Risk predictors that are always emphasized are perturbation (extreme emotional agitation) and negative evaluation, which includes hopelessness, helplessness, depression and self-loathing (Sheehan, 2001).

The following were cited by Violenti (1995,2007) as the causes of police suicide; - stress, frustration and helplessness, access to firearms, alcohol abuse, and fear of separation from the police sub- culture. According to the Kenyan Daily Nation of February 15, 2016, the story on “Death in Uniform” says that at least 28 officers have killed themselves or colleagues in recent months. Suicides, shooting haunt police service. Transfers to hardships areas, frustration by superiors, love gone sour, among the reasons given for worrying trend of men in uniforms turning their

guns on themselves, colleagues and spouses. This shows that the issue of psychosocial needs to be considered in the police reform agenda.

### **2.3.3.7 Motivation as Challenge in Police Transformation**

When dealing with challenges of security sector transformation the issues of motivation comes in for they facilitate or hinder it. Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action (Daft, 2004). There three motivational determinants: perception of autonomy, perception of competence, and perception of relatedness. Autonomy refers to people's need to feel that they are in control of what is happening and that the consequences they face are directly linked to their choices. Competence refers to their desires to interact effectively with their surroundings, and relatedness to their desire to be connected to others and to experience a sense of belonging. When individuals are freely involved in an activity they enjoy it (Gyanmudra, 2008:80).

These concepts of motivation suggest that motivation has something to do with a person's behavior, a cause of behavior, or the reasons of individual behavior, and the causes of individual behaviors may differ because of different individual needs. The intuition of these concepts to managers is that they must first understand, and discover these individual differences and their needs, and develop proper models to motivate employees by fulfilling these different needs toward common organizational objectives. Therefore, organizations and managers should not limit themselves to one specific motivational factor; instead, they should consider diverse motivational models to realize the different needs of employees (Dongho, 2006).

The word motivation is coined from the Latin word motus, a form of the verb movere, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey,

1993:20 cited by Re'em, 2011). Dictionaries simply describe motivation as “the goad to action” (Mitchell, 1982, p.81), whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual’s behavior toward attaining a goal (Re'em, 2011).

What is interesting to one person may not be interesting to someone else: One employee may value good wage while the other may prefer interesting work. A simple model of human motivation also concluded that a person’s satisfaction can be received in the process of performing an action, intrinsic rewards, and others could receive their satisfaction from rewards given by the others, such as a promotion given by a manager. It is therefore important for the police executive to consider different avenues of motivating its employee. Administrators need to go to greater lengths to ensure that the organization has mechanisms by which a variety of important psychological conditions are met in daily routine activities, not just when crises occur and immediate mobilization of effort required "to put out fires" created by poor management of human affairs (Daft, 2004).

Motivation plays a key role in employee job performance (Re'em, 2011). In a study done to analyze the factors influencing motivation and job satisfaction, data from 352 government employees representing five departments in two states for example Tamil Nadu and Orissa. There was an in-depth interview with government officials at various levels to get qualitative insights and the findings was the best way to motivate people not just giving them one variable for example money but it can :”be best achieved if the workers enjoy what they do and become wrapped up in their work”(p.73).The study also found that the 94% of the sample group from Tamil Nadu, and 81.3 % from Orissa, agreed that taking pride in one’s work is considered as an important predictor of motivation. Further, 88.1% of employees in Tamil Nadu perceived that individual incentives/bonus would improve their performance,

whereas in Orissa, 77.8% of employees believed this; 89.88% employees in Tamil Nadu and Orissa perceived that transparency with upper management is important. Emphasis was laid on infrastructure as 92.2% of Tamil Nadu employees agreed with this and 82.1% of Orissa employees gave emphasis to infrastructure for enhancing motivation but not like Tamil Nadu. Finally, working atmosphere was given more importance by Orissa employees (100%) in comparison to Tamil Nadu (97.8%). Around 94% of employees from both states believed that a stimulating and challenging job encourages them to perform better (Gyanmudra, 2008:81).

Also, Gyanmudra, (2008) says that individual's motivational orientation leads to attitudinal change (readiness to accept change), which in turn leads to behaviors (e.g. Risk-taking). Theorists and practitioners seem to accept the assumption that nearly everybody seeks satisfaction in his or her work. An individual's attitude about his or her job should have meaningful implications about how he or she does it. Many human-relations era researchers sought to establish job satisfaction as a driver of performance. (Gyanmudra, 2008:74-75).

The imperative need of discovering, comprehending, and implementing employee motivation has been a principle concern for organizations, managers, and even first line supervisors because employee motivation has been and will be the deciding factor in work performance and in turn decide the success or failure of an organization. The study and research of this topic will' continually be a major task for modern and prospect psychologists, Organizational Behavior (OB) researchers, and scholars from management and organizational related fields if the significance of employee motivation can affect an organization' success. The significance of employee motivation, influencing the behaviors of their employees to behave in certain ways, can ultimately decide the success or failure of an organization (Sven, 1965).

Chris (1957, 1964) saw a basic conflict between human personality and prevailing management practice. Argyris argued that people have basic “self-actualization trends” –akin to the efforts of a plant to reach its biological potential. From infancy into adulthood, people advance from dependence to independence from a narrow to a broader range of skills and interests. They move from a short perspective (Interest quickly developed and forgotten with little ability to anticipate the future to much longer-term horizon.

He identified some options which includes: withdrawing through chronic absenteeism or simply by quitting, staying on the job but withdraw psychologically and becoming indifferent, passive, and apathetic, they also resist by restricting output, deception, featherbedding or sabotage, they also try to climb the hierarchy to better jobs moving up works for some but there are rarely enough better jobs to go around and many workers are reluctant to take promotions, they form alliances such as labor unions to redress the power in balance and the movements grow out of workers desire for a more equal footing with management, and sometimes which can perpetuate negativity, they teach their children to believe that work is unrewarding and hopes for advancements are slim( Chris, 1957 & 1964).

The forgoing shows that if the organization does not care for employee the results are devastating hence impediment to transformation.

#### **2.3.4 Resistance to Change a Challenge to Police Transformation**

Resistance may be any structural, systemic or human barrier that impedes both deliberately introduced and externally pressured change. Recent literature has emphasized the potentially positive or at least benign nature of resistance. Resistance to change can serve positive purpose, such as forcing change initiators to reconsider hasty plans or marshaling employees’ support for new vision. Resistance is

equivalent to inertia, in that it aims to keep the status quo, and is therefore not generally a negative notion since change itself may not be inherently beneficial to organizations (Pieters, 2000).

Some people argue that change is so hard because of the following reasons. First, most people are reluctant to alter their habits. What worked in the past is good enough; in the absence of a dire threat, employees will keep doing what they've always done. And when an organization has had a succession of leaders, resistance to change is ever stronger. A legacy of disappointment and distrust creates an environment in which employees automatically condemn the next turnaround champion to failure, if he or she is "just like all the others. "Calls for sacrifice and self-discipline are met with cynicism, skepticism, and knee-jerk resistance. For change to stick leaders must design and run an effective persuasion campaign. Managers must perform significant work up front to ensure employees will listen to tough messages, question old assumptions, and consider new ways of working. This means taking a series of deliberate but subtle steps to recast employees' prevailing views and create a new context for action (Garvin, 2011:17-18).

Graetz (2006) says that "Almost all change management attempts are met with some type of barrier or resistance. The resistance can be caused by organizational politics, the inappropriate use of power, challenges to cultural norms and institutionalized practices, lack of understanding, inopportune timing, inadequate resources, incorrect information and even just employee suspicion of honorable management intentions"(p.280).Changes of any sort-even though they may be justified in economic or technological terms-finally succeed or fail on the basis of whether the people affected do things differently (Briges, 2003).Management ordinarily views resistance as an unwelcome force. This feeling by management is primarily because resistance can occur irrespective of the value of the change effort

being proposed. It is worth noting that resistance may manifest in variety of forms, ranging from active resistance (where change is aggressively challenged) to passive resistance (where change is indirectly undermined). Change is known to produce predictable dynamics. Those involved with changes understand the dynamics and use them to improve change efforts. Plans for change are designed to optimize acceptance, maximize readiness and assure success (Pieters, 2000).

Somewhere between resistance and acceptance is apathy to change. Although people might have been informed about imminent changes, they greet the new proposals with indifference and passive resignation. The acceptance of change may range, like resistance, from weak to strong. The chief determinant of commitment are information, knowledge, power, shared vision and rewards (Graetz, 2006:280-281).

Police officers are certainly adaptable to change and will accept it more readily when involved in the decision-making process. If officers are informed, resistance will be less when they know that changes are being made and the advantages of the changes (White, 1996).

Resistance takes many forms and can range from just ignoring something to open resistance. The following are some of the reasons employees or police officers resist change: Ambiguity, cultural reasons, discretion is restricted or eliminated, economic reasons, habits are altered, relationships are restricted and unpopular decisions. The issues are briefly discussed below: Ambiguity means the effect of change are often unknown, so officers are more likely to oppose it when there is doubt as to the possible consequences. When ambiguity is pervasive, the greater the possibility there is for resistance (White, 1996). Change, especially when extensive can disturb or disrupt established procedures and generate resistance Cultural reasons means the police culture is unique, deep-seated, and powerful. Through the years, a distinct social orientation has developed within police organizations. Values, attitudes,

expectations, norms, and behavioral patterns are transmitted from one officer to the next, and become operational reality. The typical culture of police organization develops certain values, and long-time members believe that the way their organization approaches problems is the only way it should be done to conceive the other ways of doing something is usually perceived as wasteful, so it is resisted. Organizational culture reinforces the need to do something the way it has always been done-it has worked for many years so why change (White, 1996).

Discretion is restricted and eliminated reporting procedures are carefully restricted, spelled out in minute details. The street cops generally think that excessive control limits their ability to perform effectively. Managers (especially at the top) are perceived as bureaucrats who have lost touch with street reality and have forsaken line personnel. Just as important is the need to determine what action employees will take when an unpopular decision is first announced. One study identified the following three situations as unpopular managerial decisions: actions dealing with discipline change in work schedules, and changes affecting salaries (Malik, 1986). According to the above discourse on resistance, the stakeholders in change of police reform and transformation agenda must be able to establish the kind of resistances that may come with the reforms and transformation and look for ways of addressing them.

Table shows some of the sources of resistance to change in the organizations and how they addressed.

**Table 2.1 Sources of resistance**

<b>Stage of Change</b>	<b>Source of resistance</b>	<b>Examples / manifestations of the Resistance</b>
Formulation	1. Distorted perceptions of change need, barriers to interpretation and vague strategic priorities ...	Myopia — difficulty projecting into the future with clarity Denial/refusal — to accept contradictory information Perpetuation of ideas — not adjusting ideas to changed
	2. Low motivation for Change	Direct costs of change. Cannibalization of costs — sacrificing losses for gains Cross subsidy comforts — where the status quo offers benefits as well as disadvantages
	3. Lack of creative Response	Fast and complex change —prohibiting an effective __ situation analysis ' Resignation to change Inadequate strategic vision or
Implementation	4. Political and cultural Deadlocks	Departmental politics - Incommensurable beliefs — disagreement about the _ nature of the problem & proposed solutions -Deep
	5. Other	Leadership inaction Embedded routines Problems with collective action Lack

**Table 2.1 Resistance to change: A literature review and empirical study. Management decision, 41(2):148-55. Source: Adopted from (Val, e 2003). Which he readapted from (Graetz, 2006:289).**

### **2.3.5 Succession Planning and Talent Management**

Planning is a matter of anticipating the future. Successful planning is setting yourself up not just to survive but to thrive and is a two-step process. First, you must define what you expect will happen in the future, giving careful attention to anticipated changes and challenges that are different in kind or degree from those you face today. Then you must formulate and implement a plan of action that will prepare you for the future you envision, especially the changes and new challenges (CPP Global Human Capital Report, 2008). Succession planning has a bias towards satisfying organization requirements. There is an assumption that failing to satisfy most requirements from internally developed personnel is unlikely to provide the optimally effective organization. Succession planning is concerned with:

1. Identifying posts that are critical to success and how best to satisfy future requirements
2. Developing strategies to determine the optimum mix of internal and external recruitment (Cannon, 2011).

Keeping a job filled with a qualified person can sometimes be challenging but is necessary to ensure business continuity which refers to the organization's ability to ensure that qualified employees are always available and in place to carry out its plethora of job functions. As part of a broader human resource (HR) planning framework, succession planning is just one strategy that can help or support the organization to address HR issues related to; the aging workforce, increasing retirement eligibility, competitive labor markets, Negative net migration and shrinking population, Potential skill shortages, internal competency gaps and Immigration and employment equity. The key purpose of identifying and assessing employees against core job competencies is to help focus their learning and

development opportunities to prepare them for future roles in the organization (Government of Newfoundland & Labrador, 2008).

Succession management is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future. It is important for the organizations which are restructuring or engaging in a merger, acquisition, divestiture or bankruptcy, organizations must rethink how they structure, source, manage and develop talent and they must be selective during layoffs, retaining those with the skills to move the organization forward. Effective succession management enables organization to react quickly to change and endure difficult times. At its best, succession management allows an organization to seamlessly merge its employees' capabilities and career aspirations with the organization's business strategy and talent needs (Lomoureu, 2009).

This shows that succession planning must be at the core when the police reform agenda is discussed and when an effective and transformational policing is yearned for. In reforms, there is layoffs and restructuring. Organizations understand that workforce and succession management are essential to ensure continuing success, maintain an effective workforce and assure them of effective leadership for the future. CPP surveyed hundreds of HR professionals from around the world. The survey focused on organizations' current workforce and succession management challenges and practices, and expectations and preparations for workforce and succession management over the next 10 years. The results pointed to a looming "leadership gap" as well as several formidable Challenges to current and future leadership development and succession management efforts (Lomoureu, 2009).

The study showed that developed 21st-century societies and economies faced

strikingly similar challenges regarding workforce and succession management. The findings indicated that most organizations are neither prepared, nor taking the necessary steps to meet this challenge head-on. As successful organizations recognize, leaders are needed at and can come from every level of an organization. Good leaders are a scarce commodity and thus often are the subject of competitive bidding from multiple organizations. The data suggested that it is a daunting task because over half of all respondents (53%) reported that it's very or somewhat difficult to develop good leaders today, and only 25% predicted that the task will become easier over the next decade. While a talented and focused workforce can navigate a multitude of obstacles to achieve success in the most fiercely contested space, even an organization with innovative products and a sound reputation may be driven to the ground by poor leadership and an ineffective employee base (CPP Global Human Capital Report, 2008). Succession management has become an important talent management initiative at organizations around the world (Lomoureaux, 2009).

Talent management is the title of the discipline which incorporates a range of activities that can be used to address these problems. Talent management is the process by which an organization identifies, develops and manages its people progressive. It is concerned with: -

Developing a strategy to determines the organizational needs for now and for future demands of the business plan

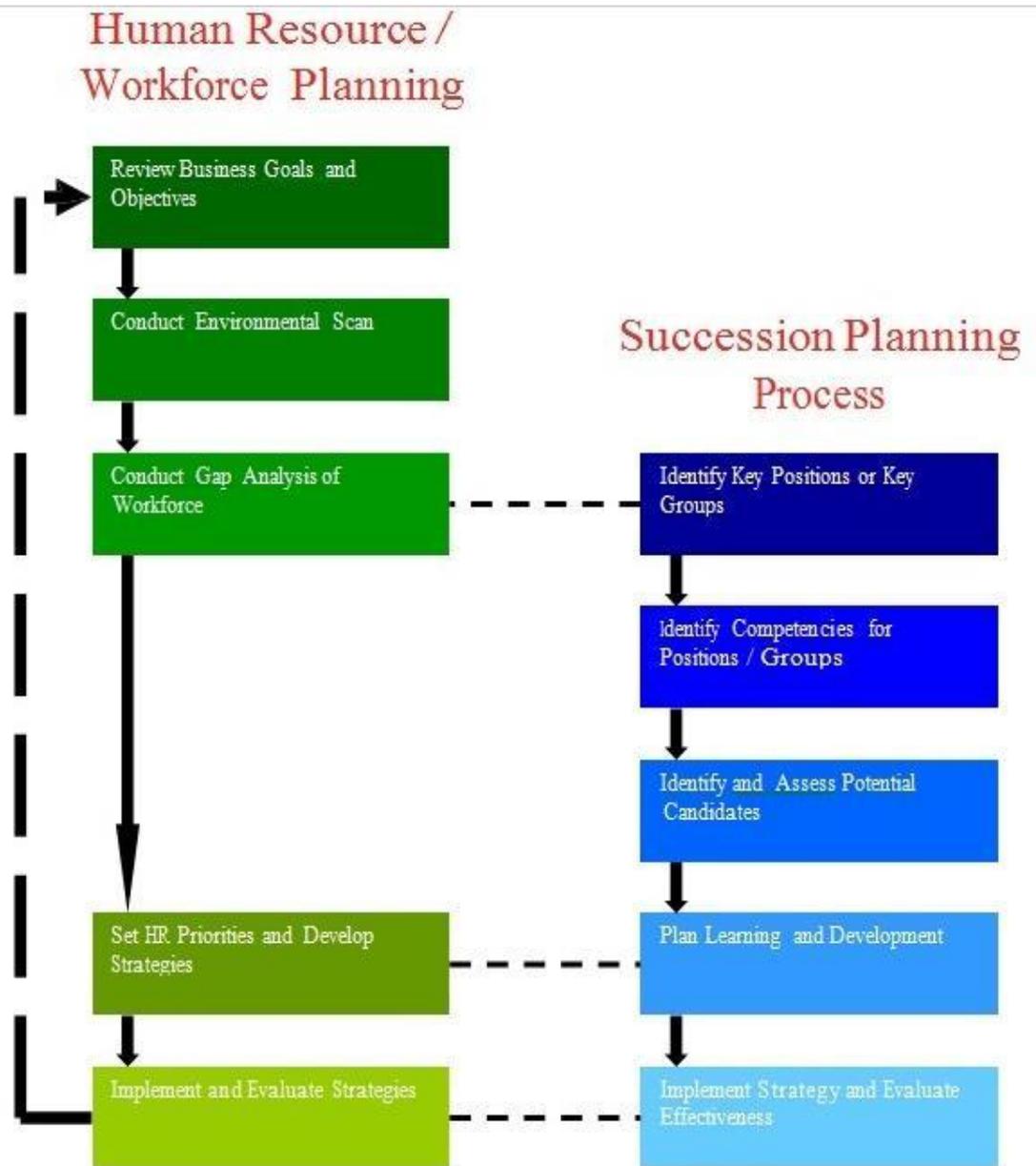
- I. Establishing processes to measure competence – required and available
- II. Creating a range of developmental tools and processes to provide tailored approaches depending on the individual needs of employees
- III. Identifying ways to obtain and retain those who are critical to success

IV. Establishing suitable approaches to deal with those who no longer fit for organization requirements

V. Measuring the impact these strategies have so that policy can be continually updated and refined to deliver high performance, now and in years to come.

Talent management has a bias towards focus on individual needs to bring out the potential of each and recognizes the necessity of retaining key personnel in a competitive labor market. The mindset of talent management assumes that there is potential in each one, and any approach should be to try to release that. In addition, there are certain key competences an organization requires for sustainable competitive advantage and the aim is to identify, retain and nurture those found suitable (Cannon, 2011, pp.-xi, Introduction). As a priority strategy for the organization the police organization should borrow from Public Service Secretariat (2008) figure on the contemporary succession planning. This will help in transformation of National police service (NPS) transformation. The figure shows many of the areas that need serious consideration as segment of reformation for example reviewing the business goals and objectives, scanning of the environment the policing is working, conducting a gap analysis (which areas need reforms), identifying distinct groups and their competencies (police strata/ranks), learning and development (capacity building in policing), implementation and finally evaluation. This epitomizes the whole spectrum of police reforms.

**Figure 2.2 Implement Strategy and Evaluate Effectiveness**



**Figure 2.2 Implement Strategy and Evaluate Effectiveness**

Adopted from Public Service Secretariat (2008:5) integrated contemporary succession and Human resource/workforce planning Implementation.

The above Figure 2.2 shows the relationship between human resource or workforce planning and succession planning process. For a successful workforce planning and succession planning process, the organization need to seamlessly merge organizations business strategy and succession planning process. For workforce planning the organization needs to review its goals and objectives, do environmental scanning to know what are prevailing circumstances and what are the hindrances, strengths, opportunities, weakness that need to be filled and any other thing that need, immediate or future consideration. It also involves conducting gap analysis of workforce which establishes employee capabilities and capacities that need addressing by setting priorities and developing strategies (Cannon, 2011). On the other hand, as presented by the diagram on succession planning, it identifies the key position or key groups by understanding their key competencies, whether they are there or not and to enhance the group or individual to bring out the competencies needed for the positions. This is done by identifying and assessing potential candidates. After identifying the potentials candidates, the organization need to have plans for continuous learning through capacity building and apprenticeship. The organization must implement the strategies and do an evaluation to find out the effectiveness of its strategies. The effectiveness of workforce planning and succession planning will deal with the retention challenge as discussed below.

#### **2.3.5.1 Retention Challenge of Police Officers in Police Transformation**

Studies in manufacturing and sales organizations consistently shows a high positive correlation between productivity and reduced turnover a stable, low turnover work force produces significantly more (Urich, 1999:73). Police departments across the country are reporting increased rates of staff turnover. Mukinda (2016) says that the National Police Service (NPS) of Kenya is losing an estimated 1,500 officers every year. To guard against the brain drain, the National Police Service

Commission recently directed that new officers be bonded for 10 years. It costs the Directorate of Criminal Investigations Sh10 million to train a cybercrime, fraud specialist or forensics analyst, yet most end up in private firms. It costs more for helicopter and fixed-wing pilots who unfortunately, eventually move to private organizations before they are utilized by the service. Orrick (2016) says that agencies are spending enormous amounts of resources on recruiting, selecting, and training new employees. At the same time, they are unable to make progress because they are losing experienced officers to other employers. Even though the problem of turnover is approaching critical levels for many law enforcement agencies, the issue has not received as much publicity as it has in other professions. Studies all over the world have over the years indicated that performance based compensation practices have been adopted to boost employee performance.

The National Police Service in Kenya is faced with issues of inefficiency in operation, low productivity and high staff turnover. The National Police Service in Kenya must implement motivational structures that will attract, retain and motivate employee (Nyongesa, 2013). By developing a retention strategy around the right employees, the organization will be much more effective in retaining its employees during any economic period. Implementing compensation and benefits programs that reward the right behavior and performance will help attract the right people to the organization, and it will also help the best people become more productive. In addition to a retention strategy, a communications plan built on a strong foundation of trust enables an effective implementation of the new retention and compensation strategies (Cook, 2006).

Strategies for reducing high turnover includes; making sure that leadership and management's responsibilities include motivating employees and encouraging commitment. A performance management system that compensates employees fairly

leads to trust and commitment by employees, and terms and conditions are not a key to a retention strategy if they are perceived as competitive with the market and equitable among employees. Effective resourcing strategies and policies provide a competitive advantage and promotions provide employees with a motivating factor to remain at an organization and to be productive.

A clear and well-communicated promotion policy provides guidelines and prevents resentment in the future. Career development motivates employees and allows them to build skills for promotion and talent management provides a channel to monitor and maintain morale and motivation: When the learning curve begins to plateau, talented individuals are at risk of getting bored and under-performing or looking for opportunities outside the organization. Researching key areas that are important to the organization's employees in terms of a compensation and benefits package is the key. Mapping this information into the plan and budget of the organization ensures that the salary and benefits program adds value to employees and the organization (Cook, 2008: 99-115).

### **2.3.5.2 Implementing Challenges of Security Sector Reforms in Police Organization**

Effective implementation requires an implementation framework developed as part of the overall strategy for reform. Security sectors reforms which are change process require in cooperating organization change management. Organization change is an alteration of an organization's environment, structure, culture, technology, or people and change agent is the person who initiates and assumes the responsibility for managing a change in an organization. Basic questions for change agents are: What are the forces acting upon me? What are the pressures I should take into consideration as I decide what to change and how I should change it? What should we change? Should the changes be strategic? How should we change it? How should

we implement the change? (Crandall, 2006:6).

While some people fixate on changes negative aspects most readily agree that change is instrumental in bringing about growth and improvement. The change is taking place in alarming pace. In the last century, we moved from an industry-based society to a technology-based society. Where it took two to three decades for major organizational and cultural change to take place within an industrial framework, it now takes only two or three years for major change to occur within technological parameters. Many experts claim that information is doubling every seventeen to thirty-six months, intensifying this phenomenon of accelerated change (Smith, 2001).

On leadership role and implementation Kouzes and Posner point out that effective leaders can, by definition, only lead if they have willing followers. They conducted extensive research which showed four essential characteristics that followers expect from leaders which are honesty, competence, the ability to be forward-looking, and inspiration managers who had high credibility and exhibited the above-mentioned qualities had employees who responded with high commitment to the organization on the other hand, managers with low credibility were insensitive and out of touch with their people. This inability to empathize was manifest through arrogance, pride, failure to listen, and taking people for granted. In essence a commitment and performance crisis needs to be understood in context of leaders who have failed to earn credibility and to instill a vision, a sense of meaning and trust in their followers. Leaders need to personalize responsibility for creating a context where routine jobs become meaningful and peoples' potential is freed; here human spirit is liberated and people are transformed from a position of working to living to work (Charlton, 2000:35-36).

Police leaders can become effective innovators if they build leverage for reform not

only from the top-down but also from the bottom-up (Loh,2010) quoting (Wood, 2008). He also says that the exclusion of rank –and- file members of the police regularly caused dissatisfaction and resistance. And again, quoting Toch (2008) argues that reform will be effective only if police officers are integrated in the design and implementation and thus become change agents.

### **2.3.5.3 Challenge of Implementing Structural Change in Police Organizations**

Changes whether driven from inside or outside eventually require some form of structural adaptation because restructuring is a sensible but high-risk move. In the short term, structural change invariably produces confusion and resistance; things get worse before they get better, in the end success depends on how the new model aligns with environment, task, and technology. It also changes on the route taken in putting the new structure in place. Effective restructuring requires managers to provide a fine, grained, microscopic assessment of typical problems and an overall, topographical sense of structural options (Bolman, 2013). Structure of organizational culture shows that old and culturally uniform organizations are prone to cultural inertia, that is, they are reluctant to adopt a different culture in response to a change in the environment some of the determinants of cultural inertia (Carrillo, 2006).

There is strong evidence that some organizations have cultures that are maladapted to their environment, and that this is reflected in their performance. The questionnaires as to why some organizations do not adapt to changed environmental conditions, i.e. why some form of cultural inertia prevails. Older organizations will be less prone to adapting to an environment change. That is, cultural inertia increases with age (Carrillo, 2006). There are two forms of resistance to change, that is; overt and immediate. For example, it is depicted when employees start voicing complaints. The other form is the implicit and deferred which is depicted when there is loss of

employee's loyalty and motivation, increased errors or mistakes, increased absenteeism etc. Farber, (2003) citing King Whitney, Jr observed change has considerable psychological impact on the human mind. To the fearful, it is threatening because it means that things may get worse. To the hopeful, it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better. Obviously, then, one's character and frame of mind determine how readily he brings about change and how he reacts to change that is imposed on him (p.93).

Considering change management, one of the central debates is the one between top-down and bottom-up change. The former has been traditionally the dominant view—that it is the job of top management to envision, initiate and see through major transformations of the organization. However, the latter view emphasizing long-term impact of change through involvement and commitment of participants has been gaining more ground since the 1990s. Instructions for managers to enforce top-down or enable bottom-up transformation are illustrated in the following checklists by Kotter's (Heimonen, 2011). Unplanned and unforeseen change to an organization will generally arise if the organization does not have sub-systems designed to monitor leading or key indicators of environmental activity that critically influence the systems' performance. Despite disciplined and careful environmental scanning, police organizations might still be victims of unplanned change arising from:

- I. Environmental crises that in themselves were sudden and unforeseen
- II. Systems entropy either internally or externally such that the known
- III. Gradual decline in a systems' performance suddenly and unpredictably accelerates with a catastrophic effect, forcing sudden change
- IV. Sudden and unforeseen psychological and social/psychological factors

affecting either staff internally or the public externally (Hart, 1996).

In his introduction on police leadership challenges in a changing world Batts, *et al* (2012) observe that effective police leaders become adept at responding to challenge. To be effective in their organizations, police agencies must balance constancy and predictability with adaptation and change. Even as they strive to standardize operations, most police leaders recognize the fluid context in which their agencies operate. They also understand that there are forces to which police organizations must adapt and evolve to remain effective in a changing world. It is those forces that drive organizational change and create new models for conducting the business of policing (Batts, 2012).

Leaders need to consider the generational gap in police organization in change management to be effective. In America, the popular literature describes generational cohorts in different ways. Although there tends to be general agreement on the Baby Boomer cohort, labels applied to younger cohorts vary from Generation X and Generation Y to Millennial, Gamers or the Net Generation. They are contemporary employees who are described as conscientious, unselfish and independent in their thinking and more tolerant to differences than those of other generations.

Alsop (2008) cited by Batts, (2012) describes them as altruistic, wanting to make the world a better place, and interested in making a positive impact in the world. He also characterizes them as highly collaborative, team-oriented, and as having a “hands on” attitude, wanting to be involved and wanting to “give back.” Some of their strongest skill sets include the abilities to multitask, articulate career values, understand the capacities of technology and appreciate diversity as strength.

Pew Research Center (2007) also cited by Batts, (2012) findings demonstrate that groups born in the 1980s and early 1990s are more accepting than their elders of issues such as affirmative action, immigration and the appropriate scope of government, as well as far more supportive of an ethnically diverse workforce and responsive to concerns of diverse communities. The characteristics are extremely desirable for police officers but the challenge is whether current police organizations can capitalize on these attributes. Despite desirable attributes, both research and practice describe contemporary employees as often lacking certain essential work attributes. For instance, they may need help with focusing on single issues and seeing projects through to the end. As such, they are strong candidates for mentoring, coaching and training to help them see and reinforce how their place in the organization can help meet their personal goals and objectives. In this regard, meeting their early work development needs will require approaches that are quite different from those of their multigenerational supervisors. Yet, the supervisory group will be key to retaining this younger cohort in the organization by creating a work environment that allows their attributes to flourish. Their retention will be important to the stability of the organization and to future organizational leadership. Beyond differences in personal characteristics, the contemporary employee also brings life-style changes to the workplace that may conflict with traditional law enforcement practices and present challenges to the commitment to 24/7 public safety coverage. These changes include: placing a greater value on balancing work and family, experiencing comfort with questioning authority and challenging the traditional chain of command, demanding ongoing performance feedback, expecting transparency and timely outcome measures that show

what is working, and relying on instant feedback from electronic communication and social networking. All these set contemporary employees apart from those who have long subscribed to, or accepted, the paramilitary organizational model and a lifestyle that prioritized work over other elements of their lives (Batts, *et al*,2013,pp.3-4). This shows that considering the generational and diversity in police reforms and transformation is very important. In responding to the challenge and change, Bolman, (2013) gives three principles of successful structural change which are:

- I. Carefully studying the existing structure and process
- II. The change architects should develop a new conception of the organizations goals and strategies allured to the challenges and circumstances of the time.
- III. They should design a new structure is response to changes taking into consideration the technology and environment.

The right structure enhances team performance and transformation. High-performing teams shape purpose into specific measurable performance goals. Purpose yields an overall mission but successful teams take the additional step of recasting purpose onto specific and measurable performance goals, “If a team fails to establish specific performance goals or if those goals do not relate directly to the teams overall purpose, team members become confused, put apart and revert to mediocre performance by contrast, when purpose and goals are built on one another and are combined with team commitment, they become a powerful engine of performance and transformation (Katzenbach, 1993:113).

High Performing teams develop a common commitment to working relationship hence transformation become easier because there is less resistance.

#### **2.3.5.4 Challenges of Management and Leadership in Organization Transformation**

Leaders make things happen; they are wave makers. A society without talented and committed leaders will retrogress or at best remain stagnant (Dike, 1999).

Leaders need to be transformational in thinking which involves forming new concept of current system by being radical. Transformational thinking challenges the assumptions of status quo “we have always done it this” and based on new paradigm which is a new way of thinking which requires cognitive leap, the emotional will to risk, breaking from the mold, reengineering, and abandoning rules and assumptions(Kindler, 2002).

Mathenge (2015) in his Book *Ethics in Security Management and Criminal Justice* on the topic of *leadership versus management and supervision* in policing argues any organization is doomed if it lacks strong leaders. Members of every police agency have the opportunity and responsibility to become leaders at their disposal. Leadership should ideally begin with the agency’s chief executive and spread throughout all levels of the organization, including the line officer level. Line officers have the most direct contact with citizens and possess broad discretionary powers. Therefore, they must function as leaders whenever they answer a call-for-service i.e. demonstrate skills such communication, critical thinking, and problem solving. Indeed, every time a patrol officer responds to a call-for-service, a leadership opportunity presents itself. Patrol officers become the stabilizing influence in a crisis and have the potential to affect a citizen’s life in a positive way, even if the call is nothing more serious than a barking dog (Mathenge, 2015:40).

Organizations today face myriad potential challenges. To be successful they must cope effectively with the implication of new technology, globalization,

changing social and political climates, new competitive threats, shifting economic conditions, industry consolidation, swings in consumer preferences, and new performance and legal standards. Leading change is perhaps the most difficult challenge facing any leader, yet this skill may be the best differentiator of managers from leaders and of mediocre from exceptional leaders. The best leaders are those who recognize the situational and followers' factors inhibiting or facilitating change, paints a compelling vision of the future, and formulate and execute a plan that moves their vision from a dream to reality (Hughes, 2012).

Leading police transformation requires such kind of leaders who can move their vision from a dream to reality and can withstand challenges that comes along the way of change. Graetz, (2006) echoes the above words by saying that against a backdrop of increasing globalization, deregulation, the rapid pace technological innovation, shifting social and demographic trends, and the growing knowledge workforce, few would dispute that the primary task of management today is leadership of organizational change. of key words in the lexicon of the newly emerging organizational model include 'novelty', 'quality', 'flexibility', 'adaptability', 'speed' and 'experimentation'. In view of these requirements, the traditional organizational structure, with its hierarchical, top-down approach, centralized control and historically entrenched values of stability and security, is an anachronism (relic, leftover). The impetus now is towards flatter, more 'flexible and agile organizational forms' in which the boundaries are 'fluid and permeable'.

Management is recognizing the need to dismantle the traditional barriers between different business areas, encourage cross-functional information sharing and involve able employees at all levels of the organization in the planning and decision-making process. Harper (2001) says that leadership is a highly complex matter that involves several vital components. He discusses twelve guidelines for leading change for

example: Leading change must be a way of life, is multifaceted as a diamond, requires leaders that are perceptive and favorably adaptive to change, requires commitment from all involved, people in an organization must sense a momentous gap between where they are and where they need to be, must establish relevance, means asking the right questions, means creating early victories, means recognizing the paradox of change, involves creating a learning organization, means competing against oneself and means building coalitions. (Harper, 2001:1-15).

It is suggested that to understand and describe the process of change in police organizations, it is necessary to consider not only the human reactions to change, but also the mechanistic organizational functions and processes that bring about those effects in humans. It is argued that police systems that are more open, will inevitably change more than others that are not. If an open organization is in constant interaction with its environment, then it will be responsive to external influences through the openness of the system boundary (Hart, 1996). This calls for leadership prowess in balancing the openness and secrecy that beholds policing. In police transformation, this kind of leadership and management is of essence.

Management is a set of processes that keep a complicated system of people and technology running smoothly. The most important aspect of management includes planning budgeting, organizing, staffing, controlling and problem solving. Leadership is a set of processes that creates organizations in the first place or adapts the changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. A successful transformation is 70 to 90 percent leadership and only 10 to 30% management yet for historical reasons, many organizations today don't have much leadership and almost everyone thinks about the problem here as one of Managing change (Kotter, 1996). Leadership and managing are different, but they

are equally important. The difference is summarized in an aphorism from Bennis and Nannas: “managers do things right. Leaders do the right thing.” If an organization is over managed but under-led it eventually loses any sense of spirit or purpose. A poorly managed organization with a strong charismatic leader may soar briefly-only to crash shortly thereafter. The challenges of today’s organizations require the objective perspective of managers as well as the brilliant flashes of creativity that wise leaders provide (Bolman & Terrence, 2013). Kotter (1996) says that with a strong emphasis on management but not leadership bureaucracy and an inward focus taken over, bureaucratic cultures can smother those who want to respond to shifting condition and the lack of leadership leaves no force inside these organization to break out of the morass(Kotter, 1996:25-27).

Leadership develops a shared sense of direction and commitment. Effective leaders help group members communicate and work together whereas less- effective leaders try to dominate and get their own ideas accepted (Urich, 1999). Leadership should involve all the employees and involvement means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals. Each employee’s input is solicited and valued by his/her management. Employees and management recognize that each employee is involved in running the business (Apostolou, 2000).

Leaders and managers must also embrace Management by Walking around (MBWA) which enables the leader to know what is going on around them where they remain in direct contact with employees to identify the real needs and to hear multiple viewpoints, which supports work and achieve its objectives. Such visits break the barriers that may impede communication between workers and the leader through his interaction and continuous meeting with them and talking with them which implies to employees the interest and commitment of the director which

drives them to respond to their instructions. MBWA also provides realistic and tangible evidence of senior management real interest and actual commitment toward the employees and it does strive to address the problems they face during their work (AIRawashdeh, 2012).

MBWA also works to configure views, opinions and beliefs of individuals about their organizations and motivate them towards productive work, creating motivations for team working, and support the process of defining the objectives that the Organization

works to achieve them with precision and clarity, it also shows the best ways and methods that can be used to manage the Organization, assist in evaluating the performance of subordinates, and identify trends, behaviors, productive capacities and skills of each individual, and put a system of rewards to promote the positive aspects of the behavior of individuals (Buckner, 2008 cited by AIRawashdeh,2012).

Employees in large older form often have difficulty getting a transformation process started because of the lack leadership coupled with arrogance, insularity, and bureaucracy. In those organizations where a change program is likely to be over managed and underfed, there is a lot more publishing than pulling. Transformation requires sacrifice, dedication, and creativity, none of which usually comes with coercion. Only leadership can blast through the many sources of corporate interior and alter behavior in any significant way. Only leadership can get change to stick by anchoring it in the very culture of an organization (Kotter, 1996). For leadership and management to bring the transformation they to build employees commitment. Employee commitment, given today's economy and today's worker, will demand utmost flexibility from every organization. The five dimensions outlined below includes: work arrangements, work impact, growth opportunities reward and community can help organizations and groups within organizations to

move toward productive flexibility when leaders tailor individual employee and contracts around each of these five dimensions. They customize the employee relationship; which increases employee commitment (Kotter, 1996).

Cohen (2006) says that for an organization to be successful leaders should be initiative, strategic and committed. Nothing happens until one makes it happen, until one acts. Putting things off until you can get around to it, or until conditions are perfect, almost always results in failure. Ten essential principles (or lessons) of strategy: They are distilled from the thinking of the greatest strategists who have ever lived in many areas of human activity. These ten essential principles of strategy are: Commit fully to a definite objective; seize the initiative and keep it; economize to mass your resources; Use strategic positioning; do the unexpected; keep things simple; prepare multiple; simultaneous alternatives; take indirect route to your objective; practice timing and sequencing and finally exploiting your success (Cohen, 2006:15-16).

Leaders should show uncommon commitment. Psychologists have identified two main reasons why showing uncommon commitment yields such dramatic results. IT provides that the goal is worthwhile and important and it proves that the leader isn't going to quit (Cohen, 2006).

Cohen gave three forces which commitment are built by giving examples of British Major General Fuller who wrote a Book on *Strategy* based on his personal observations and analysis beginning with his first articulated concept consisting of three aspects of physical, mental and moral forces on which strategy is based. The physical force he described must do with actual physical strength or resources, the mental force with knowledge or intelligence, and the moral force with attitudinal or spiritual values (Susan, 2012). According to Fuller, mental force does not win a war: physical force does not win a war, but what does win war is the

highest combination of these three forces acting as one force (Cohen 2006:30-31). Police reform agenda needs to be led by leaders who are initiative, strategic and who shows un-common commitment and zeal. Getting organizational change delivered in any organization requires either the commitment or compliance of the people inside the organization (White Paper, 2013).

Leadership, confidence and trust are prerequisites in any change endeavor. Studies shows organizations that do not trust and have confidence within its own ranks are destined to fail called in the army fratricide for there be fights within the ranks. Kotter (1996) says that teamwork on guiding change coalition can be created in many ways. But regardless of the process used, one component is necessary: trust. When trust is present, you will usually be able to create teamwork. When it is missing, you won't. Trust helps enormously in creating a shared objective. When trust is raised, creating a common goal becomes much easier. Leaders know how to encourage people to transcend short-term parochial interests. The combination of trust and a common goal shared by people with the right characteristics can make for a powerful team (Kotter, 1996:61-65). This is also echoed by Covey (2006) who observes that there is one things common to every individual, relationship ,team, family, organization, economy and civilization throughout the world and if removed will destroy the most powerful and successful government, the greatest businesses, the most thriving economies, friendships, character and deepest love. On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and most underestimated possibility of our time and that one thing is *trust* (p.1)

The above shows that for police transformation to be successful confidence and trust must be felt in all spheres or cadre in police department. The following issues must

be streamlined that depend with leadership and management:

One, is promotion from within the police department. Promoting from within offers several advantages. Collins (1994) gives the following as some of the advantages and importance: it encourages both management and employees to invest in time and resources in upgrading skills, it is a powerful performance incentive, it fosters trust and loyalty, it also capitalizes on knowledge and skills of veteran employees, again it avoids errors by newcomers unfamiliar with company's history and proven ways, and it also increases the likelihood that employees will think for the longer term and avoid impetuous, shortsighted decisions. Highly successful corporations rarely hire a chief executive from the outside; less effective companies do so regularly (Pfeffer, 1998). Two, is investing on employees within the organization. Undertrained workers harm organizations in many ways; shoddy quality, poor service higher costs and costly mistakes. Many organizations are reluctant to invest in developing human capital. The cost of training is immediate and easy to measure; the benefits are long term and elusive. The human resource-oriented organization also recognizes that learning must occur on the job as well as in the classroom. Learning in an organization takes place when three elements are in place: good mentors who teach others a management system that lets people try new things as much as possible and are very good exchange with the environment (Aubrey and Tilliette, 1990:144)

Three, empowering of employees within the organization. Employee empowerment means that in addition to involving employees in running the business, employees and management recognize that many problems or obstacles to achieving organizational goals can be identified and solved by employees. Employee empowerment means that management recognizes this ability, and provides employees with the tools and authority required to continuously improve their

performance. The management states its expectations about employees recognizing and solving problems, and empowers them to do so. Empowerment means that all employees feel that they have the responsibility and authority to participate in decision making and problem solving in their appropriate operating levels (Apostolou, 2000). Empowerment or participation in decision-making has been part of management since the beginning of industrial democracy (Lichtenstein, 1993).

Fundamental to an organizations success in a knowledge-based world are highly trained, empowered, committed and informed employees who strive unreservedly to give their best. Empowerment has been preached as a solution to change resistance because it is designed to liberate employees, improve financial performance, enhance customer relations and increase job satisfaction (Graetz, 2006). Progressive organizations give power to employees as well as invest in their development. Empowerment includes keeping employees informed, but it does not stop there. It also involves encouraging autonomy and participation, redesigning work, fostering teams, promoting equalitarianism, and infusing work with meaning. Open book management works for several reasons among them: to send a clear signal that management trusts people and to create a powerful incentive for employees to contribute to the organization.

They can see the big picture of how their work affects the bottom line and how the bottom line affects them. Finally, it furnishes information they need to do a better job. The work itself needs to offer opportunities for autonomy, influence and intrinsic rewards. Promote egalitarianism which implies a democratic workplace where employees participate in making decisions; this goes beyond participation, often viewed as a matter of style and climate rather than sharing authority. Organizations that stop short of formal democracy can still become more

egalitarian by reducing both real and symbolic status differences (Ptetter, 1994).

In empowering the employees, it is important to consider their welfare. Kenya police Strategic Plan 2004 -2008, Administration Police Strategic Plan 2009-2013, Ransley report (2009), National Task Force on Police Reforms (2010) recommendation proposed for the salary structure to be revised. Per PRIC (2010), the increases were supposed to be implemented within a period of 2 years with effect from 1 St July 2010 to maintain the intended value of the increase.

Charlton (2000) writing on leadership as an economic necessity says that the domain of leaders is in creating the future. The unique legacy of the leader is the creation of new institutions that survive over time through constant organizational growth and renewal. Survival is dependent on the quality of an organization's leaders and their ability to optimize human resources. This necessitates the empowering of people as a primary competitive strategy. Empowerment is defined as creating conditions where people are willing (motivated); able (competent and confident psychologically); allowed (given opportunity and responsibility); and accountable (accepting positive/negative consequences) to perform to their potential. Empowered employees create systems of their own, and consequently corporate growth and renewal are no longer leader-dependent(Charlton, 2000:33).

#### **2.3.5.4 Change Management as a Challenge in Organization Transformation**

Urich (1999) say that leaders achieve employee results when human capital increases over time and consistency meets the need of the organization. Human capital in economic terms in this approach puts a value on the knowledge, education, experience and creativity of the work force. "Human capital is like Muscle Tone; use it or lose it. Firms that want to succeed needs leaders who encourage the use of human capital. People don't keep up with changes in their professions if their commitment sags (p.58). This agrees with Kotter (1996) who gives eight errors

why transforming an organization fails. He lists them as the following:

1. Allowing too much complacency

This error is fatal because transformations always fail to achieve their objectives when complacency is high.

2. Failing to create sufficiently powerful guiding coalition

Major change is often said to be impossible unless the head of the organization is an active supporter. No matter how capable or dedicated the staff head, guiding coalitions without strong line leadership never seem to achieve the power that is required to overcome what are often massive sources of inertia.

3. Underestimating the power of vision,

Vision plays a key role in producing useful change by helping to direct, align, and inspire actions on the part of large numbers of people and without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all. In many failed transformation plans and programs are found to play the role of vision and in unsuccessful transformation efforts and management sometimes does have a sense of direction but it is too complicated or blurry to be useful.

4. Under-communicating the vision by a factor of 10 (or 100 or even 1,000) Major change is usually impossible unless most employees are willing to help, often to the point of making short-term sacrifices. That is people will make sacrifice for transformation when they think the benefits of change is attractive and transformation is possible. Without credible communication, and a lot of it employees' hearts and minds are never captured.

5. Permitting obstacles to block the new vision: Vision plays a key role in

producing useful change by helping to direct, align, and inspire actions on the part of large numbers of people. Without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all.

6. Failing to create short-term wins' Real transformation takes time. Complex efforts to change strategies or restructure business risk losing momentum if there are no short-term goals to meet and celebrate, without it too many employees give up or actively join the resistance

7. Declaring victory too soon Until changes sink down deeply into the culture which for entire organization takes three to ten years, new approaches are fragile and subject to regression.

8. Neglecting to anchor changes firmly in the corporate culture

In the final analysis change only sticks when it becomes “the way we do things around here” when it seeps into the very bloodstream of the work unit or corporate body. Until new behaviors are rooted in social norms and shared values, they are always subject to degradation as soon as the pressures associated with a change effort are removed (Kotter, 1996:3-16).

This means reforms and transformation must be inculcated in the midst and organizational culture not on a sinking ground but on a firm foundation. Below is the anti-dote of the above errors discussed by Kotter. The eight steps for transforming organization:

1. Establishing a sense of urgency which talks of Examining market and competitive realities, Identifying and discussing crises, potential crises, or major opportunities

2 Forming a powerful guiding coalition this means assembling a group with enough power to lead the change effort and encouraging the group to work together as a team

3 Creating a vision this help in directing the change effort and Developing strategies

for achieving that vision

4 Communicating the vision involve using every vehicle possible to communicate the new vision and strategies. It also involves teaching new behaviors by the example of the guiding coalition

5 Empowering others to act on the vision

This involves getting rid of obstacles to change, Changing systems or structures that seriously undermine the vision, encouraging risk taking and nontraditional ideas, activities, and actions

6. Planning for and creating short-term wins

This involves Planning for visible performance improvements, creating those improvements and Recognizing and rewarding employees involved in the improvements. “In a successful transformation, managers actively look for ways to obtain clear performance improvements, establish goals in the yearly planning system, achieve these objectives, and reward the people involved with recognition, promotions, or money” (Kotter, 1996:11)

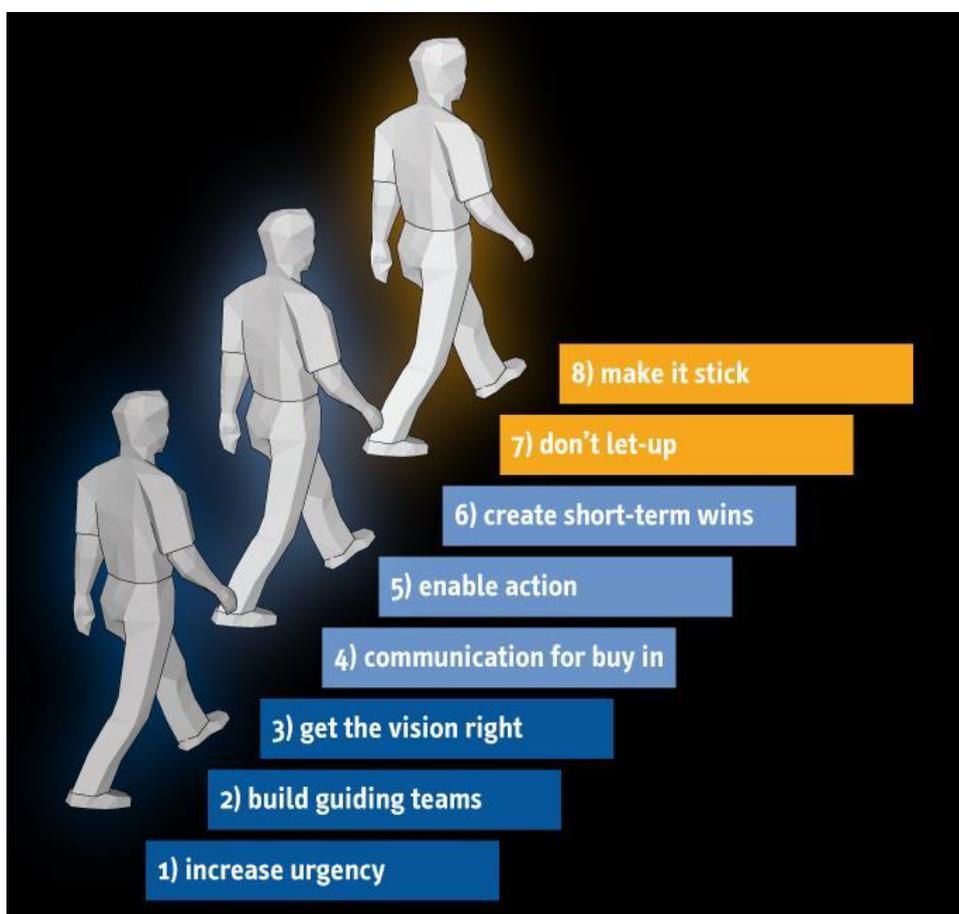
7. consolidating improvements and producing still more change. This concerns using increased credibility to change systems, structures, and policies that don't fit the vision. Also, Hiring, promoting, and developing employees who can implement the vision and Reinvigorating the process with new projects, themes, and change agents

8. Institutionalizing new approaches

This is about articulating the connections between the new behaviors and corporate success and developing the means to ensure leadership development and succession.

Most major change initiatives whether intended to boost quality, improve culture, or reverse a corporate death spiral generate only lukewarm results. Many fails miserably. Why? Kotter maintains that too many managers don't realize transformation is a process, not an event. It advances through stages that build on each other. And it takes years. Pressured to accelerate the process, managers skip stages. But shortcuts never work (Kotter, 2011).

**Figure 2.3 Kotter Change Model**



**Figure 2.3 - Kotter Change Model**

**Source:** [Changecards.Org/change-theory/kotters-theory-of-change/](https://changecards.org/change-theory/kotters-theory-of-change/)

The organizational culture and worldview is complex hence incorporating some of the above formal and informal process will help a lot for example communication of

the vision to all departments without pushing it from the top but top-down and bottom up will allow many of the junior officers own the process and easily kills the inertia and resistance which easily crop up in the police reforms (Susan, 2012). The organization that continues to do what made successful in the past will eventually fail. This is because the environment which includes technologies, competition, laws, politics, buyer behavior, and economy; is a constant state of flux. Such changes ensure that blindly sticking to what was once a very successful strategy must lead only to failure, because the former success was based on environmental condition that no longer exists (Cohen, 2006). The police organization needs to realize the environment they are working in.

### **2.3.Theoretical Framework**

This study was guided by motivational theories but particularly Expectancy Theory and Kurt Lewin's Theory of Change because both theories are concerned by the individual motivation transacted from internal and external and determine the level of transformation or resistance. They are explained below and how they relate to the explanation of the study.

#### **2.3.6.1 Expectancy Theory**

Predicting behavior in organizations has always challenged behaviorists. A model predictor holding promise is one developed by Victor H. Vroom. This model is predicated on the concept that it is the internal state as well as external forces impinging on individuals that will cause them to act in a specific manner. In the final analysis, a worker will be motivated to put forth the necessary effort when it will result in the attainment of desired goals.

According to More & Miller (2014) there are four basic assumptions about human behavior that serve as the foundation of expectancy theory. Human beings

demonstrate the complexity of not only human behavior, but also of motivation. The first assumption is that behavior is not determined exclusively by individual. It is a product of the vitality of an individual and the environment, and with its context, everyone will develop a preference for available objectives . In relation to this study, the expectations of the officers about the reforms will be mediated by the environment. If the officers find that the environment remains harsh and insensitive to their psychosocial well-being, they may not be enthusiastic about them. On the other hand, when the preference is high, the acceptance will be greater.

Second, employees have expectancies about outcomes. To put it another way, each person anticipates what will occur (More & Miller, 2014). If the results are not compatible with efforts, then the activity is ignored or avoided. Expectations vary from individual to individual. What one police officer thinks is important might be unimportant to another officer.

There are individuals who think job security is at the top of their preferences while others want more challenging tasks. One aspect of expectancy is called effort-performance (E-P), which refers to individual's motivation to choose a specific performance objective and the relationship of effort to that objective (Weaver, 2016). The factors affecting an individual's expectancy perception include self-esteem, previous experience in similar situations, one's capability, and the stake of supervision. This list is not meant to be comprehensive, but it does illustrate the range of such factors. It is believed that everyone seeks to increase self-esteem by searching for psychological success (Handy, 1993).

When the officer experiences psychological success, he or she feels more competent. The more competent one feels, the more likely that person is to take risks in perceived areas of importance. On the other hand, when one is psychologically successful, it can lead to the lowering of personal goals as the person strives to

protect his or her self- concept (Deakin University, 2016). While the importance of self-esteem is evident, the whole process should be approached with some degree of caution, especially if there are other influencing factors, such as limited manpower or inadequate equipment (Susan, 2012).

Another aspect of expectancy is performance-outcome (P-O), which deals with an officer's anticipation of performing at a specified level and the outcome of those efforts. These can be best illustrated by a situation in which an officer may believe that a superior effort will result in different outcomes (Weaver, 2016). Such efforts can undoubtedly result in unintended consequences. While a merit increase might be forthcoming, it might also foster resentment from peers and cause difficulties at home because of excessive absence from the family. It is clear, then, that any single outcome might be positive in some ways and negative in others for instance,  $Motivation = E (Expectancy \times Valence)$ , Valence being defined as the strength of an individual's desire for an outcome. Synonyms for valence include drive, incentive, or desire. Valences range from -1.0 to 1.0, and when the valence is in the negative range, the officer does not want to reach or attain the objective. When the valence is positive, the outcome is highly desirable. When the valence is zero, the officer is indifferent to the outcome (Luthans, 2002)

It is important to realize that what really matters is the employee's perception of what will occur. Supervisor seems to underrate the factors necessary for motivating employees. They forget it is officer's perceptions that matters most – not the supervisor's perceptions. The expectancy motivational model combines the need theory with the concept of perceived outcomes (Susan, 2012). Officers are motivated, for example, by satisfying their esteem needs- such as receiving a promotion or obtaining a preferred assignment to a special unit (such as a SWAT team). They can be motivated by the successful completion of the probationary

period because of the security it will provide. The interplay occurring between officers' who are involved in team policing can fulfill the need for socialization.

Another study revealed that when studying three levels of employees (low, middle, and upper) there was hardly any difference between the levels when they rated the importance of needs (security, social, esteem, autonomy, and self-actualization). The real difference came when the three levels of rated the degree to which needs were satisfied. The lower level employees were much less satisfied with the number of higher – order needs being met on the job (Hawkins, 1981). The most successful supervisor's will concentrate on helping officers to clarify their needs and on becoming aware of how officers perceive those needs. Once this is accomplished, the expectancies of outcomes can be dealt with through such techniques as training, delegation, and acknowledgement of a job well done or the granting of greater autonomy.

#### **2.3.6.2 Kurt Lewin's Theory of Change**

Most people in organizations will have no trouble agreeing with the idea that continuing change has become certain. They also accept the likelihood that they will be faced with more rapid change in the future. Yet an examination of the design of most organizations will also reveal that they are poorly prepared to cope with the onslaught of change except in energy consuming, fire-fighting, and reactive, and reactive ways (Pieters & Doyle, 2000). To deal effective with change Kurt Lewin in 1940's came up with a theory of change. Smith, (2010) says that the frantic pace of change in a chaotic world tends to keep us spinning out of control, stressed and feeling like we are being driven rather than doing the driving. And change keep picking up speed (p.40)

The foregoing shows the reasons why even when dealing with police reforms and transformation the necessity of understanding change management. According to

Pieters (1999), Change is approached from a systems perspective considering all key components of the system in change, including its environment. Steps are taken to assure that all the interconnected pieces of the system are aligned to prevent inconsistencies and confusion. Change is known to produce predictable dynamics. Those involved with changes understand the dynamics and use them to improve change efforts. Plans for change are designed to optimize acceptance, maximize readiness and assure success (Pieters, 2000). This theory explains that change occurs in three phases and each phase is characterized by forces that drive towards the equilibrium. The phases are, unfreezing, transition and freezing explained below.

**Unfreezing**, stage is about getting ready to change. It involves getting to a point of understanding that change is necessary and getting ready to move away from our current comfort zone. This first stage is about preparing ourselves, or others, before the change (and ideally creating a situation in which we want the change). The more we feel that change is necessary, the more urgent it is, the more motivated we are to make the change. Unfreezing and getting motivated for the change is all about weighing up the 'pro's' and 'con's' and deciding if the 'pros' outnumber the 'con's' before you take any action (Emory, 2012). This is the basis of what Kurt Lewin called the Force Field Analysis . Force Field Analysis is a fancy way of saying that there are lots of different factors (forces) for and against making change that we need to be aware of (analysis). If the factors for change outweigh the factors against change, we'll make the change. If not, then there's low motivation to change. This first 'Unfreezing' stage involves moving ourselves, or a department, or an entire business towards motivation for change. The Kurt Lewin Force Field Analysis is a useful way to understand this process and there are plenty of ideas of how this can be done. It is also involves reducing the forces that are striving to maintain the status quo, and dismantling the current mind set. Usually by presenting

a provocative problem or event to get people to recognize the need for change and to search for new solutions (Gold, 1999; Kariel, 1956; Schein, 1995).

**Transition**, is the inner movement or journey in reaction to a change. This second stage occurs when changes that are needed is made. People are 'unfrozen' and moving towards a new way of being. That says this stage is often the hardest as people are unsure or even fearful. This is not an easy time as people are learning about the changes and need to be given time to understand and work with them. Support is important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions also help to make the changes (Petrescu, 2010). It's also useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading. In this stage, there is the development of new behaviors, values, and attitudes, sometimes through organizational structure and process changes and development techniques. There may be a period of some confusion as we move from the old ways of doing things to the new.

**Freezing**, is also referred to as 'refreezing'. As the name suggests this stage is about establishing stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines. This can take time. The organization may revert to former ways of doing things at this point unless the changes are reinforced through freezing (Ullman, 2000). The theory will help in this research in the following ways. In the unfreeze stage the questions that can be asked in the National police service is whether the service is ready for change. Is the service ready to move away from traditional policing (status quo) of a service in practice where nobody will accuse it of extra-judicial killings and a service that does not trample over human

rights? Has the department prepared the officers of the desired change and its importance in 21<sup>st</sup> century policing? Is there motivating factor? Is department examining the factors that can hinder change?. Some of these questions are important for police reforms.

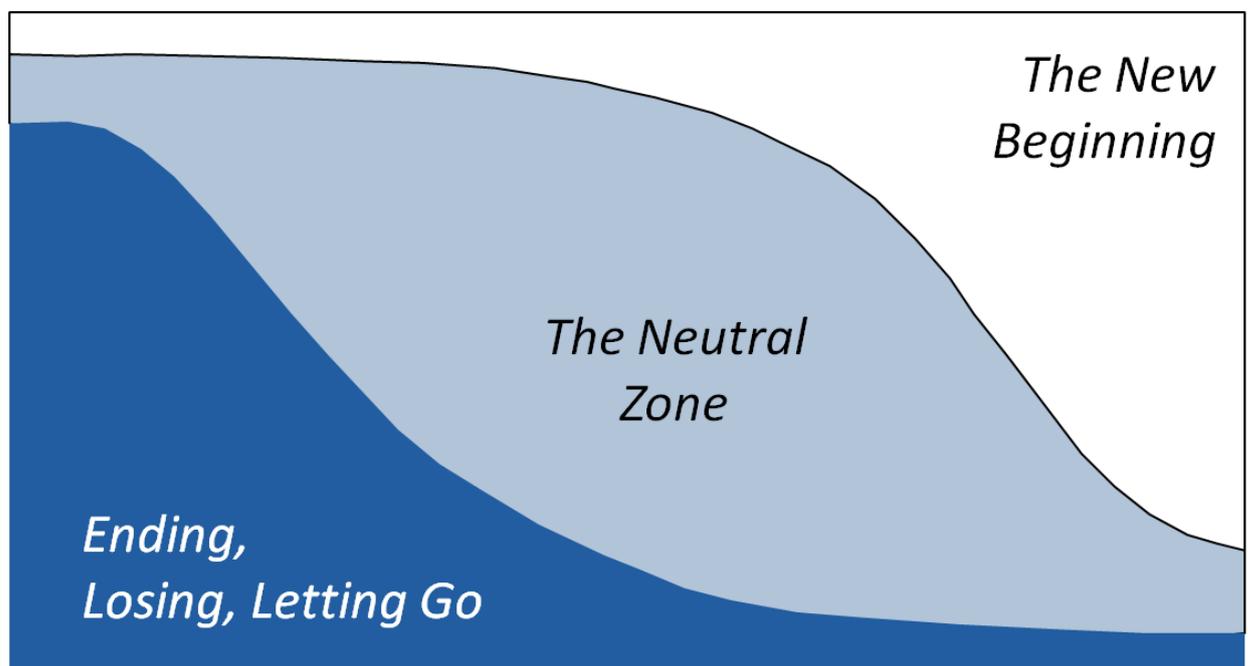
The second stage on transition the point of inquiry in National Police Service is whether the police officers ready for change and if not ready why. Also, it is important to answer the question whether they have been prepared for change or the process of change. Are the police supervisors sure or unsure or confused of what the process entails? Are they fearful of its consequences for examples vetting of police officers, consideration of academic qualifications, forced retirement etc (Petrescu, 2010). Also, the question of whether their forms of training, coaching, and counseling going on during transition is very important. In the police transitions, also police supervisors should model of change in terms communication, attitude, values, behavior, and relationships for example breaking the gaps, and leading in organizational/institutional change.

The last stage is freeze hence the question that needs to be answered on this stage in National police service is whether there is stability or confusion on the process of police reform. Are the changes becoming a norm or a lifestyle or are the officers together with their supervisor resorting to the old ways of policing. Has the reform improved security, relationship between the junior officers and the police leaders, has it minimized police family breakdown, homicide, and suicides. Has it improved the relationship between the members of the public and police department? Is the reform a routine or sporadic? Are there new ways of reinforcement of reforms in terms of motivations rewards for example new reward systems, promotion, scheme of service, housing, consistent transfers and comprehensive insurance cover (mageka, 2015). The theory also agrees with

Bridges (2003) in his book managing transitions says that “managing transition involves not just whopping financial deals but the simple process of helping people through three phases:

1. Letting go of the old ways and the old identity people had. The first phase of transition is an ending, and the time when you need to help people to deal with their losses.
2. Going through an in-between time when the old is gone but the new isn't fully operational. It is called “neutral zone” and it is when the critical psychological re-alignments and re-patterning take place. Coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy, and discover the new sense of purpose that makes the change begin to work.

The above is represented by figure below



**Figure 2.4 the three phases of transition adapted from Bridges (2003:5)**

Bridges (2003) also says that changes of any sort-even though they may be justified in economic or technological terms-finally succeed or fail based on whether the people

affected do things differently. Do the employees let go of doing things, go through that difficult time between the old way and the new and come out doing things the new way? If they don't help people through these three phases, even the most wonderful training program often fall flat. The leaders forgot endings and neutral zones; they try to start with the final stage of transition. And they can't see what went wrong (pp.5-6). Before starting a new thing one must end what used to be, unlearn the old way, let go of old identity.

Police reforms and transformation is both a changing and transition process that needs careful consideration and planning (Bridge, 2003:6-8). Ending, neutral zone and new beginning are of essence for police transformation to take place effectively.

### **2.3.6.3 Equity Theory of Motivation**

It is a cognitive or process theory of motivation put forward by Stacey Adams of the General electric company in 1963. It deals with two questions-what do people think is fair and equitable and how do they respond when they feel they are getting far more or far less than they deserve. The theory suggests that people are capable and willing to perceive fairness in their immediate environment. Wilson (2013) asserts that people act in the light of what they regard as fair. They compare their input or "investments" such as ability, skill, age, education, effort and training to outcomes like monetary rewards, praise, status and improved promotion opportunities. They also compare their reward to that of others with whom they make the comparison. After comparison they make cognitive adjustments to deal with the inequality (Kivoi & Mbae, 2013). They could, for example, lower their inputs, their work contribution, or attempt to raise their outcomes like pay. Evidence from other researchers has been found to support the theory. Some of the findings stress the negative ways in which workers can redress inequality. Underpayment leads to lowered job performance

and expected change (Sission, 2010).

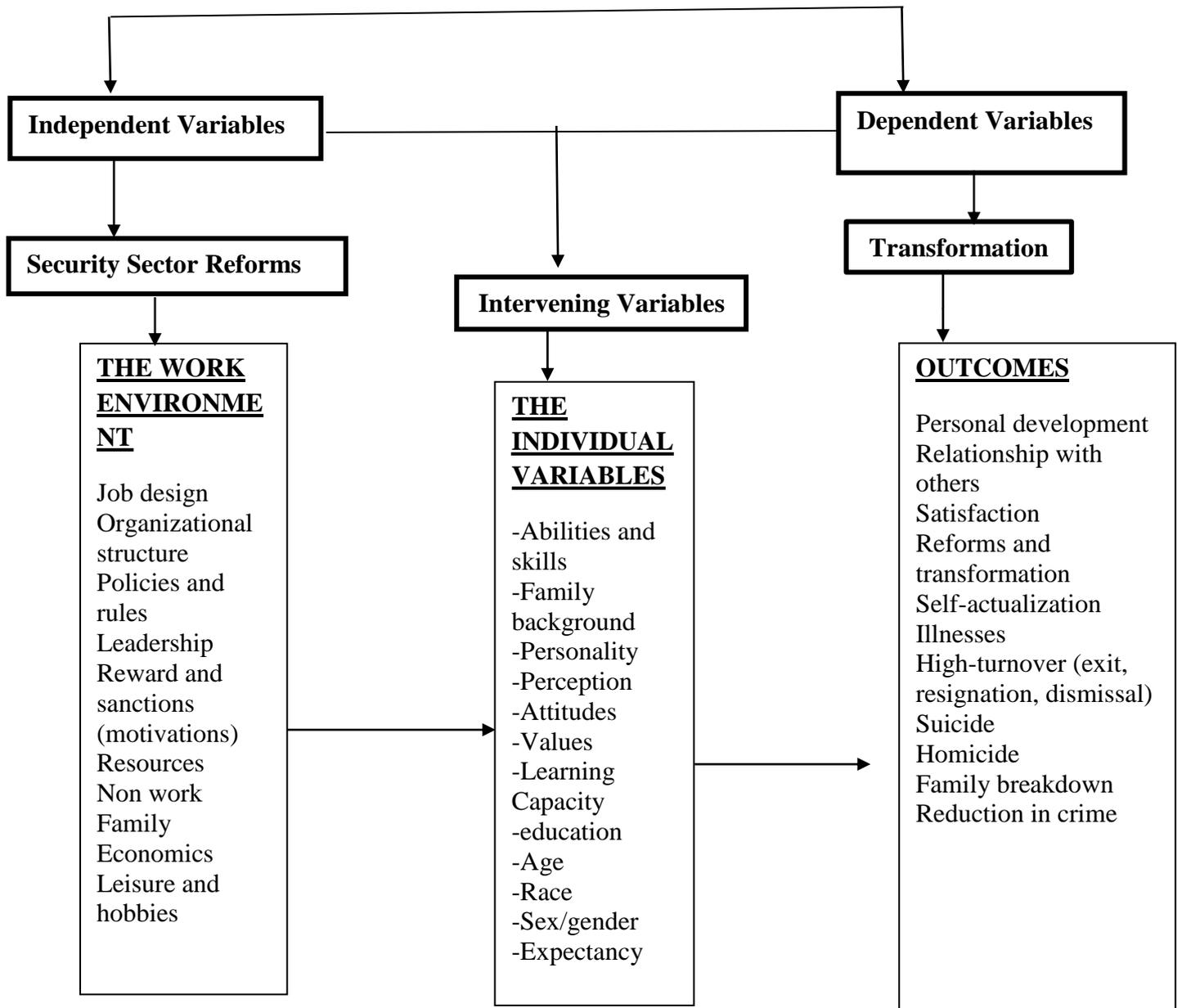
Underpaid workers paid on a piece-rate basis have been found to produce more goods of lower quality. Another form of reaction to under employment is disruptive, deviant behavior such as theft (corruption) and vandalism. Acts of employees' theft may be an effective means of increasing outcomes to reduce feelings of underpayment inequality. Pilferage can be seen as "a morally justified addition to wages, an entitlement due from exploiting employers (Wilson, 2004). Police can resort in corruption and other indulgences. Also, other factors also affect the workers not only pay for example a 1997 Watson Wyatt survey, cited by Fyock (2002), indicates that a major reason employees leave is that their managers do not listen to them. The most important lesson to be learned from these conflicting research results is that pay, while important, is not the only factor in an employee's decision to leave an organization. It is more complex than that. Indeed, human beings are very complex, and few problems can easily be reduced to one root cause such as pay. The theory brings out the importance of paying the officers well and considering other aspects for example comparing how the other departments are paying the same people with similar qualifications. When the organization has done the above then it is important to do the organization assessment to know whether it is performing to the optimum or just average or mediocre which means below average. The consideration of the welfare means it will facilitate and enhance reforms and transformation.

#### **2.3.6.4 Summary of Theoretical Framework**

The theories have illuminated on how thoughts and assessment of variables (both psychological and social) can influence the way one react to situations and hence affects or influence the outcome which is the performance. The Expectancy Theory helped the study in understanding that the internal state of the individual and the

external forces impinging on individuals will cause the police officer to act in a specific manner. That means that if the individual is motivated he will put forth the necessary effort which will result in that attainment of desired goals hence the importance of motivational theories. Behavior is a product of the vitality of an individual and the environment (Kivoi & Mbae, 2013). That means the expectations of the police officers about reforms will be mediated by the environment. If the environment remains harsh and insensitive to their psychosocial well-being, they will be demotivated hence resist change and lower service and some look other vocation or employment elsewhere (Ruteere, 2011). Kurt Lewin's Theory of Change explains that change occurs in three phases and each phase is characterized by forces that drive towards the equilibrium. The police officer must get ready for change; they must be prepared and feel that change is necessary. It will also inform the study change is a process and a journey that calls for doing things in some different ways. Changes must be accepted and becomes a new norm. By formulating a questionnaire and interviews the study informed the acceptance or resistance of reform agenda in National Police Service (Ndungu, 2011).

### 2.3.6.4 Conceptual Framework



**Figure 2.5: Conceptual Model showing interaction of variables**

**Source: Researcher, 2016**

The Conceptual Model shows that employee's behavior is complex because it is affected by several environmental variables as indicated. Many different individual factors and operational and organizational factors, experiences and events as

individual abilities/skills, personality, perceptions, and experiences affect behavior and in turn determine the outcome and the performance. Expectancy for retention is predicated on the concept that it is the internal state as well as external forces impinging on individuals that will cause them to act in a specific manner. In the final analysis, a worker will be motivated to put forth the necessary effort when it will result in the attainment of desired goals. Theory of Change explains that change is characterized by forces that drive towards the equilibrium (Susan, 2012). The police officer must get ready for change. The Equity theory of motivation suggests that people are capable and willing to perceive fairness in their immediate environment. People act in the light of what they regard as fair. They compare their input or “investments” such as ability, skill, age, education, effort and training to outcomes like monetary rewards, praise, status and improved promotion opportunities hence these will limit or rather increase police turnover as shown in the conceptual framework. National Police Service must determine on how to make work better, more rewarding, and challenging. Unless they can accomplish the environmental variables and internal variables as explained by the theories then the outcomes are dismal.

#### **2.4 Summary of Literature Review and Knowledge Gaps**

The reviewed literature reveals that issues of psychological wellbeing, interpersonal relationships, rewards and promotions and the social environment where people live and work came out very strongly as the variable that determine the organizational and individual performance. Reviewed literature has also shown that the police work is unique and has characteristics that are likely to lead to stressful life that affects all spheres of their lives and finally affects their job performance. Police are exposed to traumatic stress by helping other people in emergency situations (Kivoi & Mbae, 2013).

Although there is growing interest in the consequences of occupational stress in emergencies services personnel, empirical studies have rarely been performed (Wagner, 1998).

The literature shows that it is important to consider their uniqueness, their world view and the environment and the intra-psychic conflicts they undergo as they solve people's problems that take toll in their working relationships and need to be addressed in police reforms.

The research done has not covered the influence of security sector reforms on transformation of National Police Service. Research that has been done in Kenya shows little information on how security sector reforms influence the transformation of National Police Service. Examples of the thesis written in Kenya focus on other areas for example: "outsourcing and operational performance of the Kenya National Police service" (Kimaru, 2014); "the challenges related to police reforms in Kenya" by (Bruce, 2014); "an assessment of the efficacy of the legal framework in delivering the much needed police reform, by (Ojienda, 2013); "an appraisal of police reform under the new legal framework in Kenya" (Karanja, 2013) and "The police reform process in Kenya, 2008-2014: A case study of security reform in societies emerging from crisis (Ondoro, 2015).

The literature shows that the following are some of the gaps that need to be addressed for transformation to take place.

One is on training- training lacks consistency in terms of curriculum development and there is no training policy that guides the training hence dearth of knowledge on police training and transformation. NPS requires a Comprehensive Training Policy to guide quality assurance and standardization

Two is on Community policing and *Nyumbi Kumi* Initiative. There has been no research done on how the initiative for community partnership should work putting

into consideration other stakeholders- The proposed National Policy on Community Policing should be anchored on a legal framework embracing the *Nyumba Kumi* Initiatives to act as a crime prevention strategy.

Another gap that seem to influence transformation was the issue age and education. Batts (2012) who says in America the popular literature describes generational cohorts in different ways and says that the contemporary employee who are young are described as conscientious, unselfish and independent in their thinking while also more tolerant of differences than those of other generations. They bring life-style changes to the workplace that may conflict with traditional law enforcement practices.

Meredith, charles, & alexander (2002) talks of the importance of understanding of generational cohort to refer to groups of people who came of age at roughly the same time. It shows that police service comprising of different age groups and cohorts needs to consider their unique differences for police transformation to be effective. The existing literature has not considered the issue of generational cohorts or differences in police reforms.

This information was not available on how the generation gaps influences police transformation. The next chapter which is chapter three will deal with research methodology.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter presents the research methodology used. It includes the research design, study area, target population, sampling technique and procedure, sample size, data collection and research instruments, validity and reliability of research instruments, limitations of the study, data analysis and presentation and ethical considerations.

#### **3.1 Research Design**

The research design used was the mixed method also called multi-strategy design that was more inclined to the qualitative method. Qualitative research utilizes non-probability samples. The purposive sampling is a sampling technique that allows a researcher to select respondents that provide the required information with respect to the objectives of his or her study (Palinkas, 2015). Cases or subjects are therefore handpicked because they are informative or they possess the required characteristics (Mugenda, 2003). This is precisely because the focus is on in-depth investigation of the respondent's perceptions, views and interpretations of an occurrence without the motivation to generalize. This study further employed survey research design which entailed the use of ex post facto design (retrospection) employing mixed method approach in data collection (Okoth, 2012). Ex post facto design is a method of teasing out possible antecedents of events that have happened and cannot, therefore, be manipulated by the investigator. For the purposes of this study the researcher applied this design to establish from a dependent variable (i.e., police performance) to identify possible causal independent variables (i.e. security sector reforms) (Cohen, 2006). The general objective was to investigate security sector reforms influencing performance of National Police Service(NPS).

This was established by working from police work performance (dependent) and moving retrospectively to establish possible factors. The police officers have been accused to be the most corrupt in the country and that they continue to provide poor quality services leading to outcomes such as security lapses. To find out causes of their corrupt activities could be best established by identifying failures in specific areas of their performance and working in retrospect, to find out the possible causes.

### **3.2 Study Area**

The study was in Nairobi County nine sub-counties and Kiambu County only one sub-county was targeted because of community policing model. Nairobi was chosen because it houses many formations of the NPS and proximity to offices of commissions and civil societies.

The Nairobi county has nine subcounties namely, Westlands, Dagoretti, Kasarani, Langata, Starehe, Kamukunji, Embakasi, Njiru and Makadara, being one of the most populous city in East Africa with an estimated population of 3 million, it has also been accorded political and financial prominence in Africa. As a result, the number of violent crimes such as robbery, homicides and other offences against morality like defilement have been on a slow but steady rise. Corruption and traffic offences have doubled crime in Nairobi. Crime has grown by 80 per cent, as shown by data from the Nation Newsplex Project and Institute of Economic Affairs(IEA).



## Geographic Coordinates of Nairobi, Kenya

Latitude: 1°16'59" S

Longitude: 36°49'00" E

Elevation above sea level: 1798 m = 5899ft

## Map of Kiambu



Latitude: Latitude: 1.17° S

Longitude: 36.83° E

Elevation: 1734 m

### 3.3 Target Population

Target population refers to the total number of representative elements, respondents or the total environment of interest to the researcher. It is the full set of cases from which a sample is taken (Saunders, 2009). Officers from Nairobi County and Kiambu County were chosen for this study and stakeholders in policing. The officers who work in police stations within the sub-counties were the main respondents for the main survey tools. Among the key informants were 12 OCPD and 9 DAPC. The stakeholders were the following:

NPSC,IPOA,UNODC,EACC,CRC,KNCHR,Civil societies. The sample size was

390 respondents. Additionally, three Focus Group Discussions (FGDs) comprising 10 members were held. The first focus group discussion comprised members of civil society (2 members of Katiba Watch, 2 Usalama Watch, 2 Parachurch on justice, and 4 Safe World), the second one comprised members of community policing of Kikuyu community policing (7 community leaders and 2 police officers involved in community policing one an OCS and representative from APS) and the third comprised junior police officers in Nairobi County. The target population of this study was therefore 3,560 as indicated in the table below

**Table 3.1 Target population**

Category of officers	Number of police officers commissioners and focus
KPS	2000
APS	1500
OCPD	12
DAPCS	9
Directors of police reforms	3
Stakeholders of policing	
Commissioners(interviews)	6
Focus groups-3 each = 10	30
<b>TOTAL</b>	<b>3560</b>

Source: NPS (2016)

### **3.4 Sampling Techniques and Sample size**

Sampling is the process of selecting a number of individuals for a study to represent the large group from which they are selected. According to (Mugenda, 2003), the minimum acceptable sample for descriptive and explorative research is 10% of the population. The first two strats that is “APS” and “KPS” applied mugenda

and mugenda (2003) formula, which states that “a good sample size is one that is between (10-30)% of the total target population”. The study therefore chose to use 10% on the total population of APS and KPS in Nairobi. The study used both probability and non-probability sampling method. Stratified random sampling technique was used to draw respondents from the study population. Police organization is hierarchical (Table 3.2) hence has people with different ranks that needed to be involved in the data collection.

**Table 3.2 NPS Ranks**

<b>NPS Ranks</b>
Inspector general (IG)
Deputy inspector general of aps(DIG)
Deputy Inspector General of KPS(DIG)
Senior Assistant Inspector General(SAIG)
Assistant Inspector General(AIG)
Commissioner of Police (CO)
Senior Superintendent (SSP)
Superintendent(SP)
Assistant Superintendent(ASP)
Chief Inspector
Inspector
Senior Sergeant
Sergeant
Corporal
Constable

**Source: NPS GOK (2017)**

Stratified random sampling was used to provide detailed information from two sections, that is kps and aps as this group had too many members. Then multistage cluster sampling was used where five station/sub-county was used as a sampling unit while officers in these stations were used as units of analysis. Divisions and Sub-counties were clustered to select the stations for KPS and equivalent for APS and the researcher used simple random sampling to pick the officers. The members of commissions and KPS/APS reforms directors were selected purposively. The three-focus group discussion consisted of 10 members.

**Table 3.3 Sample Size**

<b>Category of Officers</b>	<b>Target Population</b>	<b>Method</b>	<b>Sample Size</b>
KPS	2000	10%	200
APS	1500	10%	150
OCPD	12	purposive	2
DAPCS	9	purposive	2
Directors of police reforms (NPS OFFICE, APS and KPS)	3	purposive	3
Police reforms commissioners and civil society	6	purposive	6
Focus Groups	3	purposive	30
<b>TOTAL</b>	<b>3560</b>		<b>399</b>

**Source: NPS, GOK (2017)**

The study considered police across all ranks, gender, years of service and departments.

The KPS and APS in Nairobi county are about 3500 to 4000 according to the director of human capital in APS and KPS. The KPS are deployed and attached in 12

Police Divisions and 42 police stations. KPS divisions are commanded by Officer Commanding Police Division (OCPD) and the police stations are commanded by Officer Commanding Station (OCS). APS deployed and attached to 9 Sub-Counties (previously they were called Districts) that is; Njiru, Embakasi, Kasarani, Langata, Kamukunji, Makadara, Starehe, Westlands and Dagoretti all these Sub-Counties have DAPC (District Administration Police Commanders). The APS has about 27 sub-county divisions(GOK,2016).

An ideal police station has 48 officers although sometimes it varies on need basis. For example, the central police station has more officers because it handles more cases compared to Ruai police station in Embakasi police division. The officers are composed of:1 chief inspector who is the OCS, 2 inspectors, one deputizing the OCS and another in-charge of crime branch in the station, 4 sergeants and 6 corporals who are the NCO's (Non-Commissioned Officers) in charge of 35 constables. In total a station has about 48 officers. An APS division comprises a chief inspector in-charge of the division, an inspector who deputizes him and may be other two or three inspectors in charge of locations, three sergeants and thirty constables. In total, they are about 38 police officers. Sometimes they vary according to needs basis. Subsequently, five sub counties were chosen randomly depending on crime rate and geographic areas. The sampling applied was cluster sampling to the junior police officers of APS and KPS in Nairobi County both sub-county and police divisions. Cluster sampling is used when it is not possible to obtain a sampling frame because the population is either very large or scattered over a large geographical area (Mugenda and Mugenda,2003). Junior police are intact group and a groups or clusters were randomly selected for they have similar characteristics. They represented the twelve division commands of Nairobi County. The total number of questionnaires which were administered were about 150 representing

police officers of APS in Nairobi County and 200 representing officers of KPS of Nairobi County and a focus group of ten junior officers of different formations in NPS. Hence 350 questionnaires formed the sample size.

Also interviewed were the three Directors of NPS ( NPS(IG office),APS and KPS ) in charge of reforms. Nine (7) key informants were purposively selected for their expert information. These were drawn from the Commissions dealing with law enforcements in Kenya and one United Nation organization dealing with police reforms that is the UNODC. The commissions are: Commissioners of National Police Service Commission(NPSC), Kenya National Human Rights Commission (KNHRC), Independent Police Oversight Commission(IPOA),Ethics and Anti-Corruption Commission(EACC),Crime Research Center(CRC).

The researcher used available data in literature to examine the level of police reform. The documents included judicial and police records, published and unpublished research by the KNCHR, United Nations agencies, the reports of the National Task Forces on police and judicial reforms, several reports from local NGOS on various issues touching on insecurity and reports from international organizations that address security situation in the country during the period under review.

### **3.5 Research Instruments**

The main research instruments used in this study were questionnaires and interview schedule, observation, focus group discussions and checklists of key informants. In developing the questionnaire items, the closed-ended and open-ended questions were used. The respondents filled the structured and the unstructured items. In the unstructured items the respondents were able to express themselves. The open-ended format allowed more spontaneity of response and provide opportunities for self-expression, argues (Mutai, 2000).The researcher formulated the interviews guide

for the directors of reforms in NPS(IG office, PS and APS, Commissioners and for Focus Group Discussions in conformity with the problem statement, research objectives and research questions. The response helped in getting patterns, themes of the respondents' reaction and perception about security sector reforms and policing and factors affecting their performance. Interview Schedule helped in-depth information gathering and focus groups were used when dealing with special interest groups.

### **3.6 Validity and Reliability of Instruments**

According to Fraenkel & Wallen (2000) validity refers to the extent to which an instrument can measure what it is meant to measure. It, therefore, refers to the extent to which an instrument asks the right questions in terms of accuracy according to Mugenda & Mugenda (1999). The content validity of the instrument was determined in two ways. First, the researcher made sure that the elements chosen are measurable, addressed in depth and that it was representativeness (Cohen, 2006). The respondents were expected to indicate by a tick or a cross for every item in the questionnaire if it measures what it was supposed to measure or not. A Cronbach's Alpha coefficient of those measures was computed. A coefficient of 0.79 was obtained which implied that the instruments were valid.

Secondly, a pilot study was conducted Nairobi County Central Police Station to junior police officers using cluster sampling. The results obtained from the pilot study assisted the researcher in revising the questionnaires to make sure it covered the objectives of the study. According to Mugenda (2008), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. To determine the reliability, Cronbach's Coefficient Alpha was computed after the test and retest of the questionnaire. A reliability coefficient of 0.5 was assumed to reflect the internal

reliability of the instruments (Fraenkel & Wallen, 2000). Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability.

### **3.7 Administration of Research Instruments**

Two research assistants were used to assist in questionnaires and interview schedule administration, after a thorough training in the procedure of administration. They were oriented to the content of the questionnaire and interview schedule. They then accompanied the researcher in piloting and modifying the research instruments so that they could fully comprehend the process of data collection. Together, the researcher and research assistants administered the instruments to the respondents.

### **3.8 Data Analysis and Presentation**

Quantitative data were analyzed using descriptive statistics by use of SPSS programme. The data were presented in the form of frequency distribution tables, graphs and pie charts. Critical discourse analysis and narrative analysis as advanced by Wheeler (1995), were employed to analyze qualitative data from open ended questions from the questionnaire. Discourse helped in shaping and constraining identities, relationships, systems of knowledge and belief systems and was shaped and constrained by the language and words espoused by others. The data were coded thematically guided by the research objectives. Data was then analyzed through organizing emerging themes according to the information gathered on security sector reforms and their influence on police performance (Fairclough, 2000). The data from interview and open ended questionnaires was analyzed by data analysis spiral. Which involves organizing and grouping data according to categories and themes. According to Leedy and Ormrod (2005) it involves compilation of notes

from field by use of index cards, then developed and grouped under topics, themes, sub-themes and then analyzed.

### **3.9 Limitations of the study**

The following were some of the limitations in this study:

First, is on the empirical research on police transformation is limited-there is a gap in research and resultant vacuum in the literature.

Second, is police sub-culture and secrecy sometimes limited the flow of information. Some respondents one could see from the national police service as if they are being watched from a distance by their commanders who have trained them to keep secrets of the service. Then the researcher assured the participants of uttermost confidentiality and anonymity.

Third, the fear of being perceived as a traitor. The researcher first sought the permission letter and informed the participants of permission by national police service hence getting information not to harm the service but information to support the service supported by Inspector General of police.

Fourth, the nature of police work, for example, shift work. Many the researcher the best time to meet them and many times struggled to get them. The researcher worked with their seniors to know the best time to administer the questionnaires. On the issues of interview schedule, the researcher wrote a letter to be scheduled by the senior officers.

Fifth, the issue of ranks. The researcher separated the groups when administering the questionnaire hence limit suspicion.

### **3.10 Ethical considerations**

The researcher sought consent from the National Commission for Science, Technology and Innovation (NACOSTI) which grants permission to conduct

research. Before administering the questionnaire to the respondents, the researcher sought for informed consent from the participants. The identities of the respondent were concealed and data collected were treated confidentially as explained by (Kaiser, 2010). Mental health professionals have an ethical responsibility and legal and professional duty to safeguard clients from unauthorized disclosures of information.

All research personnel, for instance, research assistants and interpreters were trained in research ethics, how to do the procedures required of them. For those dealing with police officers, they were inducted on police codes and subculture not to look opposite because it contravenes police ethics.

The welfare of the informants was accorded the highest priority, dignity, privacy and interests. The participants were informed in a manner and in language they could understand the context, purpose, nature, methods and procedures of the research. The researcher did not use coercion rather it was voluntary. Participants were fully informed of their rights to refuse or withdraw at any time during the research. All research results were reported with objectivity and integrity. All research materials were preserved safely free from access or manipulation.

### **3.11 Summary**

This chapter has discussed the methodology that was used to carry out the study. The descriptive survey design combined qualitative and quantitative methods of data collection and analysis. The chapter also discussed the target population, sample size, sampling procedure, validity and reliability, limitations of the study and ethical issues. The following three chapters present the findings starting with chapter four.

## **CHAPTER FOUR**

### **SECURITY SECTOR REFORMS IN THE CONTEXT OF KENYA**

#### **NATIONAL POLICE SERVICE**

This chapter begins with the presentation of the demographic information of the respondents. It presents the concept of security sector reforms in the global perspective then to the Kenya National Police Service. The understanding and the concept of security sector reforms is understood by respondents being familiar with the term security sector reforms, mission and vision of security sector reforms in National Police Service. Also, the concept is understood by considering the time allocated in explaining the components of police reform agenda, areas addressed, whether they are all-encompassing or skewed. Finally understanding whether police transformation is under firm political and democratic control. The demographic information also explained the issues of experience, police formation, gender representation which were to be variables important in understanding the concept of security sector reforms and specifically police reforms.

The researcher distributed 350 questionnaires to the respondents; 280 of them were duly filled and returned for analysis. The remaining 49 respondents were interviewed to focus group and interview guide.

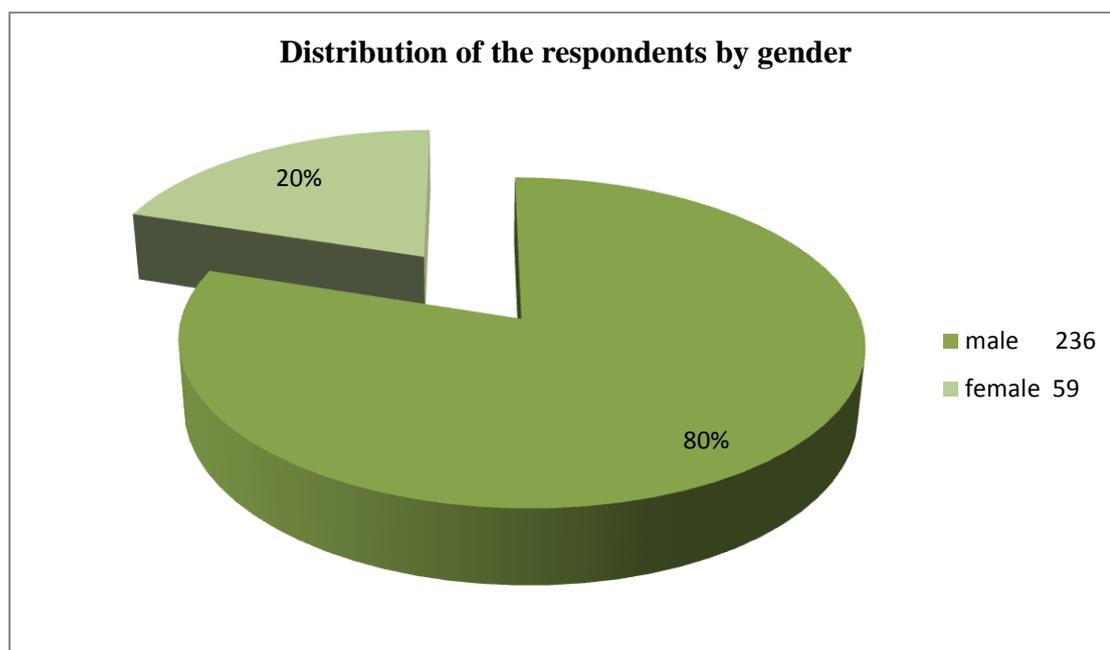
#### **4.1 Demographic Characteristics of the Respondents**

This sub-section presents information of the respondents' gender, police formation, and rank, period of service, duty station, age bracket and level of education.

#### 4.1.1 Distribution of the respondents by Gender

On the distribution of the respondents by gender, the findings revealed that 280 of the respondent who represented 80% of the samples were male while 70 respondents or 20% of the sample were female. The findings were as presented in Figure 4.1.

**Figure 4.1 Distribution of the Respondents by Gender**



**Source: Field Data (2016)**

In an interview with then junior officers one lady officer stated:

It is important for men officers and our bosses to know that what men can do women can do it better. Many police commanders are taking advantage of lady officers but they must know that time is coming when the police department will be led by a woman. (Focus Group Discuss with junior police officers, Nairobi, on 18<sup>th</sup>/8/2016).

Another lady officer expressed displeasure with the removal by the government of the former DIG Grace Kaindi. She said:

It was very wrong for the government to remove Madam Grace Kaindi from the office and replacing her with a man instead of replacing with a woman. That shows how Kenya is patriarchal in terms of leadership where women are relegated to kitchen chores. That is very demeaning and belittling. The constitution of Kenya talks of equality and gender parity where women should be given the same opportunities and privileges as men. The National Police Act also talks of gender mainstreaming. The NPS Acts

of 2011 requires the NPS to uphold the principle that not more than two-thirds of its appointments shall be of the same gender.

These pending issues against the law is discouraging ladies or women in police department. When you talk of reforms it should be following the law and dealing with status quo. It seems there are cartels by senior police officers who do not believe in women leadership and that is backwardness. On the global scene, there great women who have been leaders and some are great leaders in the developed world and developing world. For example, Margret Thatcher in Britain, Chancellor Angela Merkel of Germany, President Ellen Johnson Sirleaf of Liberia and many others. why is it impossible in NPS until the parliamentarians break the law for status quo? (Focus Group Discuss with junior police officers, Nairobi, on 18<sup>th</sup>/8/2016).

This finding shows that women in police service are not represented up to one third as set by the constitution through the one third gender rule. The major reason being the issue of recruitment and recruitment precedents.

The Kenya police started employing women police earlier than the Administration Police but have taken decisive steps to redress what was a predominantly male organization to one which properly reflects the society by recruiting more female officers. The first female officers were recruited into the administration police in 1987. For the last three years, the force has been taking part in deliberative initiatives that have seen 800 female officers join the service. Many have been deployed to specialist posts and a number have achieved officer ranks as part of their career progression development and to improve service delivery (Administration Police Service, 2016).

Gaines (2008) points out those barriers to women entering law enforcement face gender bias and gender ideology. Gender ideology is a system of beliefs that attempts to justify differential treatment of women. This explains why despite efforts the number of males in the force several departments still outnumber the females.

In 1998, the International Association of Chiefs of Police (IACP) surveyed eight

hundred of its members and found that 28% expressed a concern that women lacked “sufficient physical strength, capacity for confrontation, size, strength and force” to be effective police officers. Further, the study revealed that women officers still face bias from male officers. Generally, the force lacked strategies for recruiting women and a thick glass ceiling that is yet to be broken. While the need is great, there are very few mentoring programs for women officers (IACP, 1998, p.xx).

The finding shows that women in police service are not represented as one third gender rule. The reason being that of female recruitment historical precedents and resistance for change by a cadre of officers on the high echelons. The findings are contrary to the spirit of the constitution 2010 and NPS on gender mainstreaming in public service. The reform Handbook “The Roadmap to transformation of NPS talks of gender mainstreaming where it states that its main objective is that men and women should benefit equally and inequality is not perpetuated. It also states NPS Act which state that gender mainstreaming must be upheld (2016). The findings show that for reforms to be felt by every officer in this case men and women the spirit and letter of the constitution must be followed. Article 27 (6) of the constitution 2010 on equality and nondiscrimination states that:

To give full effect to the realization of the rights guaranteed under this article, the state shall take legislative and other measures, including affirmative action, programmes and policies designed to redress any disadvantage suffered by individuals or groups because of past disclamation.

Article 27(8) also emphasizes by stating that:

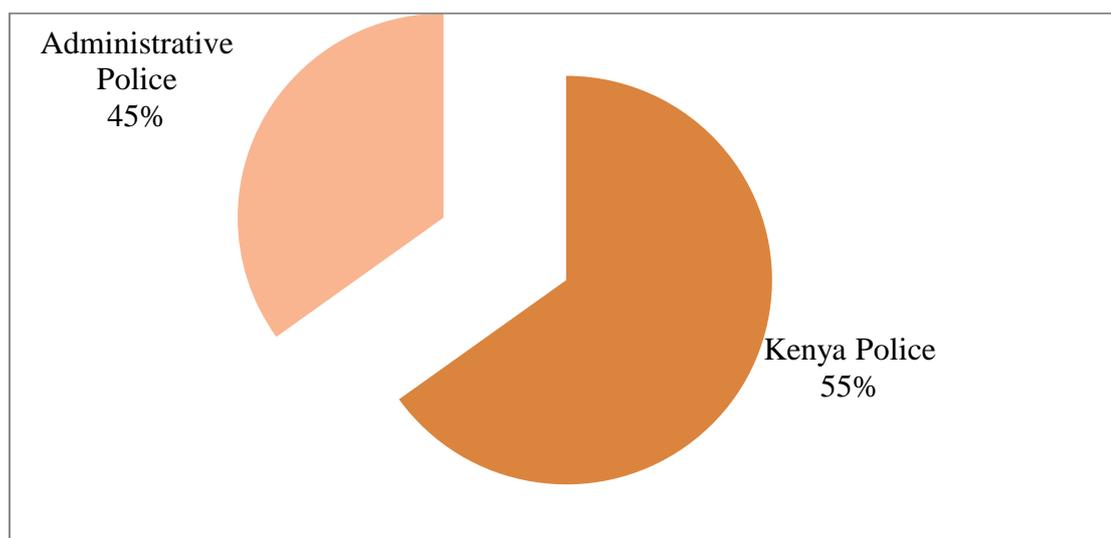
The state shall take legislative and other measures to implement the principle that not more than two-thirds of the members of elective or appointive bodies shall be of the same gender.

This is in conformity with the argument of lady officers in the FGD and that shows the gender rule is arbitrarily followed. The perception by lady officers is that

they are discriminated and yet it is inconsistent with the constitution 2010. Any law that is contrary to the constitution is rendered void because the constitution is the supreme and preeminent referee. During recruitment it is only one or two or none of female candidate are given chance which the level of discrimination women according to one respondent

#### 4.1.2 Distribution of the respondents by Police Formation

In establishing the category to which the respondents belonged, it was found that 200 respondents were from KPS represented by 55% of the sample while, 150 respondents were from APS represented by 45% of the sample. The findings were as shown in Figure 4.2.



**Figure 4.2 Distribution of the respondents by Police Formation (NPS, 2016)**

**Source: Field Data (2016)**

The finding shows that the KPS population is high in urban centers and in the National tally. This is because of the history and the mandates of each service. The KPS comprises of Directorate of Criminal Investigation DCI, General Service Unit (GSU), Regular and the traffic department whereas the APS didn't have those formations until a decade ago when it formed some units namely; The Rapid

Deployment Unit, Anti-Stock Unit, Marine Patrol and Rural Border Patrol Unit which handles emergencies and border control. The other reason is that the KPS was established earlier than the APS and effectively had more mandates.

Kenya Police Service can be traced back to 1896 when the British East Africa protectorate established the first police Station in the city of Mombasa while that of the APS can be traced back to 1902 when the village headmen ordinance by colonial authorities took effect. The above shows that the mandate of the KPS was expanded earlier than that of APS and KPS population larger than that of APS.

In contrast one respondent in the FGD with the junior officers observed that:

The Administration Police historically have been relegated as an auxiliary service to the Kenya Police Service no wonder they are not called Kenya Police, but Administration Police. Why Kenya Police and Administration Police and they are all Kenya Police? One can ask. The name itself betrays them in terms of operations and perceptions by the members of the public. It is the APS police officers who arrests most of the time and because they don't have investigative power, prosecutorial power and police station of their own, they hand over suspects to the Kenya Police officers as if they are second class police officers and they are well trained. Because of this many APS officers are frustrated because to the eyes of the public they are second class police officers and to the Kenya Police they are incompetent and derogatory they are called police *wa chief/kanga* (police of the chief). This to APS officers is belittling and demeaning. The discrimination is also found in recruitment and deployment to foreign mission. APS are never deployed in foreign mission or peace keeping mission because internationally they are not Kenya Police. The government should address this inequality if they want transformation in NPS. We must be treated equal. The OCPD is equal to DAPC, the ranks of APS are equal to KPS but practically it is different in practice. The merger of the APS and KPS should be fast-tracked. (Focus Group Discuss with junior police officers, in Nairobi, on 18<sup>th</sup>/8/2016).

On the contrary, another felt that:

The problem is that the police executives have not been able to deal with rivalry in both services. The first assignment that the IGP was supposed to do was to deal with harmonization the services in terms of operation and administration. The inter-transfer within the NPS should be encouraged; if intermarriage can deal with the spirit of negative ethnicity inter-transfer in

NPS can deal with negative rivalry that hinders effectiveness and efficiency in NPS. (Focus Group Discuss with junior police officers, in Nairobi, on 18<sup>th</sup>/8/2016).

These observations above are in conformity with the findings and report by the Kenya National Commission on Human Rights & Centre for Human Rights and Peace of (The University of Nairobi) of audit of the status of police reforms in Kenya who found that several institutions have been established and are at various levels towards full operationalization. Although the reform process looks impressive on paper, in practice there remains a lot of work to be done. For instance operationalization of the merger between the administration police and the Kenya police is yet to materialize. For example in the following aspects the units remain distinct: police patrols, manning of roadblocks, traffic management, operational bases, uniform color, vehicle color, mission statements, recruitment procedures, promotion etc. The Kenya Police and Administration Police continue to operate as independent units, and even the appointment of County Commanders has not served to cohere the services as each service continues to use its old command.

The resistance to the merger is stronger on the ground as each service claims to be superior to the other. For a long time two services have been fighting for each want to be seen more reliable than the other. The APS especially feeling that the KPS underrate them and handle them as underdogs (KNCHR & UNCPHR, 2015, p.10)

#### **4.1.3 Distribution of the respondents by Rank**

The respondents were asked to indicate their ranks during the administration of the questionnaires. The findings were as presented in Table 4.1.

**Table 4.1 Distribution of the respondents by Rank**

<b>Position</b>	<b>Frequency</b>	<b>Percent (%)</b>
Senior Assistant Inspector General(SAIG)	2	0.7
Assistant Inspector General(AIG)	2	0.7
Commissioner of Police (CO)	2	0.7
Senior Superintendent(SSP)	12	4.1
Superintendent(SP)	15	5.1
Assistant Superintendent(ASP)	10	3.3
Chief Inspector(CIP)	10	3.3
Inspector(IP)	58	19.7
Senior Sergeant(SSGT)	9	3.1
Sergeant(SGT)	29	9.8
Corporal(CPL)	43	14.6
Constable	103	34.9
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (NPS,2017)**

The findings on Table 4.3 show that 103 respondents who represent 34.9% were constables. This was followed by inspectors who constituted 58 respondents or 19.7% of the respondents. The senior officers percentage is low due to the reform measure that was introduced according to the Ransley Report (2009) which stated that ranks should be related purely to the function which one performs in the organization and junior officers are the majority tasked with a lot of operational work while the senior officers are the leaders, managers and administrators of police organizations. Bruce (2003) says that this means that improvements in conditions of service related to good performance and length of service need to be separated from promotions in

terms of the rank structure. Unless this happens, the police reform process will become paralyzed and trapped because of confusion and conflict over lines of authority and responsibility, and managers and supervisors will be unable to assert their authority.

#### **4.1.4 Distribution of the Respondents by Period of Service**

The respondents were asked to indicate the duration for which they have served in the forces. The findings were as presented in Table 4.2.

**Table 4.2 Distribution of the Respondents by Period of Service**

<b>Period Of Service</b>	<b>Frequency</b>	<b>Percent (%)</b>
Less than 2 yrs	3	10
2-5 yrs	47	15.9
5-10 yrs	73	24.7
11-15 yrs	68	23.1
16-20 yrs	51	17.3
21-25 yrs	17	5.8
26-30 yrs	8	2.7
Above 30 yrs	28	9.5
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (NPS.2016)**

The findings on Table 4.2 show that 73 of respondents represented by 24.7% of the respondents had served in the forces for duration between 5-10 years. The findings also revealed that 68 of the respondents represented by 23.1% had served in the forces for duration between 11-15 years. Generally, majority of the respondents that is 245 representing 83.1% had served in the services for a period

above 5 years. The above shows that majority of the respondents interviewed were young officers who have potential of working for many years. That means they are the ones who anticipate leaving the force if they get better opportunities. On succession management, it is important to train these officers and improve their welfare. This will help them build the capacity to take over. Involving them in the reform agenda will infuse new ideas specifically in this age of technology.

This is affirmed by Director of Police Reforms in an interview who said that:

To make sure the reforms are cascaded to the grassroots we have come up with a champion of change who comprises young officers who after being trained will be able to spread the message of Police Transformation". (DPR Nairobi on 6<sup>th</sup> /5/2016).

That means that if the program by the Director of Reforms is withstanding then they will help in spreading the gospel of police reforms and transformation with ease. Indeed, many programs have been put in place in Kenya for the various tasks forces and strategic plans but the implementation has been slow.

#### **4.1.5 Distribution of the Respondents by Duty Station**

The respondents were asked to indicate their duty stations. The findings were as presented in Table 4.3.

**Table 4.3 Distribution of the Respondents by Duty Station**

<b>Duty Station</b>	<b>Frequency</b>	<b>Percent (%)</b>
Administration Police Training		
College Embakasi	41	13.9
Central Police Station	33	11.1
Dagoretti Sub-county	21	7.1
Security of Government Buildings (SGB)	13	4.4
GSU Training Embakasi	27	9.1
Administration Police Headquarters		
(Jogoo House)	8	2.7
Kasarani Police Station	27	9.1
Kasarani Sub-County (APS)	17	5.8
Kayole Police Station	24	8.1
Nairobi County Headquarter		
(Nyayo House)	23	7.8
Rapid Deployment Unit (RDU)	22	7.5
Lang'ata Sub-County (APS)	21	7.1
Embakasi Sub-County (APS)	9	3
<b>Total</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (NPS, 2016)**

The findings on table 4.3 show that 41 of the respondents represented by 13.9% were from Administration Police Training College Embakasi. The findings also show that 33 of the respondents represented by 11.1% were from central police station, 27 of the respondents represented by 9.2% were from GSU Embakasi and another 27 respondents represented by 9.1% were from Kasarani police station. From the findings of the study, it can be said that the respondents across the study area were

well represented. The information used in this study was therefore considered reliable as it contained views from different respondents across the stations in the study area and different formation of the National Police Service who have distinctive functions and works in all kinds of police operations for example the RDU and GSU.

#### **4.1.5 Distribution of the Respondents by Age Bracket**

The respondents were asked to indicate their age brackets. The findings were as presented in Table 4.4.

**Table 4.4 Distribution of the Respondents by Age Bracket**

<b>Age Bracket</b>	<b>Frequency</b>	<b>Percent (%)</b>
18-23	16	5.4
24-29	79	26.8
30-34	57	19.3
35-39	65	22.0
40-44	40	13.6
45-49	17	5.8
50-54	14	4.7
55-60	7	2.4
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Author (2017)**

The findings on Table 4.4 show that 79 of respondents representing 26.8% were between 24-29 years. The findings also revealed that 65 of the respondents representing 22% of the respondents were between 35-39 years. This shows a generational gap that exists between most the young officers and old generation in terms of information technology and exposure(Gravett & Throckmorton,2007). The

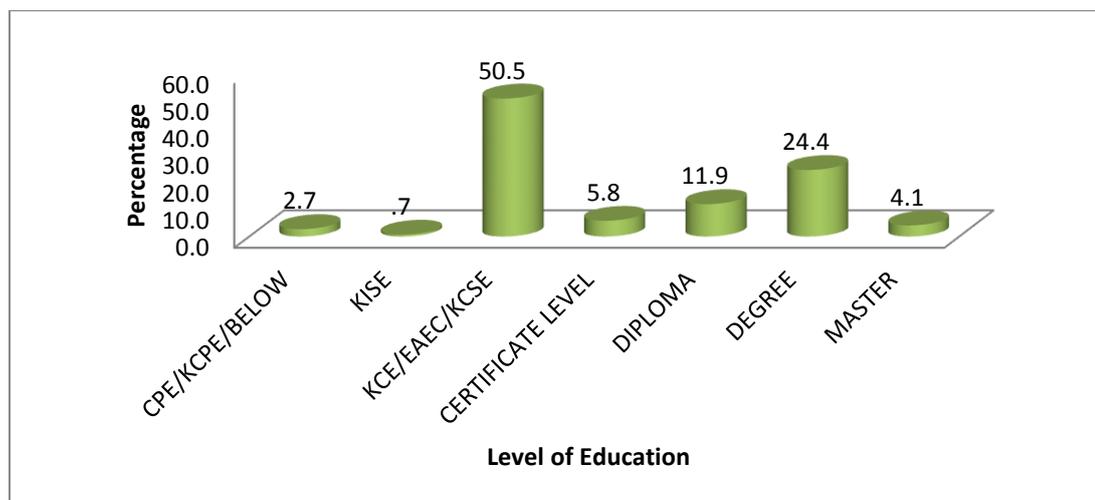
respondents talked of misunderstanding that comes with generation gap. In one of the focus group with junior officers, a young officer of 23 years said the following:

There exists a generational gap between the old officers and the new officers who are called digital and this hinders the police reforms. In this regard the organization needs to address the generation gap for the harmonization through mentoring, coaching and counseling. Also through other extra-curricular activities that enhance cohesiveness and will help in interpersonal relations. (Focus Group Discuss with junior police officers on 18<sup>th</sup>/8/2016).

This agrees with Batts *et al* (2012) who says in America the popular literature describes generational cohorts in different ways; the Baby Boomer cohort, labels applied to younger cohorts vary from Generation X and Generation Y to Millennials, Gamers or the Net Generation who represent the contemporary employee who are described as conscientious, unselfish and independent in their thinking while also more tolerant of differences than those of other generations. They bring life-style changes to the workplace that may conflict with traditional law enforcement practices.

#### 4.1.7 Distribution of the Respondents by Level of Education

Respondents were asked to indicate their level of education. The findings were as presented in Figure 4.3.



### **Figure 4.3 Distributions of the Respondents by Level of Education**

**Source: Field Data (2016)**

The findings on Figure 4.3 show that 149 of the respondent represented by 50.5% were KCE/EACE/KCSE graduates. The findings also revealed that 72 of the respondents representing 24.4% were holders of Bachelor's degree.

This implies that several officers are quite educated which means they can grasp concept of police reform if well presented. Further, the sizable number of graduates show that police organization are embracing higher education.

This is consistent with other jurisdiction as cited by Scaramella *et al* (2011.p. 95)

Who says officers with higher education tended to be more professional, received fewer citizen complaints, possessed more tolerance for diversity, possessed better oral and written communication skills, and seemed better suited for community- oriented strategies than their high school graduate counterparts. Most agencies feel higher education is a definite advantage to the individual officers, their respective agencies, and to the profession.

Also, supporting the above assertion, the Saint Paul Police Department indicate that officers with more education have better work habits and they are more professional (Bostrom, 2016). This is emphasized by Skogan & Frydl (2004) who said that:

One of the most enduring and sacred provisions of American police reform proposals over the last century has been that police should receive more formal education, and in recent times, that has meant more college education (pp. 139-141).

One respondent in Focus Group Discussion of the junior officers said this about higher education and police reforms:

Having a big number of informed police officers is an advantage to police reforms agenda and transformation. If the placement considers the education, talents, potentialities of the police officers employed, this can reduce the high turnover witnessed but not well pronounced. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

This agrees with the studies in other developed countries for example Mastrofski (2006) says that the nature of the people recruited into a police agency affects the quality of that agency's performance in profound ways. A clear trend in the last three decades in America has been an increase in officers acquiring at least some college credits and a baccalaureate degree. Enormous resources and funds (both private and government) have been devoted to increasing college education for police .

This above also agrees with Perez (2011) who says that police education has shown a pronounced improvement during three eras in American police history.

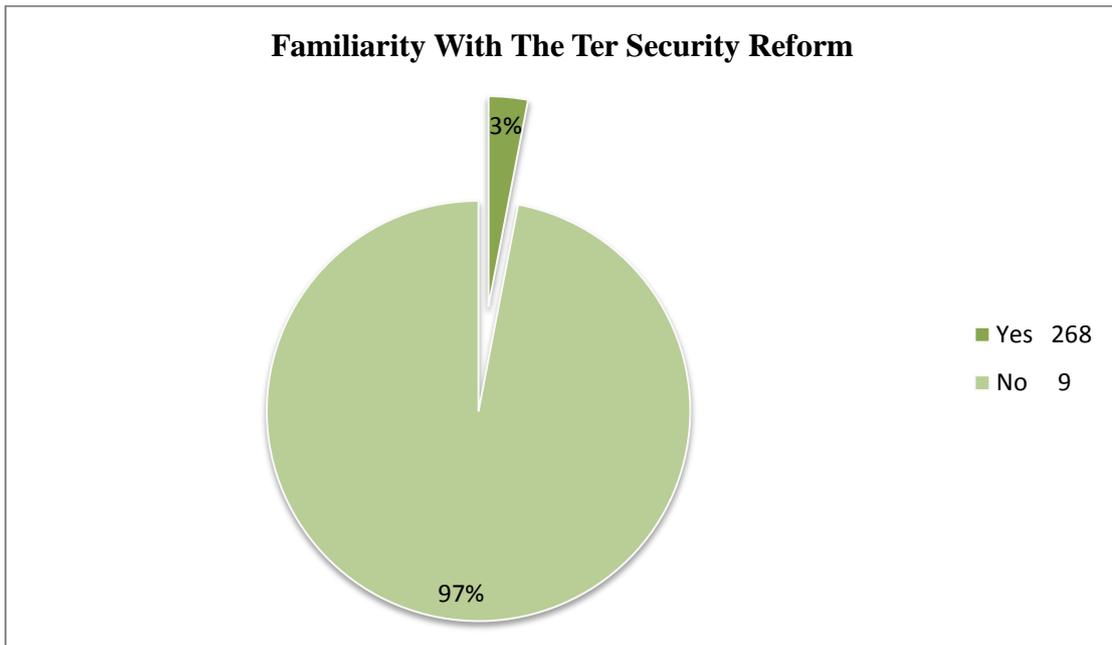
#### **4.2 Concept of Security Sector Reforms in the Context of Kenya National Police Service.**

This sub-section presents the findings on familiarity of the respondents with security reforms, how different areas of security reforms has been addressed, allocation of time for explaining police reforms, respondents understanding of security reforms in terms of its mission, pillars and issues addressed, police perception of the reforms, what brought police reforms and whether they had been addressed and the influence of politics on police reforms.

##### **4.2.1 Familiarity with the Term Security Reforms**

Respondents were asked to indicate whether they were familiar with the term police reforms. The findings were as presented in Figure 4.4.

**Figure 4.4 Familiarity with the Term Security Reforms**



**Source: Author (2016)**

The finding on Figure 4.4 shows that 286 of the respondents representing 97% were familiar with the term security reforms. On the contrary, the findings of a study by Bruce (2014) on the challenges facing police reforms in Kenya revealed that police reforms had not elicited noticeable recognition from police officers. Specifically, the study discovered that knowledge of police reforms among police officers was very low as only 21.5% cited the change of name from police force to police service while 10% noted the appointment of the Inspector General as part of the reforms.

The above shows there is a great improvement in communication that more people are familiar with. But though they are familiar with the term, in the open ended question the officers said that term police reform is everywhere but it is superficial in that they

have not felt it on the ground. In a Focus Group Discussion with the junior officers on of the respondent said:

The concept of police reforms is a good one but it involves senior officers. They talk about it because for one it gives them an opportunity to be independent in making decision. In the past, there was interference from provincial administrators but since the reforms some of the senior officers are now authoritarian. (Focus Group Discuss with junior police officers on 18<sup>th</sup>/8/2016).

Another respondent in Focus Group Discussion with members of civil society said:

Police reforms are hyped but in action it is not there. We will know there is transformation when the police will be human and friendly. Most officers are still taking bribes on the road without shame from their seniors and sometimes even when we are watching. We ask ourselves what is rhetoric of reforms? Corruption in police is rampant and intense. (FGD1, on 6<sup>th</sup> /05/2016).

This agrees with Director of Preventive Measure in Anti-Corruption Agency who said:

The concept of police reform in one way is just a saying. Many of police officers in this dispensation are apprehended committing crimes more than before. If they were familiar with the concept of reform and transformation issues of accountability, transparency, moral ethics and corruption could be a thing of the past. Think of the many of heinous crimes the police are committing for example extrajudicial killings and brutality displayed in eyes of the cameras. These incidents show police officers are still in the old school dispensation. They need to show us they are reformed and transformed by action and not by writing good strategic plans but by actions which doesn't require saying but observing. (DPS Anti-Corruption Agency on 06<sup>th</sup> /06/2016).

#### **4.2.2 Areas addressed by Police Reforms**

In testing the areas addressed by police reforms, the respondents were asked to indicate the level to which different areas had been handled. The findings were as presented in Table 4.5.

**Table 4.5 Areas addressed by Police Reforms**

	Very well		Well		Moderate		Poor		Very poor		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Pay package	2	0.7	2	0.7	72	24.4	129	43.7	90	30.5	295	100
Police Vetting as Part of Police Reforms	2	0.7	42	14.2	111	37.6	85	28.8	55	18.6	295	100
Departmental Methods and Systems on Police Reforms	0	0	38	12.9	136	46.1	90	30.5	31	10.5	295	100.0
Feedback Mechanisms	0	0	19	6.4	128	43.4	104	35.3	44	14.9	295	100.0
Police Welfare	2	.7	12	4.1	71	24.1	116	39.3	94	31.9	295	100.0
Police mobility/vehicles	53	18.0	123	41.7	106	35.9	2	.7	11	3.7	295	100.0
Housing	0	0	4	1.4	40	13.6	86	29.2	165	55.9	295	100.0
Retirement package	3	1.0	34	11.5	110	37.3	102	34.6	46	15.6	295	100.0
Promotions	2	.7	16	5.4	132	44.7	70	23.7	75	25.4	295	100.0
Transfers	2	.7	11	3.7	106	35.9	78	26.4	98	33.2	295	100.0

**Source: Field Data (2016)**

The findings on Table 4.5 show that 129 of respondent representing 43.7% indicated that pay package had been poorly addressed. It was also found that 136 of respondents 46.1% indicated that departmental methods and systems on police reforms had been moderately addressed. The study further revealed that 41.7% indicated that police mobility/vehicles had been well addressed. Police welfare was indicated to have been very poorly addressed as indicated by 94 of respondents representing 31.9%. This has demotivated and motivated police officers depending on their experience in police

and their perception. This agrees with one respondent with one of the member of

Focus Group Discussion with junior police officers who said:

The high expectations and the optimism that was vested upon police reform agenda by the police officers, following many years of oppression and lack of attachment between the higher and lower police cadre seemed to be light at end of the tunnel in the police fraternity. However, the slow rate and selective implementation has gone a long way in diminishing the high hopes and morale amongst police ranks and file. The National police commission for instance was swift to commence police vetting but the process seems to be taking ages and at the same time seems to be targeting financial aspect of officers at the expense of all other variables. As a question is going around “is it wrong for a police officer to have a fat bank or “mpesa” (system of money transfer) account?” As the saying goes to whom much is given much is expected, the reforms team need to engage with officers file and rank if at all they want to get their priorities right. The issue of re equipping the service, housing, training, welfare, among others needs to be implemented in the order of priority if the morale must be kept high otherwise for now the morale seems below par. (Focus Group Discuss with junior police officer on 18th /8/2016).

Others in the Focus Group Discussion with police officers had a positive observation like the following:

Issuing of police uniform is one of the things that has boosted police morale, previously one would wear torn police uniform and the uniforms really were faded. You can even notice that the police are being used as an example in some adverts like that one of TOSS which is a detergent company in Kenya, they are displaying the neatness of police because they are now well groomed and their uniform is unique. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

A respondent said:

The morale of the police has really improved. They are the same people some time back in history who used to go for patrol or rioting grounds with 'rungus'(sticks) but are now equipped and the government has really tried even in making sure they have presentable uniforms. The police are now respected after reformation since they not only maintain order and peace but also ensure they practice consumer treatment rights by ensuring that good service reach the common “Mwananchi” (citizen) leading to a favorable relationship. Due to the fluctuation of our economy the people were not able to meet their financial budget but after the raise in salary at least we can say they are better than before thus boosting their morale. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

Another observed:

The police morale has increased, since the leadership of President Mwai Kibaki. Various reforms were carried in law enforcement agencies. They were needed to increase police salary and incentives, appreciate what they do to the community and the whole country. The government has also invested heavily in purchasing of modern weapons. Good housing conditions, we all know the condition of the police houses have been since independent but the relevant stakeholders are trying to help improve the housing conditions of the Kenya police. The community is also growing trust with the police where they can rely on each other. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

Another observed:

Improvement in transport is one of the morale to the police since reforms were introduced. More vehicles for the police service have been purchased and hired to make easy transportation. The service has also tried on the issue of housing even though not up to date in some areas. Uniforms are no longer a problem to the police as it was in the past. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

The above observations send a mixed reaction on how the officers perceive the reform agenda. Issues raised needs to be considered and addressed.

Graetz *et al* (2006) says that empowerment has been preached as a solution to change resistance because it is designed to liberate employees, improve financial performance, enhance customer relations and increase job satisfaction. The evaluation of job-performance is a managerial task that is normally delegated to first-line supervisors in healthy, work-based organizations. Formal (objective) performance appraisal has been emphasized in government and has become the standard by which we judge the legitimacy of any public-sector personnel system (More& Larry, 2007) that means the systems should be improved to bring high performance and transformation. In interview with DAPC on police welfare, he says:

Most of the things have been addressed but the issue of salary and housing, lack of consistence in promotion, lack of meritocracy in promotion, arbitrary transfers and nepotism has demoralized the police officers and if they address it will lift the morale of officers. It is like the officers in high echelon don't understand what is happening on the ground. They should practice management by walking around. We have never seen the senior officers in our posts for them to see the conditions in which our officers live. The houses are makeshifts and many officers has built them with their meager incomes. They don't have toilets and even the space to build them. (DAPC1, on 27<sup>Th</sup>/05/2016).

This agrees with Wood *et al* (2008) who says police leaders can become effective innovators if they build leverage for reform not only from the top-down but also from the bottom-up. It also agrees with Emmons (2006) and Buckner,(2008) who says Leaders and managers must also embrace Management by Walking Around(MBWA) which enables the leader to know what is going on around them where they remain in direct contact with employees to identify the real needs and to hear multiple viewpoints, which supports work and achieve its objectives. Such visits break the barriers that may impede communication between workers and the leader through his interaction and continuous meeting with them and talking with them which implies to employees the interest and commitment of the leader which drives them to respond to their instructions.

And this shows the Ransley Report and recommendation has not been followed and it was to be implemented in five years. On salary and allowances the report says

It is therefore necessary that the police salary levels are overhauled and a significant portion of the national budget be dedicated to improving police salary levels within the next five years (Ransley, 2009, p.120).

The Police Reforms Task Force had ten thematic areas and one of them being humans resource management and development which talked of police welfare and it recommended that the implementation of the identified reform agenda to spread over a five year term (2005). The reports show that the implementation phase has been very slow going by the above reports on police welfare.

If the scheme of service is implemented it will address ills that bedevil policing in Kenya. The implementation can promise high performance and job satisfaction which can be achieved by improving pay, providing opportunities for promotion and ensuring proper supervision and co-worker relationships (Makin & Charles, 1996).

This is consistent with Bryson, *et al* (2012:3 Executive summary) who said that in recent decades, the compensation packages of a growing proportion of firms include pay schemes that are linked to employee or company performance. By motivating individual workers to be more efficient at work and increasing their attachment and identification with the interests of the enterprise and proper incentives, the schemes are expected to improve relationships at work, increase job satisfaction rates, lower absenteeism, lower turnover rates which can ultimately improve sector performance (Bryson, 2013).

On vetting the 28.8 % said it was poor, which also corresponded with the one member of the focus group in Kikuyu community policing FGD who said:

The concept of police reforms and vetting was conceived wrongly. They could have started by addressing the causes of police behaviors then address them and show the reasons for police reforms. After that that to give timelines for change and those who will not hearken to the call for change punitive actions to be taken instead of being reactive in firing the officers who will become threat to national security and the citizens. They need to be proactive and not vindictive. (FGD2, on 7<sup>TH</sup> May 2016).

Another one in the group said the following:

The vetting of police officers is superficial in terms of making the police officers accountable. We thought by now the officers would be transparent in their dealing with the members of the public. For example, the recruitment of police officers is not transparent. It is done in one day not many days as it is a process to conceal the malpractice. The highest bidder gets the stake in police service. (FGD2, on 7<sup>TH</sup> May 2016).

Another said the following:

The police reforms were conceived wrongly as its intention was to fire police from the service. They could have given them their agenda and then a timeline for them to change for they had their own culture which was highly ingrained

instead of the reactive police reforms which make them lethargic, cynic, demoralized and fearful in performance of their duties. (FGD2, on 7<sup>TH</sup> May 2016).

The above agrees with the with Lutterbeck (2012) on reforming of the police which should be a process and not an event and who says it require changes at three levels, the legislative level, the institutional level and the level of attitudes and culture of police forces. At the legislative level, there is a need to establish clearer regulations for practically all areas of police work and organization, as well as to abolish repressive laws of the former regime. At the institutional level, reforms should focus on the establishment of greater transparency and accountability of police forces. Finally, there is a need to change the “culture” of police forces from a culture of repression and abuse with impunity to a culture of the rule of law and respect of citizens’ rights. There must be a conviction of the need of this reform on all levels and an understanding of democratic policing’s core values and the purpose of the reform. The core value is community-centric policing instead of state-centric policing (Harris 2005). His approach is proactive and gradual. If the above foregoing can be put into account it will reverse the above notions by the respondents

On an in interview with the Director of Police Reforms on the concept of police reforms and transformation he said that:

Reforms deals with change and it have been there before independence. Transformation is the goal – reforms might not be fundamental. Transformation is geared towards making police civil police. Reforms is scratching the surface below while transformation is a complete metamorphosis. It goal is to transform the Police to a professional, efficient and accountable police service that is trusted by the public. (DPR on 6<sup>th</sup> /05/2016).

This also agrees with the inspector General of Police during a one day Police Transformation sensitization workshop for senior security officers in Nairobi County at Kenyatta International Conference Centre (KICC) Nairobi. Who said that Kenya is changing and the police officers must change the way they do the policing work. He

said that all police officers must embrace the transformation process which requires change of the mind-set and attitude among the police officers in the ever-changing society adding that the Kenyan public was now more enlightened than ever before hence need to change approach in dealing with the public. He said, People Centered Policing (PCP), should be embraced by all officers who he advised to remain civil while firmly dealing with policing matters. (Boinnet, 2015).

On wider spectrum of Security Sector Transformation (SST) the above observation agrees with the following literature reviewed Ebo (2010) who states that SST is a fundamental shift in the way security is concerned and the pursuit of a governance agenda that puts citizens at the center of security planning and provision. UN approaches SST as a holistic change to the security sector (aimed at shifting the relations of power within the sector in the direction of civil constitutional control) to alter institutional culture fundamentally, promote professionalism and improve resource utilization and operational effectiveness in tandem with accountability and respect for human right and international law involving inputs from a wide range of stakeholders and role players. He says also that underpinning the notion of SST is the widely acknowledged need for far-reaching political changes to address Africa's persisting security problems. Only a fundamental shift in the way security is conceived and the pursuit of a governance agenda that puts citizens at the center of security planning and provision can provide stable and secure national environments in Africa where development can thrive.

Gacond *et al*, (2010) advices that, Security Sector Transformation should entail a fundamental shift in the way security is perceived, managed, controlled and overseen, coupled with positive change in the attitude and conduct of security actors. Bryden *et*

*al*, (2010) says also that a central plank of the transformation discourse is the need to alter the culture and character of security actors and it involves transformation which encompasses the change of heart, mind and spirit that touch all aspects of security organizations. It also involves the systematic overhaul that affects the orientation, values, principles and practices of the security sector.

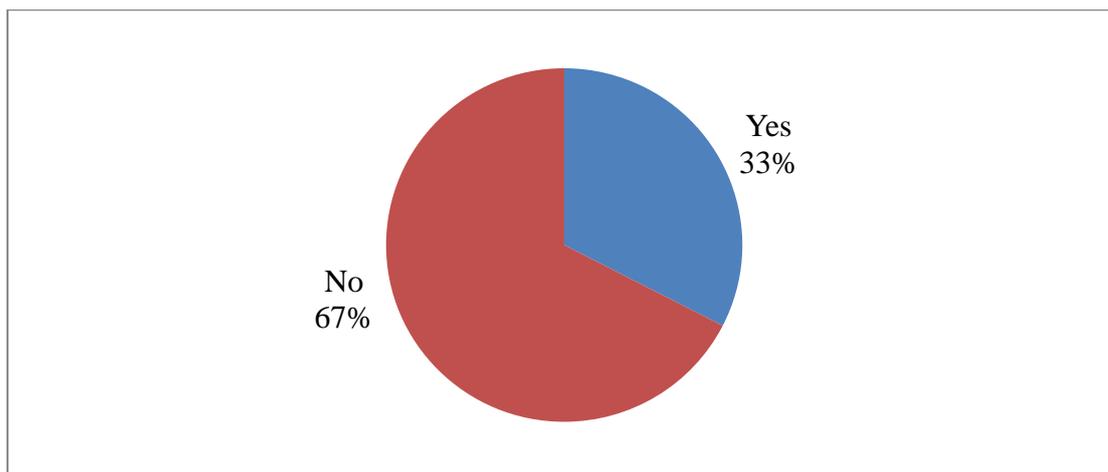
This is in line with Director of Preventive Measures in Anti-Corruption Agency who said:

The transformation must be intense and all-encompassing that involves all spheres of policing and particularly culture change. Culture change involves the new way of doing things against the ingrained culture in police service. The officers' training in academy must conform to the new ethos in police reform in conformity with best practices for example New Zealand, Malaysia, Canada and others. The members of the public are waiting to see police officer handling the members of the public with respect and dignity. Dealing with members of the public with respect will send the message of transformation. The members of the public still sees vestiges of Nyayo Era (1980s and 1990s when the regime was oppressive) in policing today and it calls for radical change and a complete metamorphosis in policing in Kenya to declare that the police are transformed. (DPS Anti-Corruption Agency on 6<sup>th</sup> /06/2016).

#### **4.2.3 Time allocation for explaining Reforms**

The respondents were asked to indicate whether there was time allocated for explaining police reforms. The findings were as presented in Figure 4.5.

**Figure 4.5 Time allocation for explaining Reforms**



**Source: Field Data (2016)**

The findings on Figure 4.5 show that 198 of the respondents representing 67% of the respondents indicated that there was no time allocated for explaining police reforms while 97 of the respondent representing 33% indicated that time was allocated for explaining police reforms. The respondents who mention that there was no time allocated for explaining police reforms mentioned that only a few areas had been explained, the nature of the duties allocated could not allow for time for explaining police reforms, they had never attended any of such forums, no one was willing to explain and it was informal and sometimes mechanistic. Some officers also said they were not involved in police reforms and even today it is alien or foreign to them.

In one of the Focus Group Discussion with junior police officers one of the respondents said:

The senior do not have time for junior officer in decision making because of the nature of police work which bureaucratic and paramilitary. Decision is top-down that means the police leaders are the one who have the vision and the mission of the police service. Involving the juniors is a waste of time to them and that is why the police reforms and transformation is failing. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

The above is in contrast with what Mathenge (2015) observes of leadership. He says that leadership should ideally begin with the agency's chief executive and spread throughout all levels of the organization, including the line officer level. Line officers have the most direct contact with citizens and possess broad discretionary powers. Therefore, they must function as leaders whenever they answer a call-for-service i.e. demonstrate skills such communication, critical thinking, and problem solving. Indeed, every time a patrol officer responds to a call-for-service, a leadership opportunity presents itself. Patrol officers become the stabilizing influence in a crisis and have the potential to affect a citizen's life in a positive way, even if the call is nothing more serious than a barking dog.

Talking of transitions, Bridges (2003) says that before you can begin something new one must end what used to be, unlearn the old way, let go of your old identity. He says beginnings depend on endings and one should describe the changes in as much detail as one can. According to the findings of the study done by Johansson (2013) on the extent to which the Egyptian police are being reformed along the lines of democratic policing he found that the police lacked capacity, understanding and training to reform. He added that, the reformation must be influenced by political will from legislative and institutional level as well from the police officers themselves. Inadequate training among the police officer as evidenced by limited time allocated for their training is therefore perceived to be one of the drawbacks in the implementation of the police reforms.

Involvement of junior officers or all the members of the organization will make them own the process and agrees with Loh (2010) and Toch (2008) who says that the exclusion of rank –and- file members of the police regularly caused dissatisfaction and resistance and reform will be effective only if all police officers are integrated in

the design and implementation and thus become change agents. This also agrees with Sitienei (2015) in M. A Thesis on Appraisal of the nature and scope of Kenya Police Reforms between 1995 and 2013. He found that the reforms should be all-inclusive. The study recommended that the police officers of all ranks should be integrated in the design and implementation of the reform process. He also stated that management of the police service should strive to win the hearts and minds of police officers in the entire police service by developing a culture that supports the proposed police reforms.

#### **4.2.4 Understanding the Mission of Police Reforms**

The respondents (police officers) were asked to indicate whether they understood the mission of police reforms. The findings were as presented in Table 4.6.

**Table 4.6 Understanding the Mission of Police Reforms**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	217	73.6
No.	78	26.4
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

The findings on Table 4.6 show that 217 of the respondent representing 73.6% of the respondents understood the mission of police reforms while 78 of respondents representing 26.4% did not understand the mission of the reforms. This shows that the know that the mission of police reforms was for the improvement of their welfare as one said:

Although the reforms are taking centuries for us to have it, I know its mission is to improve our standards in terms of remunerations, promotion, good housing and good mobility. (Focus Group Discuss with junior police officer on 18th /8/2016).

Another one said:

The buying of police vehicles and building of new houses is the mission of the reforms. Equipping of police departments with new modern instruments is part of it. (Focus Group Discuss with junior police officer on 18th /8/2016).

Those who were ignorant of its mission said that the police have not changed. One said:

I don't understand what is this reforms because promotion is still done on tribal basis, no one care of your welfare. Some of us are educated and nobody deploys us according to our qualification. (Focus Group Discuss with junior police officer on 18th /8/2016).

This was contrary to an interview done to one of the DAPC who said:

Police reforms are perceived to be good as it has improved transport. Housing has also been improved in some areas, some have been built while others are rented especially in Nairobi area. As such, some police officers have realized change "brought about by the reforms while others have not been reached. Those who have not realized the change will soon be reached as all police officers cannot realize change at the same time". This means every officer knows the mission of police reforms (DAPC1 on 27<sup>th</sup> /05/2016).

On contrary in the interview with the OCPD on the police officer's perception he says:

Police reforms are negative because initially police officers thought that it will start with remuneration but since 2004 there no increase to their pay package. They feel the government did not honor their pay package which was to be paid in three installments. The senior officers were given a good pay package whereas the junior officers were not considered. Also, many officers in the ranks of OCPD have never been promoted since getting the Inspector General. Many officers have stagnated in one rank more than 10 years. We thought the National Police Service Commission will stream the issues in policing but it is a pipedream. (OCPD 1, on 24<sup>th</sup> /05/2016).

The findings shows that police welfare has not been addressed hence the government to address it.

#### 4.2.5 Understanding formation component and issues of Reforms

The respondents were asked to indicate whether they understood the formation component and issues of reforms. The findings were as presented in table 4.7.

**Table 4.7 Understanding formation component and issues of Reforms**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	203	68.8
No.	92	31.1
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

The findings on Table 4.7 show that 203 respondents representing 68.8% of the respondents understood the components. The respondents were further asked to state how they understood reforms. The following were their responses: A way to change the police, aimed at reducing the powers of the police, salary increment and better housing, community based policing, aimed at changing the junior police, constitutional social reform, doing away with old ways, a way of frustrating police officers, malicious reforms and vetting police officers.

The findings are in line with that of Hendrickson and Andrzej (2002) who found that the persistence of an environment of political instability and weak rule of law has placed immense demands on African security forces, which are already undergoing a profound institutional crisis. From the explanation of the respondents, it can be stated that majority of the police do not understand what is meant by police reforms.

The respondents were further asked to mention the issues which were to be addressed by police reforms. The following were mentioned: police brutality, corruption and poor service delivery, taming extra judicial killing, improve house and police welfare,

human rights violation, transparent vetting process, diminished public confidence by in the police and tribalism.

In interviews with DAPC in understanding what had brought about the clamor of police reforms, he mentioned that:

Police reforms were brought to address most of things that were pertinent in policing such equipping the police with armored vehicles, bullet proof shirts and housing. Other aspects entailing the welfare of the officers especially their salary has not been addressed. (DAPC 1, on 27<sup>th</sup> /05/2016).

The findings further revealed that most of these issues had not been addressed by the reforms. This was justified by the mention that senior police officer took the opportunity to harass their juniors and that it has been affected through the political influence. The findings are in line with that of KNHCR (2014) who found that the level of public confidence in the National Police Service has been on the decline due to wanton cases of police brutality, impunity and malignant cases of corruption in the service. According to Douglas *et al* (2013), the culture of impunity in the police service has contributed to too many cases of insecurity, gross violation of human rights, mistrust by citizens and derailment of key achievements in democratic governance. It is thus evident that an overhaul of National Police Service is critical.

In an interview with OCPD police confidence and trust on police reforms he says:

The reforms have not made an impact. The trust is very low. “We were not involved in decision making but commands just come from the top, which is unfortunate because we are the people on the ground who can advise”. Most people who are leading it did not Pass through the police work hence they have no knowledge in terms what policing entails. The top echelon or top police commanders have not travelled to the police stations and to police officers in their working environment to understand the situation on the ground. Recommendation made by police commanders are not taken seriously they are thrashed on the ground or shelved delaying the flow of information and acting as block or impediment. All the above hinders trust and openness.

(OCPD1, in Nairobi on 24Th /05/2016).

#### 4.2.6 Police reform all encompassing

Respondents were asked to indicate whether the police reforms were all encompassing. The findings were as presented in Table 4.8.

**Table 4.8 Police reform all encompassing**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	110	37.3
No.	185	62.7
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

The findings on Table 4.8 show that 185 of respondent 62.7% of the respondents indicated that the reforms were not all encompassing while 110 of the respondent 37.3% indicated that the reforms were all encompassing. Those who said it was not all encompassing said that police still are suffering from corruption, inconsistency transfers lack of meritocracy in promotions, lack of welfare for junior officers, nepotism in transfer and promotion” junior officers of the senior police officers are deployed where there is return and not in operation areas and operation areas are for those who cannot fight for themselves”. Others felt the legislative mechanism does not favor them for they are still bureaucratic where junior officers are not involved in decision making. Others felt the oversight and welfare commission for NPS are not doing enough to fight for the welfare of junior police officer’s welfare and accountability of NPS to its human capital.

According to Anderlini, *et al* (2004), the actors within the security sector can be divided into four categorizes; the core security institutions such as the military, police,

intelligence service; oversight bodies as legislatures and legislative bodies; non-core institutions such as judiciary and customs; and finally, non-statutory security force institutions such as guerilla, political party militias and private security companies. Security sector reform is a transformation of all the above-mentioned security related actors where they have to alter their responsibilities and actions in compliance with democratic norms such as obeying the rule of law, serving the people and performing good governance. The goal is to create a well-functioning security system working to provide human security in its broadest sense. Through an accountable and responsible security force the risk of conflict will be reduced and a sustainable development will succeed (Wulf 2004).

In interview with one of the OCPDs on whether the reforms were all encompassing. He mentioned that:

The police reforms are all encompassing the only challenge comes from its implementation where it lacks the political goodwill. Also, the leadership is not giving the right direction. You don't see the police leadership on the ground. (OCPD1, on 24<sup>th</sup> /05/2016).

This shows that reforms will be hindered if leadership is not conspicuous on the ground and give clear direction. This is consistent with Kotter (1996) who says that leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles. A successful transformation is 70 to 90 percent leadership and only 10 to 30% management yet for historical reasons, many organizations today don't have much leadership and almost everyone thinks about the problem here as one of managing change. Kotter (1996) also observed that only leadership can get change to stick by anchoring it in the very culture of an organization. Leadership is critical to the management of organizational change (Kotter & Cohen, 2002).

The above shows that it is important to involve everybody in the organization if the transformation will be effective, the reforms must be all-encompassing. Wisdom in the organizational change is that employee involvement is crucial to successful change especially in situations that require changes to attitudes and values (Oreg, *et al*,2011). This shows that the reforms must be all-encompassing.

Those police agencies that concentrate only on one or a handful of performance dimensions to the exclusion of others, do so at their peril. The idea that police agencies might be very successful in some ways but less successful in others is not unique to the police. It is an axiom among public organizations that performance is multidimensional (Maguire, 2003 and Alpert, *et al*, 2001)

#### **4.2.7 Security sector reform under political and democratic control**

Further enquiry was made as to whether the security sector was under political and democratic control. The findings were as presented in Table 4.9.

**Table 4.9 Security sector under political & democratic control**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	137	46.4
No.	158	53.6
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

Table 4.9 shows that 158 of the respondents representing 53.6% of the respondents indicated that security sector was not under political and democratic control while 137 of the respondents representing 46.4% indicated that it was under such control.

Asked to give explanation for their answers, those who were of the opinion that the security sector was under political and democratic influence explained that those in

high ranks are manipulated by those in power, the government does not have goodwill for the reforms, security sector security reforms were politically influenced, promotions are done politically and not by merit. On the other hand, those who believed there is no political influence on security sector justified by the fact that police recruitment is done across all tribes. These findings are in line with that of Pino and Witarowski (2006) who found that political will of a reform and of the implementation of democratic policing are crucial for a successive outcome. He explained that the political will relate to the structure of the governing and the history of the structure of the governing, if there have been democratic features earlier it of course is much easier than if there has not been any. They highlight the fact that in transitional states, the police and the military are not the sole determinants of social order, the community are as important and in a democratic society the population creates the institutions and its mandate. Also, it is in line with Bryden *et al*, (2010) who says that political will is a key requirement so that elected authorities show a more profound intent to bring security sector practices in line with democratic principles and thus exposes security decision-making to the influence of parliaments, other statutory oversight bodies and citizen in general. The absence of qualities of decisive leadership, high levels of legitimacy and a clearly determined scope of action are necessary enablers of transformation, frequently provides the greatest obstacles to change.

The finding shows that the political elites and their machinations should not have undue influence in policing to make police objective and to discard the notion that police are a state machine. Supporting the police operations and reforms through budgetary allocation will help the police reforms take root.

#### **4.2.8 Summary**

This chapter has presented the findings on the concept of security sector reforms in the context of Kenya national police service, the study found that majority of the respondents interviewed were familiar with the term security reforms. The findings also show that many areas of the reforms have been addressed but the pay package and welfare poorly addressed. On time allocation, the study revealed that there was no time allocated for explaining police reforms. Majority understand the formation components and mission of police. The study further revealed that security sector was not under firm political and democratic foundation. The next chapter presents the findings on how the security sector reforms had impacted on the transformation of the National Police Service.

## **CHAPTER FIVE**

### **ASSESS AREAS OF SECURITY SECTOR REFORMS ON NATIONAL POLICE SERVICE INFLUENCING TRANSFORMATION.**

This chapter presents the findings on the assessment of how the security sector reforms in police have influenced the transformation of the National Police Service in Kenya. The following areas were assessed; the inclusion of junior police officers in reform agenda, measures put in place for police reforms, what had been realized and impact of the police reform and transformation, the level of confidence with police reform and transformation, assessment of commitment of the police to its mission and vision of police reform and transformation, the level of motivation and morale of the junior police, the issues of police turnover, the influence of reform and transformation on crime reduction and security putting into consideration community policing and *Nyumba Kumi* initiatives, capacity building and various issues that affect police work whether they are addressed, the impact of the reforms on public confidence and recruitment which affects the quality of officers in National Police Service.

#### **5.1 Inclusion of the Junior Police Officers during the formulation of the Reforms**

The respondents were asked to mention whether there was inclusion of junior police officer during the formulation of the security reforms. The findings were as presented in table 5.1.

**Table 5.1 Inclusion of the Junior Police Officers during the formulation of the Reforms**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	120	40.7
No.	175	59.3
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

Source: Field Data (2016)

Table 5.1 shows that 175 of respondents representing 59.3% indicated that there was no inclusion of the junior police officers during the formulation of the police reforms while 120 of the respondents representing 40.7% indicated that they were included. According to the findings of a study done on large scale reform efforts in the United States by Bayley (2008) it was revealed that significant reform has always been top-down and outside-inside. He argued that reform can only be effective if police officers are integrated in the design and implementation, and thus become change agents. The study also revealed that the police reform process takes a lot of time to be accomplished and as such, it is necessary to monitor the reform process to ensure it is contributing in value addition to service delivery.

## **5.2 Measures in Preparation for the Implementation of Police Reforms**

The respondents were asked to indicate whether there were measures put in place in preparation for the implementation of the police reforms. The findings were as presented in Table 5.2.

**Table 5.2 Measures in Preparation for the Implementation of Police Reforms**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	114	38.6
No.	181	61.4
TOTAL	295	100.0

Source: Field Data (2016)

The findings on Table 5.2 show that 181 of the respondents representing 61.4% of the respondents indicated that there were no measures in place for the preparation of the implementation of police reforms while 114 of the respondents representing 38.6% indicated that such measures were in place.

Those who indicated that there were measures in place mentioned the following: allocation for the provision of vehicles, fire arms and housing for the police force; creation of the awareness on the reforms and new legislation through the constitution.

In an interview with OCPD on preparation on police reforms he said:

The police department senior executives made a mistake by not involving the officers on the ground like them on the best methods and approaches to reaching the officers on the issue of police reforms. They were supposed to inform us and we are in position of preparing the officers. Because of that failure many take police reforms as something that come from “above” and ownership is an issue. It is important for the senior executive in police department to own the mistake and start afresh by bringing all the officers according to their ranks-ranks to have representatives and that will help the officers in owning the process (OCPD 1, Nairobi, on 24<sup>Th</sup> /05/2016).

The is contrary to the literature on change management and leading change which states that you must involve others to maintain the momentum it “involves team-building, generating ownership, sharing information and problems, providing feedback, trusting people and energizing staff”(Burns,2014:372).Pettigrew and Whipp

(1993) observes that there are no universal rules with regard to leading change but it involves linking action by people at all levels of the business(p.6).The same was noted by Kotter (1996) error 4 “Under communicating the vision by a factor of 10(or 100 or even 1000) and this error he elaborate in Kotter (2011) by stating that:

Transformation is impossible unless hundreds or thousands of people are willing to help, often to the point of making short-term sacrifices. Employees will not make sacrifices, even if they are unhappy with the status quo, unless they believe that useful change is possible. Without credible communication, and a lot of it, the hearts and minds of the troops are never captured... more successful transformation efforts, executives use all existing communication channels to broadcast the vision. They turn boring, unread company newsletters into lively articles about the vision. They take ritualistic, tedious quarterly management meetings and turn them into exciting discussions of the transformation. They throw out much of company’s generic management education and replace it with courses that focus on business problems and the new vision. The guiding principle is simple: Use every possible channel, especially those that are being wasted on nonessential information (pp.10-11).

From the findings, it can be said that limited measures were in place for the implementation of the police reforms. According to Kabia (2013), the perception of the police on the reforms is influenced by recruitment, training, staffing, legal structure and terms of service. Not unless these aspects are put into consideration, the implementation of the reforms may remain a nightmare.

### **5.3 Realization of Police Reform in Kenya**

The respondents were asked to indicate whether the police reforms had been realized. The question was to find the perception of both police officers and other respondents

involved in the interview whether they perceive police reforms positively or negatively. The findings were as presented in Table 5.3.

**Table 5.3 Realization of Police Reform in Kenya**

Response	Frequency	Percent (%)
Yes	68	23.1
No.	227	76.9
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

Table 5.3 shows that 227 of the respondents representing 76.9% indicated that police reforms had not been realized in the security sector while 68 of the respondents 23.1% indicated that it had been realized. From the findings of the study, it can be said that police reforms have achieved very little in terms of realizing its goals. This agrees with FGD members of civil societies and activist in Nairobi, the participants mentioned that very little changes have been realized. For example, they commended the Kavuludi team for restoring some sense of sanity. On the contrary, many participants indicated that the police had not reformed. The following cases were presented to justify this:

Police still change cases of the accused when taken to the police stations. They are given commands by their bosses to ensure that they bring culprits to the police station and if they don't get hold of a suspect, then they are not working. This normally happens on Fridays following the weekends when people would fear being in the cells over the weekend and its focus is to get money. (FGD1, on 6<sup>th</sup> /05/2016).



**Plate 5.1 Senior Supervisor (seated right) and Researcher (seated center) during the FGD in Nairobi on 6/05/2016 Source: Field Data (2016)**

The findings agree with the findings of Sitienei (2015) in his study on Appraisal of the nature and scope of Kenya Police Reforms between 1995 and 2013. His findings found that the pace of the police reforms has been slow, as there is little evidence to show implementation of a comprehensive security policy. The research also found a great dissatisfaction from the members of the public about police reforms. He says the lack of fundamental reforms within the police force has sustained public dissatisfaction with the overall performance of police. The police are yet to adopt and implement best practices of policing.

In interviews with the Director of the National Crime Research Centre on the strategies in place to ensure transformation of the police, he felt at least the Police service has some changes. He mentioned the following:

The vetting has brought some changes for instance, fear in terms of human rights violation, there is improved medical cover, training and elaborate curriculum review where more aspects and issues affecting policing has been handled and the exposure of police in peace keeping without has shown police in Kenya as professional, “there are no incidences reported in the field and on returns”. (DCRC, on 30<sup>th</sup>/05/2016).

The Director of the Reforms in NPS was more elaborate. In an interview on where the police are in terms of reforms he says the following:

After the Post-Election in 2008, the recommendations of Ransley report and Waki report (2009) and passing of the New Constitution and there have been various reforms activities undertaken at various stages. These include changes in the following: The Constitution (2010); The NPS Act (2011); The Organization Structure that is KPS, APS, and DCI were brought under one command of Inspector General of police (IGP); the changing of police force to service. The Force Standing Orders (FSO) have been revised and almost finished to be gazetted. Various Policies and Strategies on anti-corruption, transfers have been put in place. In nutshell, he said the revised governance of NPS in the Toolkit includes:

- Anti-corruption Strategy
- NPS strategic Plan 2013 - 2018
- Communications Strategy
- Security Laws Amendment Act (2014)
- NPS Handling of Information Regulation
- Service Standing Orders, Chapter 18: Chaplaincy
- Service Standing Orders, Chapter 52: Police Associations
- Guidelines for County Policing Authorities
- Recruitment and Removal of Members of the County Policing Authority (2014)
- The Conduct of Business of the County Policing Authority (2014) (Referring to page policies summaries in the reforms Handbook “Roadmap to Transformation, 2016).

All the above, he said, are geared towards “transforming the police service to people centered and it has been in the agenda of the new inspector general Mr Joseph Boinnet. He said concerning this transformation:

We are moving from reform mood to transformation mood. The reforms are anchored on the Four Pillars which are identified as organizational culture, people management, inter-institutional partnership and linkages and infrastructural gaps”. (DPR, on 6<sup>th</sup> /05/2016).

### 5.4 Impact of Police Reforms

To assess the impact of police reforms, the respondents were given different statements and asked to indicate their level of agreement with each statement. The findings were as presented in table 5.4.

**Table 5.4 Impact of Police Reforms**

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
Police officers are not conversant with security sector reforms	34	11.5	66	22.4	84	28.5	81	27.5	30	10.1	295	100
Human rights abuse is still prevalent in the NPS	51	17.3	81	27.5	57	19.3	81	27.5	25	8.5	295	100
There is reduced corruption in the NPS	35	11.9	70	23.7	55	18.6	66	22.4	69	23.4	295	100
Police are more reliable these days than before	84	28.5	150	50.8	31	10.5	24	8.1	6	2.0	295	100
There is cordial relationship between police and members of the public	47	15.9	158	53.6	56	19.0	22	7.5	12	4.1	295	100
The police are more professional in dealing with the members of public	47	15.9	149	50.5	63	21.4	32	10.8	4	1.4	295	100
The rate of crime remains high in Kenya	40	13.6	97	32.9	56	19.0	81	27.5	21	7.1	295	100
The presence of the police has greatly enhanced peace and stability	78	26.4	171	58.0	33	11.2	11	3.7	2	.7	295	100
Police service is managed in a transparent and accountable manner	11	3.7	46	15.6	70	23.7	84	28.5	84	28.5	295	100
The vetting of police officers has increased police accountability	31	10.5	86	29.2	66	22.4	63	21.4	49	16.6	295	100
Police reforms has increased the morale of police officers	16	5.4	58	19.7	64	21.7	79	26.8	78	26.4	295	100
There exists political interference in the police service	115	39.0	115	39.0	25	8.5	18	6.1	22	7.5	295	100
Lack of increment of police pay has lowered performance of NPS	183	62.0	78	26.4	12	4.1	11	3.7	11	3.7	295	100
The commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers	169	57.3	78	26.4	20	6.8	17	5.8	11	3.7	295	100
I can exit the service if I get another job	154	52.2	61	20.7	43	14.6	26	8.8	11	3.7	295	100

**Source: Field Data (2016)**

The findings on Table 5.4 show that 183 of the respondents representing 62% strongly agreed that non-increment of police pay has lowered performance of national police service. The findings also revealed that 169 of the respondents representing 57.3% strongly agreed that the commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers. It was also found that 154 of the respondent representing 52.2% strongly agreed that they can exit the service if they get another job. These findings show the high level of dissatisfaction among the police affecting their motivation to work. The finding shows serious issues being ignored which is affecting the performance of NPS. This is informed by expectancy theory, equity theory and the theory of change. According to expectancy theory people have expectation which influences their perception and finally the outcome or performance. Negative performance brings low outcome and vice versa. Equity theory shows that if one is not motivated in his immediate environment the chances of staying in that kind of environment is minimal. Again on change the person changes when one is motivated otherwise status quo and resistance will prevail. Again for one to consolidate the change there must motivating factors. The above findings gives a dismal chances of police transformation if not addressed.

These findings has not realized the transformation as indicated by the findings of a study by Ndungu (2011) who found that significant reform affected the management of the Police Service, through the introduction of a single police command structure. The police, effectively transformed from a force into a service, to reverse decades of a police culture characterized by impunity, secrecy and brutality into one that is more transparent, humane, responsive and proactive rather than reactive.

According to Ndungu, the reforms also addressed the issues of capacity within the police service. On the other hand, the findings by Ndungu (2011) still pointed on the existing gaps in terms of manpower and training fostered by years of malignant corruption, nepotism and lack of resources contributed to poor service delivery by the police. Police morale as a result of poor pay, deplorable living and working conditions and an unsympathetic public, (which finds it hard to appreciate some of the good work of the police) also challenged the efficient and effective police performance.

In interviews with DAPC on police turnover, he mentioned that:

The turnover rate will continue to go high till when the scheme of service will be put in place, salary issues addressed and professionalism. Some have undergone professional training and are academically advanced yet they are not being paid well. They therefore have an option of looking for greener pastures. (DAPC 1, on 27/05/2016).

This concurs with the Equity Theory of Motivation. The theory suggests that people are capable and willing to perceive fairness in their immediate environment. People act in the light of what they regard as fair. They compare their input or “investments” such as ability, skill, age, education, effort and training to outcomes like monetary rewards, praise, status and improved promotion opportunities. They also compare their reward to that of others with whom they make the comparison for example if a skilled worker is currently earning a certain wage but finds that other similarly skilled workers in a different company are earning more, then that skilled worker can be expected to experience feelings of deprivation if there is no obvious reason for the underpayment. They then must make cognitive adjustments to deal with the inequality. And this adjustment can exit from the work and look for another one or they could, for example, lower their inputs, their work contribution, or attempt to raise their outcomes like pay. Evidence from other researchers has been found to support the theory. Some of the findings stress the negative ways in which workers

can redress in equality. Underpayment leads to lowered job performance (Lord et'al, 1979).

The findings shows that the transformation is very slow and structurary and institutionally alot has been done but the attitudinal and behaviorally the police officers have not changed as expected by Ndungu (2010) and the spirit behind the National Task on Police reforms and Implementation in 2011c.

### 5.5 Level of Confidence

The respondents were asked to indicate their level of confidence with the police reforms on a scale of 1-10 with 10 being the highest. The findings were as presented in Table 5.5.

**Table 5.5 Level of Confidence**

<b>Level Of Confidence</b>	<b>Frequency</b>	<b>Percent (%)</b>
1	30	10.2
2	36	12.2
3	29	9.8
4	59	20.0
5	75	25.4
6	32	10.8
7	15	5.1
8	12	4.2
9	2	.7
10	5	1.7
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

The findings on Table 5.5 show that 75 of the respondent representing 25 % had an average level of confidence. The findings further reveal that 154 of the respondents representing 52.2% indicated that their level of confidence with police reforms were below average. These findings concur with that of KNHCR (2014) who found that the level of public confidence in the National Police Service has been on the decline due to wanton cases of police brutality, impunity and malignant cases of corruption in the service.

According to Pino and Witarowski (2006), there is a corresponding relationship between the public's confidence in and expectations of the police and police performance. If the standard of police performance is below public expectations there is a following absence of public confidence and trust towards the police amongst the public. This follows in a negative circle, where the public's suspicion, mistrust and fear of the police increase the police's detachment from the public and then instead closeness towards the organization and the state. This is inconsistent with Covey (2006) who says:

There is one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world—one thing which, if removed, will destroy the most powerful government, the most successful government, the greatest business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character and the deepest love. On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and most underestimated possibility of our time. That one thing is *trust* (p.1)

Harris (2005) argues that some distant police ignores the concerns of the public which the public see and become less likely to cooperate with the police in any concerns and issues. Without the support from the public it is problematic for the

police to fulfill their policing duties, they become frustrated and more likely to use non-democratic methods that are conflicting to established laws and human rights. This negative process has a destructive effect on both police performance standards and public confidence and trust in the police. Harris and others are unanimous that a police organization cannot perform effectively without the trust and support of the public and breaking this negative process and reversing the forces that drives the police and the public apart is the central challenge of the reform process.

In interviews with one of the OCPDs on the impact of the police reforms on the level of trust and openness, he explained that:

The reforms have not had any impact. The trust is very low. “We were not involved in decision making but commands just come from the top which was unfortunate because we are the people on the ground who can advise. The problem most people who are leading the reforms did not pass through the Police work hence they do not have knowledge in terms what policing entails. The top echelon do not go to the police stations to examine the work environment thus lacking understand of the situation on the ground. Recommendation made by police commanders are not taken seriously as they are thrashed on the ground or shelved delaying the flow of information and acting as block or impediment. All these hinder trust and openness. (OCPD 1, in Nairobi on 24<sup>th</sup>/05/2016).

The observation is consistent with the recommendations of Kihiko (2013) who recommended that the managerial structure ought to be decentralized to police station and given autonomy of operation including finances. Decentralization of reform process and police operations should be done at police station level where there is constant involvement with the public to enhance service delivery.

In interview with DAPC on the confidence of the public with the police, he mentioned that:

Members of the public still have the attitude that the police have not changed. The reason being that they were not sensitized about the police reforms. Only a segment of senior members of society were informed and it was done in Nairobi– but few have embraced police reforms. (DAPC 1, in Nairobi on 27<sup>th</sup>/05/2016).

In interview with the Director of Police Reforms on why the police have poor public

image, he mentioned the following:

Some of the police officers are ruthless and unapproachable “You and Us”, corruption, Inept (lack skills and professionalism), the highest violation of human rights, highest practitioners of tribalism and many forms of bias and practice of competition among the police instead of complementarity in service delivery. (DPR, in Nairobi on 6<sup>th</sup> /05/2016).

This concurred with Chief Executive Officer in an interview who said:

That lack of trust and confidence by members of the public is due to human rights violation by members of NPS He says “human rights violation against members of the public is still happening – serious injuries and deaths caused by police is still there. We have received about 240 cases on March 2016 of injury, death and police misconduct – 50 of these cases went DPP, 2 cases have been concluded and the officers charged. We recommend the IPOA to be granted prosecutorial powers to help in fast-tracking these cases to weed police of rogue officers. (CEO IPOA, in Nairobi on 20<sup>th</sup> /05/2016).

## 5.6 Motivation of Police Officers

The respondents were asked to indicate whether they were motivated, encouraged, energized and committed to national police reforms. The findings were as presented in Table 5.6.

**Table 5.6 Police Officers Motivated**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	94	31.9
No.	201	68.1
<b>Total</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

Table 5.6 shows that 201 of the respondent representing 68.1% indicated that they were not motivated while 94 of the respondent representing 31.9% indicated that they

were motivated encouraged, energized and committed to national police reforms. From these findings, it can be said that a lot still needs to be done in terms of the implementation of the police reforms.

Those who were not motivated gave the following explanations: their bosses are not leading by example, their work conditions and pay needs to be addressed, they are frustrated by their seniors that the vetting process are not fair and that promotions are not done on merit.

This inconsistent with Bruce (2003) who said that appointment procedures must be open, fair and transparent to recruit the candidates with the highest professional qualifications and ethical standards. Similarly, it is important to establish a robust and transparent merit-based promotion system, based on fairness, openness, ability and performance. Policies should also be implemented to ensure regular staff rotation in high risk positions. A key personnel issue to consider when reforming the police institution is whether to retain old staff or recruit new personnel. Lessons learnt from South Africa suggests that a combination of both approaches is needed, including the reselection/vetting of police officers that have been involved in corruption and a systematic approach to new recruitment.

In an interview with one of the OCPDs on the motivation of the police, he mentioned that:

The Police have a very low morale due low salaries and inadequate housing. Most of them are living in rented houses without house allowance. They waited for salary increment but it is not forth coming. I think promising without fulfilling is very bad for our police officers who think the government is not serious with their welfare. (OCPD 1, on 24/05/2016).

In interview with DAPC on the police motivation, he mentioned that:

The morale of junior officers and senior officers is different. The senior officers from the rank of acting superintendents were adjusted and from police commissioner was increased and juniors' offices were overlooked yet they are the machinery as they do the donkey's work. (DAPC 1, on 27/05/2016).

### 5.7 Morale of Junior Police Officers

The respondents were asked to indicate the state of the morale of junior police officers. The findings were as presented in Table 5.7

**Table 5.7 Morale of Junior Police Officers**

<b>Morale Of Junior Police Officers</b>	<b>Frequency</b>	<b>Percent (%)</b>
Excellent	4	1.4
Very Good	2	0.7
Good	32	10.8
Fair	97	32.9
Poor	91	30.8
Very Poor	69	23.4
<b>TOTAL</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

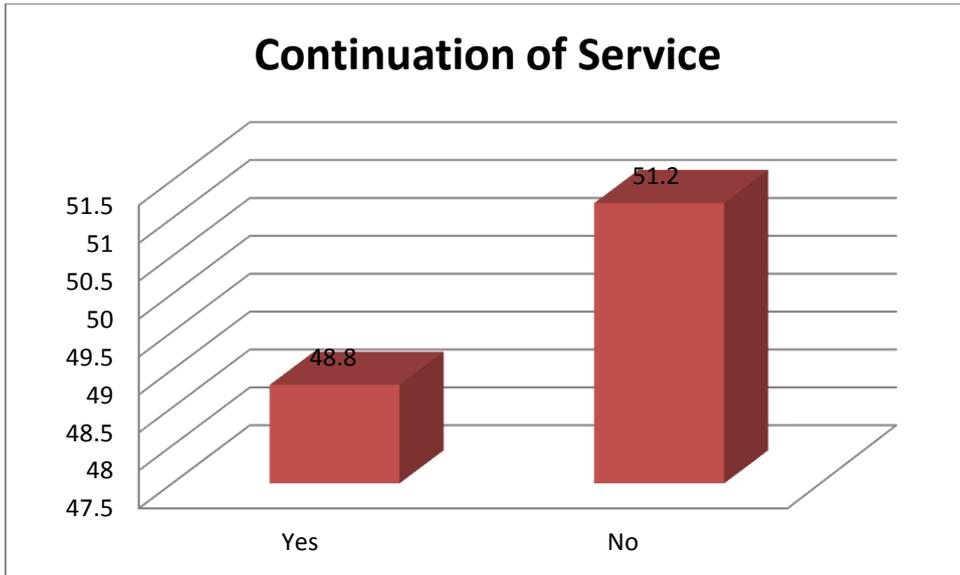
The findings on Table 5.7 show that 91 of the respondents representing 32.9% indicated that their morale was fair. It was also found that 91 of the respondents representing 31% indicated that their morale was generally poor. Also 32 of the respondents representing 11 % rated their morale good. The findings give a dismal picture of police reforms. This shows that a lot still needs to be done to boost the morale of the police. This also agrees with some respondents in Focus Group Discussion with junior police officers who said the following:

Police reforms have little impact on the morale of police officers in Kenya, a lot need to be done to boost the morale of police officers, the lower ranks of the police carry the largest number of the officers, who are ill paid, police reforms had a proposal of police salary increment, housing, insurance cover, transfers of police officer and promotions. The issue of salary increment is only mentioned in the media, police officers are not paid their allowances e.g. operation allowances, housing have only been implemented at police headquarters, police officers in other parts of the country are sharing small rooms or living in a worn out bush tents. Generally, the reforms have no impact on police officer's morale. The moral of police officers will only be improved by implementing the policies which touches the officer's social-economic status directly. There is a common saying among the police service " My family does not feed on Land cruisers" That saying speaks volumes on the way police reforms issue is being handled or rather mishandled. (Focus Group Discuss with junior police officer on 18<sup>th</sup> /8/2016).

This is in contrast with the study done to analyze the factors influencing motivation and job satisfaction, where it was found that 88% of employees in Tamil Nadu perceived that individual incentives/bonus would improve their performance. It was found that working atmosphere was given by Tamil Nadu (97. 8%).Around 94% of employees from both states believed that a stimulating and challenging job encourages them to perform better. (Gyanmudra & Vijaykumar, 2008:81). The research shows that to get the police reforms as success the government needs to improve the welfare of police officers.

### **5.8 Continuation of Service**

The respondents (junior officers) were further asked to indicate whether they would wish to continue service in the police force. The findings were as presented in figure 5.1



**Figure 5.1 Continuation of Service**

**Source: Field Data (2016)**

The findings on Figure 5.1 revealed that 144 of the respondents representing 48.8% indicated that they would wish to continue service in the police force while 151 of the respondents 51.2% indicated they may opt to exit the service. Those who opted to exit the service explained that they would search for jobs with better terms of service. They also said that NPS lacks succession planning, placement and talent management. In an interview with the Director of Preventive Service in Anti-Corruption Agency (EACC) in Kenya on what should be done to deal with corruption in police service he said:

One way of dealing with corruption in NPS is to have a clear succession planning. The department needs to have capable and leaders with integrity who are able to mentor others. “A very clear system of promotion, that one that can predict when one will get promotion. The military has a well-structured system of promotion. The police should do a benchmarking and see whether they can borrow from the army. I can see the scenario whereby most of officers are discouraged because they get their commands from outside as opposed with the military that does not follow political manipulation. The Tonje rules are working well with the military and the National Police Service need to borrow from them. The police officers are corrupt because the system also encourages corruption because promotion, transfers and deployment to

the so called good areas depend on the seniors not on structures. This is we have seen it in the media and the cases in courts. The National Police Service Commission has a great duty to streamline the police and to make sure the public has confidence in police which is the spirit of new constitution. (DPS Anti-Corruption Agency on 6<sup>th</sup> /06/2016).

The same was echoed the OCPD in an interview on whether coaching, mentoring and counseling is offered in the department. He said that:

In NPS there is nothing like coaching, mentoring and counseling. Developing of skills is very scanty. You can find officers who have never attended any course unless it was a promotion. “We need to develop courses that every officer will attend. From basic course, they have stayed 20 years without any course – picking them becomes a problem to be crime officers. We don’t have trained counselors. All senior should be taught on counseling, mentoring and coaching”. Derailment in promotion and lack of placement and arbitrary deployment derails and impede growth hence there is no succession planning and talent management in NPS. (OCPD 1, on 24/05/2016).

This finding concurs with Mukinda (2016) on why NPS is losing a lot of officers who said that the National police service of Kenya is losing an estimated 1,500 officers every year. The police service should have a succession planning which has a bias towards satisfying organization requirements failing to satisfy the majority of requirements from internally developed personnel is unlikely to provide the optimally effective organization (Cannon & Rita, 2011). Organizations understand that workforce and succession management are essential to ensure continuing success, maintain an effective workforce and assure themselves of effective leadership for future (CPP Global Human Capital Report, 2008).

Report and findings by the court of enquiry into the causes of shootings by police officers targeting their colleagues No.1/2016 the reports states says that:

The current rate of desertion is worrying and raises a red flag to the service and country at large. For the last two years, the desertion figure in NPS stands at 427 being KPS 279 inclusive of 93 from GSU,APS 133 and DCI 15. There whereabouts is not known to date. The rate of desertion in the service is an early warning to the commanders that all is not well in their respective commands (p.28).

Whereas others are known for green pastures the tread can destroy the human capital in NPS. The theory of expectancy and the equity theory of motivation explains what the service needs to do improve the environment and motivate them to retain the best brains and talents in the service. By developing a succession planning and retention strategy around the right employees, the organization will be much more effective in retaining its employees during any economic period. Implementing compensation and benefits programs that reward the right behavior and performance will help attract the right people to the organization, and it will also help the best people become more productive (Cook, 2008).

### **5.9 Influence of Police Reform on Crime Reduction**

The respondents were asked to indicate whether the police reforms had reduced crimes. The findings were as presented in Table 5.9.

**Table 5.9 Influence of police reform on crime reduction**

<b>Category</b>	<b>Frequency</b>	<b>Percent %</b>
Excellent	3	1.0
Very good	16	5.4
Good	84	28.5
Fair	142	48.1
Poor	39	13.2
Very poor	11	3.7
<b>Total</b>	<b>295</b>	<b>100.0</b>

**Source: Field Data (2016)**

Table 5.9 shows that 142 of the respondent representing 48.1% said police reforms had a fair influence on crime. The findings also revealed that 84 of the respondents representing 28.5% indicated that there was a good influence of the reforms on crime reduction. The findings show that a lot of work needs to be done on crime reduction.

In an interview with Program officer of UNODC he said that:

Reforms have not reached frontline police station level. Citizens have not seen the changes at station level. The reporting of crime is poor. When reforms are there people feel free to report crime otherwise they resort in traditional methods of crime reduction and resolving of their grievances. The official report given by the police are not accurate. If the police improve trust with the community-reporting will go up more people will be reporting crime and it has happened in Sweden and South Africa after police reforms. (UNODC, on 19<sup>th</sup>/05/2016).

This is consistent with Usalama Report which noted that NPS crime data is underreported with only less than 40% of crime victims reporting to the police and estimate that the true figure of crime could be roughly five times the level reported by the police (IPSOS, 2014). It also reported that 55% of their respondents who were victims of crime did not report to the police while only 12% reported.

In an interview with the Director Crime Research Centre he said:

The level of training should focus on rehabilitative nature; synergize the curriculum to correspond with crime prevention. Angle on reforms should touch on prevention “police work should be committed in crime prevention” Kenya government has tried by bringing the “Nyumba Kumi Initiatives’ Community policing although there is conflict in their operation. Orientation of police in crime prevention is not getting enough integration and police has been left to reaction. To deal with crime the cause of crime should be addressed from the root. There are successful jurisdictions which has applied this proactive method for example Canada, Sweden and Malaysia. Kenya has had “over policing concept” and it profound on dealing with children and youth for example the members of the public has a saying “ukikosa utaitiwa police” (if you break the law the police will be called). Everything is about police and this creates a wedge between the police and children during the formative stages of their development and is projected when they grow up. Police should befriend the youth for example when policing use bicycle to interact with the youth. Youth without jobs are always suspicious. The

policing in Kenya should be decentralized and devolved which is the best practice in the world (DCRC, on 30<sup>th</sup> /05/2016).

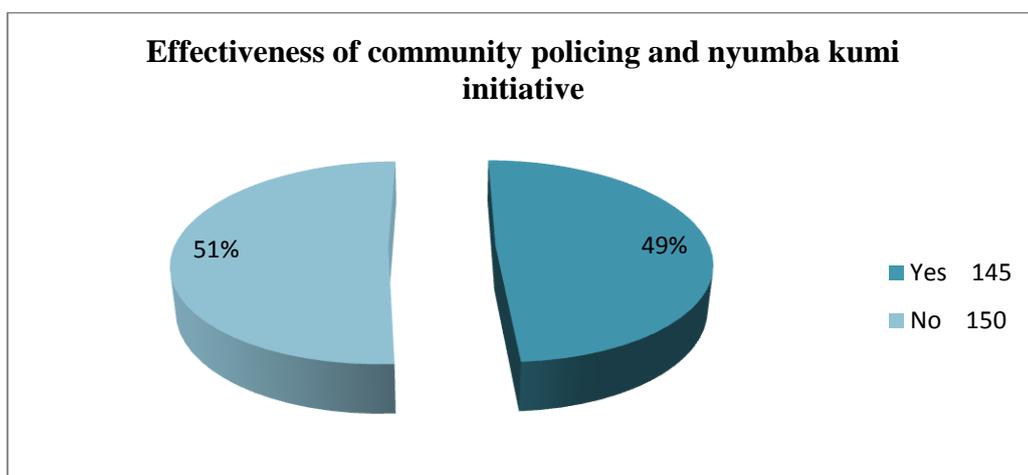
When asked on specific crime and how they have been reduced he had the following:

Generally, crime has gone down as compared with last year and the beginning of this year, 2016. For example on robbery with violence and attempted robbery has not been as high as you expect in correlation with the weapons with the members of the public there are about 600,000 illicit firearms in Kenya in the hands of criminals. Small arms can kill 5- 3 million per day and it is not happening in Kenya. Homicide has gone up significantly and they are related to gender based violence brought by alcohol and family conflicts. Terrorism has started declining in Kenya because the government has adopted the heart and minds strategy in dealing with terrorism which is for example threatening those who are thought to be housing them for example Somalis living in Kenya of taking their privileges the government has threatened them by closing the refugee camps and deporting them to their country (DCRC, on 30<sup>th</sup> /05/2016).

On issues of decentralization of police service the studies does not give a clear answer to which is ideal. Paun (2007) wrote a thesis on democratization and police reforms. He argued about decentralization and centralization of policing in a democracy. He found that there was no clear cut or rather authoritative answer of which method is the best. From decentralized police structures in the USA and the UK to centralized police structures in France and Japan. He also said there are police reforms in established democracies which are centralized or decentralized. He gave example the Netherlands which have decentralized their police structure in the early 1990s, but Finland centralized its police structure in the late 1990s. He also found that newly democratizing states chose different ways to structure their police. Poland choose to decentralize its police in 1991 and then recentralized the police in 1995, and has again decentralized the police in 1999, and has made further adjustments to the combined central-decentralized control of the police since 2002. At the same time, Hungary has debated a possible decentralization of the police but has chosen to keep it centralized (p.8). The police structures in democracies offer a wide variety of

possible role models. There are examples of different decentralized structures and of different centralized structures. Solely judging from the police structures in established democracies, there is no such thing as a genuine democratic police structure, so that democratizing countries can principally strive towards different possible results when they reform their police. The epistemic community of police researchers is nearly universally promoting the idea of community policing, which is perceived as democratic and decentralized policing. Sometimes the implementation of community policing is coupled with a real devolution of police competences to local governments, but sometimes the decentralization is rather symbolic (p.72 on his conclusion).

**Figure 5.2 On effectiveness of Community Policing and Nyumba Kumi initiative**



**Source: Field Data (2016)**

The findings on figure 5.2 shows that 144 of the respondents representing 49 % indicated the effectiveness of community policing and *Nyumba Kumi initiative* and 151 of the respondents representing 51.2% indicated they have not been effective. This shows that the government need to put more effort to make community policing

and *Nyumba Kumi initiative* effective. The findings agree with the observation of one of the respondent FGD on community policing in Kikuyu who observed that:

The National Police Service is reluctant in involving the community in policing issues. The government must involve the members of the public who has the knowledge of local issues and decision is made in Nairobi. If they could be involving us we could have told them the rivalry between us and the *Nyumba Kumi initiative*. This rivalry is hindering the performance. The *Nyumba Kumi* wants to work with administrator while we believe we could be working as a team with administrators and the national police service. (FGD 2, on 7<sup>th</sup>/05/2016).

This concurs with the KNCHR & CHRP (2015) audit which established that there are numerous challenges between community policing and *Nyumba Kumi*. In some counties, there are rival committees, merged committees or engaged in supremacy battles and in others both are absent. In some counties, some committees are aligned to the KPS, APS or County Commissioner thereby creating a confused environment (p.11).

This also agrees with Sitienei (2015) in his thesis on appraisal of the nature and scope of Kenya Police Reforms between 1995 and 2013 found that there should be full inclusion of the public in the planning, implementation and monitoring of the police reforms. Also, the USAYS, (2007) the concept of being all inclusive has been implemented with some success in the context of holistic police reform in Sierra Leone, but with limited impact in Kenya and Uganda. It was found that the success of such initiatives relies on a set of contextual factors such as a minimum degree of order, a conducive political context and support from key actors such as the government, the police and civil society (Groenewald and Peake, 2004).

A member of the Kikuyu Community Policing FGD said that:

The NPS is not serious with the reforms. It is like other members of the service who comes to Kikuyu police station are not aware of what community

policing entails. We train officers then they go then we are left without officers who can support community policing. Many times, we get OCS who does not support the initiative. There is no support from the government we usually use our own money and no one support us. We do it because we mind our own security. (FGD2, on 7<sup>th</sup> /05/2016).

This contradicts Rwanda National Police community policing who have about 80,000 members of CPCs across Rwanda, who have been capacitated, including training and given mobile phones to provide timely information (The New Times, RNP, & 2000-2014).

In Venezuela, the anti-corruption monitoring role of community councils over the police forces is promoted as an integral component of police reform, providing the community with opportunities to contribute information, present proposals and project ideas and actively engage in ensuring citizen security through various consultation forums (Fernández, Guillén, 2009). In Mexico City, *Policia Comunitaria* community neighborhood police - were introduced to promote a greater sense of ownership, responsibility and accountability to citizens by creating a familiar police presence in each neighborhood (Anozie, Shinn, 2004).

The findings are in line with that of Olumide (2014) who found that there was consensus among stakeholders that police forces in many African countries are understaffed, underequipped, and poorly trained, with few professional police skills, lacking modern administrative procedures and a persistent suspicion of the repressive capacity of the police institution. These police forces have difficulty attracting and keeping qualified personnel, especially at the higher levels, are known to over-rely on force, allegedly including forcing confessions from prisoners, lacking effective communications, transportation and record keeping systems which isolates police posts from effective supervision and leaves them excessive discretion in their routine activities.



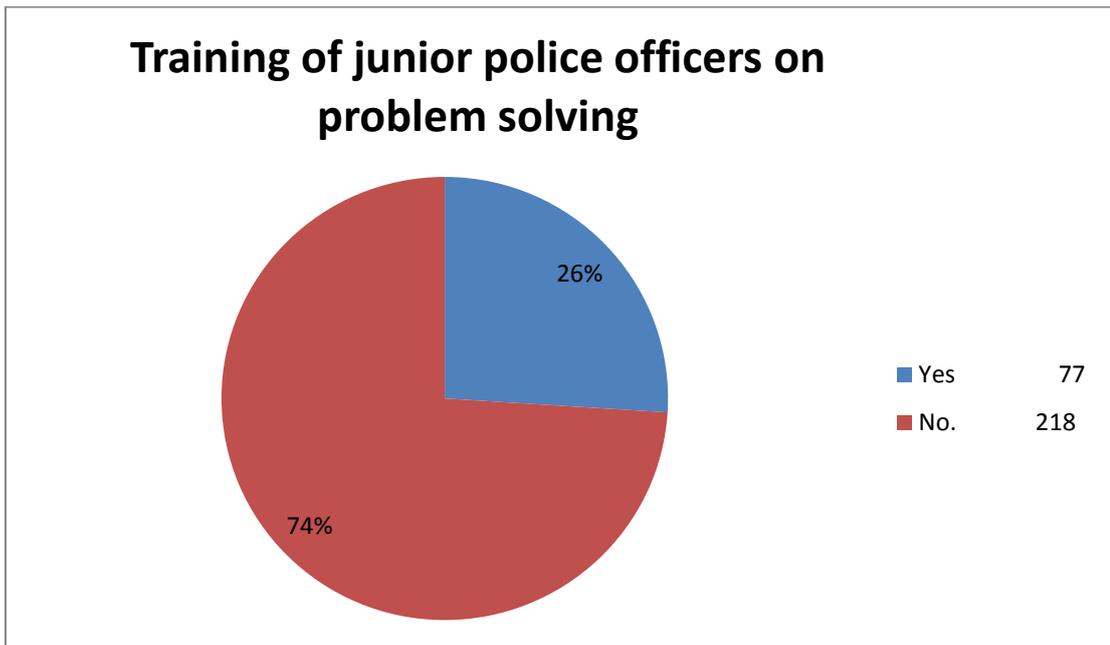
**Plate 5.2. The Researcher (standing on extreme right ) with members of Kikuyu Community Policing. Source: Field Data (2016).**

Within the framework of democratic policing, community- based policing, crime prevention and victim empowerment strategies are increasingly being proposed to help restore trust between civilians and the police and to gain community support for police reform. Community-based policing promotes partnerships between police and communities to address community concerns and ensure that the police respond to the needs of the broader public. This can be facilitated, for example, through setting up community consultation forums. Commonly agreed upon amongst scholars regarding primary elements of democratic policing is the development of a good relationship between police and community (Nield 2006).

### **5.10 Training of Junior Police Officers on Problem solving**

The respondents were asked to indicate whether they had been trained on problem solving. The findings were as presented in figure 5.10

**Figure 5.3 Training of Junior Police Officers on Problem solving**



**Source: Field Data (2016)**

The findings on figure 5.3 shows that 219 of the respondents representing 74.2% indicated that they had not been trained on problem solving while 76 of the respondent representing 25.8% indicated that they had been trained on problem solving. This shows the officers have a big problem in dealing with crime. Police spend most of their work dealing with conflicts

This contradicts the research Ashby and spencer (2012) who says that the problem solving is a term used to describe legal and ethical action that prevents a specific type of crime or disorder in a specific place. Problem solving aims to ensure that fewer crimes occur, and that the problem does not reappear. Solving problems is important because many years of academic research and practical experience have shown that it helps reduce crime more than traditional police activities can do alone.

## 5.11 Areas of Training

Respondents were asked to indicate whether they had been trained in different areas.

The findings were as presented in Table 5.11

**Table 5.11 Areas of Training**

<b>Skills Category</b>	<b>Yes</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>Total</b>	<b>C %</b>
Stress management	91	30.8	204	69.2	295	100.0
Anger management	88	29.8	207	70.2	295	100.0
Risk management	165	55.9	130	44.1	295	100.0
Interpersonal Relationship	171	58.0	124	42.0	295	100.0
Conflict Mediation/ Management	165	55.9	130	44.1	295	100.0
Financial management	71	24.1	224	75.9	295	100.0
Family therapy	61	20.7	234	79.3	295	100.0
Communication skills	234	79.3	61	20.7	295	100.0

### **Source: Field Data (2016)**

The findings on Table 5.11 show that the respondents had not been trained in the following areas: stress management 204 or (69.2%), anger management 207 or (70.2%), financial management 224 or (75.9%) and family therapy 234 or (79.3%).

The study also found that the respondents had been trained on risk management 165 or (55.9%) and interpersonal relationship 171 or (58%).

In interviews with DAPC on whether their formal systems have elaborate ways of making sure all police officers have regular training, refreshers and retraining to make sure they are abreast with what is happening in policing. He mentioned that:

There is no elaborate training, you will find some very old officers in the location who have never attended a course since they were employed and there many new regulations and reforms going on which they are not informed. That is the reason why there are a lot of disparities within the service for others attend many courses outside Kenya whereas others have never attended which results in demoralizing others. (DAPC 2, on 23<sup>rd</sup> /05/2016).

Police officers require continuous training because the professional and career is challenging and according to prediction it will continue to be hard and challenging. This supported by Brown and Campbell (1994 cited by Clarence, 2010) who have predicted that police work will become even more stressful in the future, since police are to deal with increasing social problems and tensions (Clarence, 2010:2).The areas above that has not been addressed for example stress management, interpersonal relationship conflict mediation/ management, family therapy requires serious consideration to deal with issues that are destroying police officers as they try to numb their emotions.

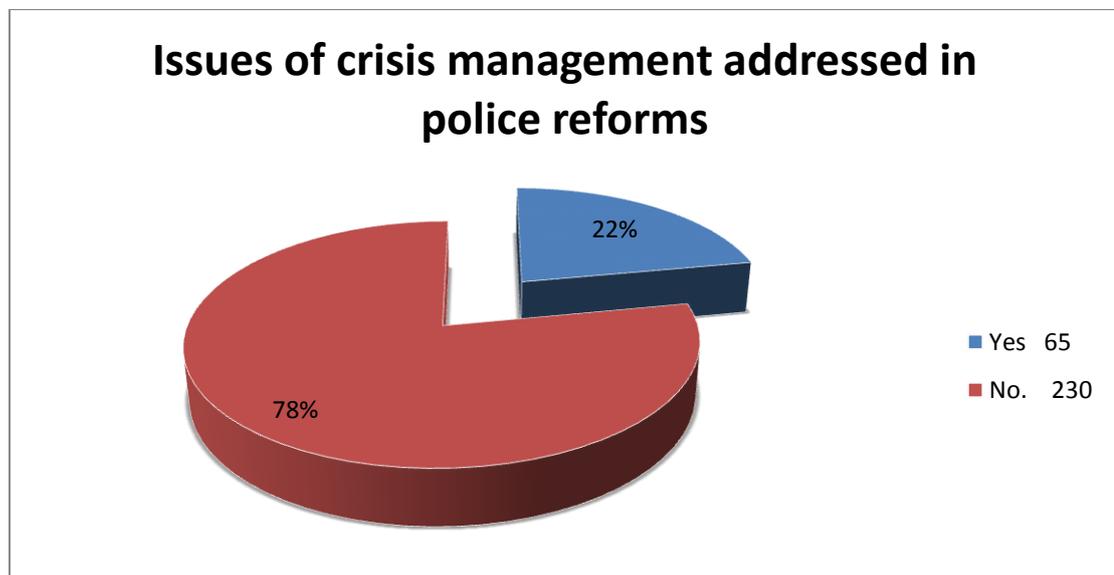
This agrees with Bruce (2003) who says capacity building is critical to successful SSR within the police. He also says that training although by no means the only variable is a common institutional building theme for police, justice, penal and intelligence reforms. It remains important to introduce the new working ethos and new skills that allow people to fulfill tasks adequately. The findings above are in conformity with the finding of the Task Force formed by Inspector General of Police to review the National Police Service Curriculum. The Draft Report on Training Need Assessment presented to the IGP on 12th March 2016 recommended for a comprehensive training policy to be developed to guide quality assurance and standardization, coaching and mentorship, recruitment-learning, continuous professional development, curriculum review, institutional linkages, qualification for training and placement among others. Most of the respondents 44%, cited review of

the existing curriculum as key (Bruce, 2003). The need to prioritize curriculum review reflects the inadequacy of the existing training in meeting the current policing demands. The government needs to put more emphasis on training, it should be in conformity with the 21<sup>st</sup> policing challenges and customized in police environment and situation. This will help them to reform and transform in tandem with the new constitution and National Police Service Training Strategy which being revised to guide the training.

### 5.12 Issues of Crisis Management Addressed in Police Reform

The respondents were asked to indicate whether issues of crisis management were addressed in the police reforms. The findings were as presented in figure 5.12

**Figure 5. 4 Issues of Crisis Management addressed in Police Reform**



**Source: Field Data (2016)**

The finding on figure 5.4 shows that 231 of respondents representing 78.3% indicated that the issues of crisis management were not addressed by police reform while 64 or 21.7% indicated that they were addressed. The finding show that the officers are not

prepared to handle crisis which takes lion share in their work. According to Sanford (2003) all police officers experience a critical incident at one point in their careers. Each person handles the stress from these situations differently. For some officers, the traumatic incident causes minimal disruption in their daily routine and is considered nothing short of an unfortunate situation they have gained valuable knowledge from. For many others, however, the stress of these events becomes debilitating and intervention is necessary. A survey of law enforcement officers was conducted for additional research. The results indicated that most officers had indeed experienced critical incident stress and PTSD symptoms. Most officers questioned wanted pre-incident stress education and policies offering debriefing and intervention". This means police officers should be trained on Critical Incident Debriefing which is a critical area in crisis management.

### **5.13 Cause of Suicide and Family Breakdown**

The respondents were asked to mention some of the causes of suicide and family breakdown among the police force. The following were mentioned: being away from their families, drug and substance abuse, financial constraints, job frustration, stress, infidelity, lack of guidance and counseling, loneliness, long work time, prolonged deployment, psychological issues, sharing of houses, depression, transfer of officers, unresolved issues and poor work conditions.

One of the respondents in a Focus Group Discussion with junior police officer said:

Nobody cares in police service of your welfare. When you are given a transfer, nobody cares whether your children are in school or whether you stay with your wife. It is like staying with the family is not encouraged in police service and is crime. This is evident when you see the shanties police are housed. Take for example areas like Kibera, Langata where police are surrounded by people who live in posh houses but police houses are makeshifts and dilapidated. Because of these police engage in promiscuous

behavior and other indulgencies like heavy drinking sometimes to numb their stresses and reality. Some becomes so frustrated to the point of killing themselves or their senior who they see as the cause of their problems by displacing their anger and frustrations. Some are officers are transferred very far and they are very young what do you expect of them? Others even when they retiring nobody cares for their welfare. There is no counseling or pre-retirement counseling hence many becomes frustrated of their organization. (Focus Group Discuss with Junior Police Officer on 18<sup>th</sup> /8/2016).

The above is consistent with Report by NPTF (2005) and IPOA (2016) who reported that because of inadequate housing the resultant effect is the decay in values and morals, low morale, high levels of stress and strained interpersonal relations between the officers. The report found that housing problem was a major contributor to the discontent and general lethargy in the police. Muiruri (2016) reporting on IPOA in the Daily Nations Paper found that more than 59,000 officers of the total 78,000 in NPS are not housed and with the annual absorption into service of police recruits the housing crisis for the police keeps getting worse with the junior officers worst hit. The chairman of IPOA said with Kenya Sh 3,500 per month house allowance that junior officers get from the government does not reflect market rates reality. The KPS the report said is estimated to have a shortfall of 69% of housing units while the APS has a 78% shortfall the report said.

### **5.13.1 Addressing of Causes of Suicide and Family Conflicts**

The respondents were asked to suggest what the government should do to address the issues mentioned. The following were their suggestions: the government should address housing problems, deployment issues, remuneration issues, create department to deal with psychological problems and improve work conditions.

In interviews with DAPC on offering of guidance and counseling to the officers, he mentioned that:

Guidance and counseling are not done. This is even though new recruits and those retiring need counseling. There is need that such services be organized in very unit at the county levels; we need to have such officers counseling others. The cases of homicide, and suicide/ homicide have been on rise in NPS (DAPC 1, on 27<sup>th</sup> /05/2016).

The above correspond with the CEO of IPOA in an interview on why complaints against police officers he says:

Police welfare includes thinking about the psychosocial aspects that confronts the officers working environment. It is for this reason we have come up with rewarding system to best police officers voted by members of the public. (CEO, IPOA on 20<sup>th</sup> /05/2016)

The above is in line with Wood (2012) who says that the daily psychological stresses that police officers experience put them at significantly higher risks for a number of long-term physical and mental health effects, including obesity, cancer, sleeplessness and suicide which also agrees with Sanford (2003) who says:

For some officers, the traumatic incident causes minimal disruption in their daily routine and is considered nothing short of an unfortunate situation they have gained valuable knowledge from. For many others, however, the stress of these events becomes debilitating and intervention is necessary (p.2, Abstract).

#### **5.14 Clear guidance for Recruitments**

The respondents were asked to indicate whether there were clear guidelines for recruitment, training, career progression, promotional, in-service and exchange courses, appointments and exit on retirement. The findings were as presented in figure 5.13

**Figure 5.5 Clear guidance for Recruitments**



**Source: Field Data (2016)**

The findings on figure 5.5 show that 189 of the respondents representing 64.1% indicated that there was no clear guidance while 106 or 35.9% indicated that such guidelines existed. From the findings of the study, it can be said that there was no clear guidance on: recruitment, training, career progression, promotional, in-service and exchange courses, appointments and exit on retirement.

As part of the process of recruiting new staff, selection procedures and policies are important elements of police reform. Inadequate screening criteria for candidates can result in police officers lacking the skills or incentives to comply with high standards of integrity. In South Africa, for example, police reform included the introduction of a new selection system to raise the caliber of police recruits, with minimum acceptance standards such as minimum level of education and the absence of a criminal record (Newham, 2002).

### **5.15 Summary**

This chapter has presented the findings regarding the influence of security sector reforms on the transformation of the National police service. The study found that majority of the respondents indicated that police reforms had not been realized in the security sector. It also found that non-increment of police pay has lowered performance of national police service. The National Police Commission given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers. Majority felt they can exit the service if they get another job. The findings further revealed that the majority of the respondents indicated that their level of confidence and motivation with police reforms was below average. The study also found that the respondents needed training and streamlining of police training. The next chapter presents the findings on the challenges facing security sector reforms in Kenya.

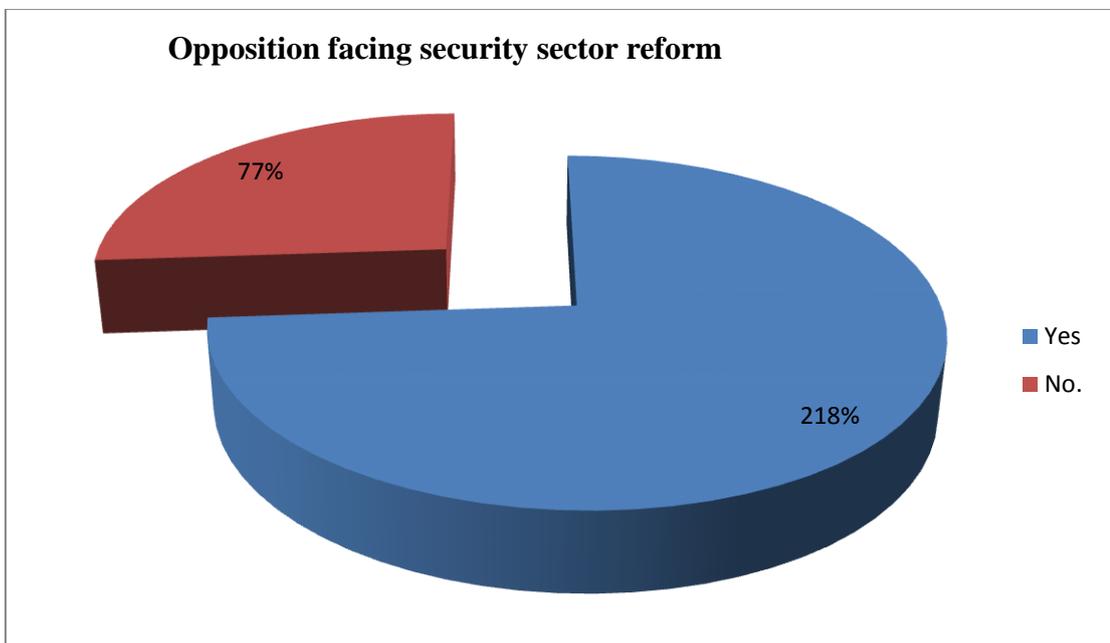
**CHAPTER SIX**  
**CHALLENGES IN SECURITY SECTOR REFORMS ON THE**  
**TRANSFORMATION OF NATIONAL POLICE SERVICE IN KENYA**

This chapter presents the findings on the challenges facing security sector reforms in National Police Service in Kenya. It presents information on opposition facing police reforms, role of the government in addressing the challenges, the vetting of police officers as a challenge, issues of officers discarding the old ways of doing things, the police culture, and areas that challenge police reforms.

**6.1 Opposition facing Security Sector Reform**

The respondents were asked to indicate whether there was opposition facing security sector reforms. The findings were as presented in figure 6.1.

**Figure 6.1 Opposition facing Security Sector Reform**



**Source: Field Data (2016)**

The findings on Table 6.1 show that 217 of the respondents representing 73.6% of the respondents indicated that security reforms face opposition while 78 of the respondents representing 26.4% indicated that the reforms do not face opposition. From the findings of the study, it can be said that security sector reforms face a lot of opposition.

Those who were of the opinion that security sector faces a lot of opposition explained that: they are allocated little resources, bosses are not ready for the police reform implementation, there is resistance to change, government delay releasing funds for the reforms, political interference for example incessant change of police laws and regulations to suit individuals that the political class or the parliamentarians and the ruling coalition want it being spearheaded by non-reformists.

In an interview with Director of preventive Services in Anti-Corruption Agency he said:

Police subculture has been a great undoing because it has been ingrained in corruption. A culture of corruption, impunity, secrecy and closed society. To talk about democratic policing, community policing requires these officers to undergo a thorough sensitization to address them. Sensitization has been done but it just touches the periphery hence superficial. A transformation not reforms is required which will transform the police from the deep-rooted culture of corruption. Police employs young innocent cadet officers thinking they are infusing new blood and ethics but it is a matter of time and the evil of corruption is perpetuated. The police leaders or executive and the government agencies should go back to the drawing board and find ways of slaying the dragon of corruption. Dealing with this evil and giving it a death knock is the crust of the matter police will claim of a complete metamorphosis of change (DPS, in Nairobi on 6<sup>th</sup> /06/2016).

Bardivick (1995) observes the following which agree with the above sentiments that police subculture creates cynicism which is an ideological plank deeply entrenched in the ethos of the police world, and it serves equally well for attack on defense. For many reasons the police are particularly vulnerable to cynicism. When they

succumb, they lose faith in people, society, and eventually in themselves. Police cynicism is widely acknowledged, little quantified property of the police subculture. It is belief that the world or at least the criminal justice system- operates according to rules that are opposite to its publicly articulated principles. Crank (2004) in the same spirit observes that police culture influences the moral transformation and unifies cops with a shared perception of social justice and to have an effective transformation of police officers it is of importance to understand the police culture.

In an FGD with the junior police officers on why opposition for change in police reforms and transformation is there the respondent said:

The opposition seems to be brought by negative perception and lack of the police executives on explaining the depth and breadth of police reforms. The opposition being a bipolarity between the old school and the new school. For those in the old school feels that the reforms are geared towards rendering them out of work. The new school feels the old officers are not ready to accept them and hence dismiss them as inexperienced and not ready to work in police department. Some of them dismiss us as unfortunate we should have sought a job where education is valued. Since the first cadets were employed there has been infighting and it seems the old school are getting more promotion than those who claim they are educated and were supposed to be presented. The old school must embrace the new officers employed in the police department and work as a team (Focus Group Discuss with junior police officers in Nairobi on 18<sup>th</sup>/8/2016).

The above agrees with Hart (1996) who says that sometimes change bring antagonism. He observes that:

When the change relates to work associated procedures, or structures, the negative outcomes can range from a temporary and marginal reduction in productivity, through to internal sabotage and/or major industrial action. The outcomes will be dependent upon a large number of inter-relating factors and competing individual objectives such as the security of employment, future potential/remuneration, type of work...to understand and describe the process of change in police organizations, it is necessary to consider not only the human reactions to change, but also the mechanistic organizational functions and processes that bring about those effects in humans. Any attempt to disentangle functional, process and structural issues from the social and psychological aspects of the work force will result in an incomplete analysis.

Therefore, it is suggested that an integrative and holistic approach is necessary in order to understand and explain the processes of change in police organizations. It is suggested that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness (p.2).

The observation by junior officers also negates the spirit of the new constitution (2010) of Kenya. The New Constitution outlines some of the institutional and legal issues for police reform agenda (G.O.K, 2010). The National Task Force on Police Reforms (2009) proposed minimum academic entry requirements. This was because the task force found police officers who were illiterate and could not comprehend issues and the police were preparing themselves for the new dispensation of reforms and transformation which could be assisted by higher education.

There have been numerous studies (Scaramella, 2011:95; Bostrom, 2016) conducted through the years that concluded that officers with higher education tended to be more professional, received fewer citizen complaints, possessed more tolerance for diversity, possessed better oral and written communication skills, and seemed better suited for community-oriented strategies than their high school graduate counterparts. Most agencies feel higher education is a definite advantage to the individual officers, their respective agencies, and to the profession. Officers with more education have better work habits, and better work habits result in a perception that they are more professional. Some social scientists believe that a college education matters greatly and likely improves a police officer's effectiveness. One of the most enduring and sacred of American police reform proposals over the last century has been that police should receive more formal education, and in recent times, that has meant more college education. The nature of the people recruited into a police agency affects the quality of that agency's performance in profound ways (Skogan, 2004; Mastrofski, 2006)

The above does not mean that those that were employed before the police reforms are obsolete but the in-service training is encouraged. In-service training and continuous training efforts can help the police in improving their performance (Rainey, 2003).

In interview with DAPC on the why there is opposition by police officers on police reforms and transformation he said:

The opposition is brought about by the police officers feeling that they have been neglected. Since NARC came into power and promised to increase the police pay in four phases only one phase was implemented. The police pay is very low compared with of living in Kenya. Many of police officers survive with the little many they get from escort duties and some from the money they get from corrupts deals. When you talk of police reforms where the police officers will not engage in corrupts deals and the government is reluctant in implementing the welfare of the police officers. Think about how the police lives. The houses are makeshift; there is no toilet and basic amenities like water. When they go for operation nobody thinks about their welfare in terms of night outs and counseling. Some wonders what reforms means. On those in senior position they feel the reforms will destabilize their positions. Some have established their own cartels for making money and they cannot be transferred. Think of some senior police officers who have stayed in a station for six to seven years and they are transferring their juniors. If you don't compromise with them you are transferred from the county. Reforms means breaking the cartels and forced retirement (DAPC 1, in Nairobi on 27<sup>th</sup>/05/2016).

These findings are in line with that of Pino, (2006) who pinpoint the fact that transitional and developing states have several obstacles to reform, such as “insecurity, poverty, economic under-development, pressure from foreign states, a lack of social cohesion, and political instability”. These problems reduce legitimacy and that a lack of state capacity affects policing because of shortages of resources and working equipment. Further, these shortages affect training, morale, operations, indifference and the temptation of corruption; and weak police institutions within weak states become the result, which creates further instability in a transitional state.

Pieters, *et al* (2000) also observes that opposition is brought by status quo. Lack of explaining change process also creates resistance and to address it will mean “taking a series of deliberate but subtle steps to recast employees ‘prevailing views and create a new context for action (Garvin, 2011 pp.17-18). The police organization needs to explain to the police officers the change process and what is expected of them and that will hasten the transformation process.

The information is also in tandem with Graetz, (2006) who said that:

Almost all change management attempts are met with some type of barrier or resistance. The resistance can be caused by organizational politics, the inappropriate use of power, challenges to cultural norms and institutionalized practices, lack of understanding, inopportune timing, inadequate resources, incorrect information and even just employee suspicion of honorable management intentions (p.280).

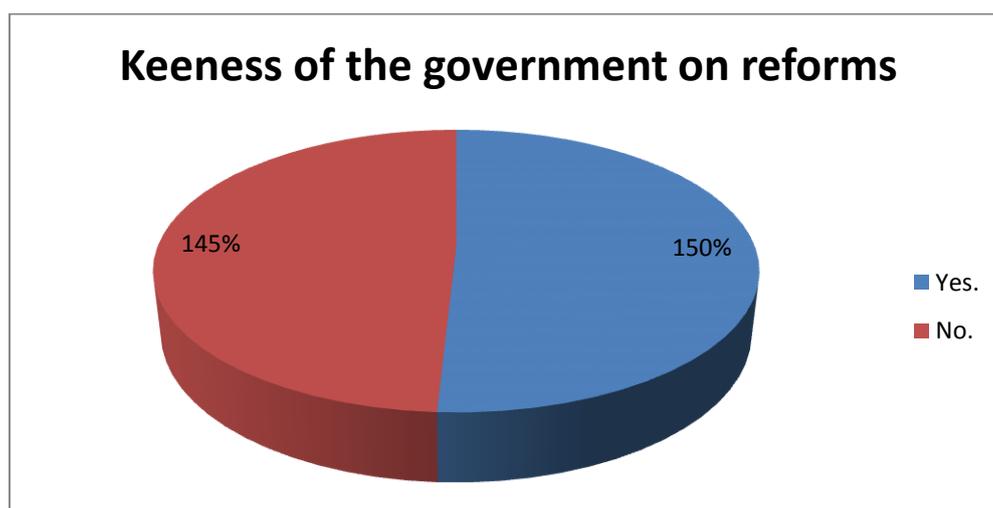
Those involved with changes process should understand the dynamics of change and use them to improve change efforts. Plans for change should be designed to optimize acceptance, maximize readiness and assure success according to Pieters, (2000) which resonates well with Graetz, (2006) who argues that the acceptance of change may range, like resistance, from weak to strong but the chief determinant of commitment are information, knowledge, power, shared vision and rewards.

Police officers are certainly adaptable to change and will accept it more readily when involved in the decision-making process. If officers are informed, resistance will be less when they know that changes are being made and the advantages of the changes (More, 2007). The above foregoing shows that there are many variables that need to be put into consideration. Police subculture, police welfare and specific issues affecting the senior police officers need to be considered.

## 6.2 Keeness of the Government on Reforms

Respondents were asked to indicate whether the government is keen on the police reforms. The findings were as presented in figure 6.2

**Figure 6.2 Keeness of the Government on Reforms**



**Source: Field Data (2016)**

The findings on figure 6.2 show that 151 of the respondents representing 51.2% indicated that the government is keen on the implementation of the police reforms while 144 or 48.8% indicated that the government is not keen on the reforms.

Those who were of the opinion that the government is not keen on the reforms explained that: the government has been recycling senior officers; corruption still thrives in the forces, delays in releasing the funds for police reforms, the governments' non-commitment to the reforms and use of outdated equipment by the forces. The National Police Commission Service (NPCS) has not been able to weed runaway corruption from police officers, not all encompassing and skewed. In an

interview with the Director of Preventive Service of Anti-Corruption Agency on corruption and vetting in National Police Service:

The vetting of police officers should be a multiagency and especially to vetting of senior police officers. In the proposal on police management in the report of National Task Force on Police Reforms (2010) and Police Reforms Implementation Committee (PRIC) it was proposed that the senior ranks were to be subjected to a review against a criterion that include professionalism, integrity, track record, and psychological fitness. It was to be developed jointly by the Public Service Commission today NPSC, the Ethics and Anti-Corruption Authority (EACC) and National Security Intelligence Service (NSIS) which is not happening. The vetting should be all encompassing. (DPS, on 6<sup>th</sup> /06/2016).

This conforms to the findings and recommendations by Police Implementation Committee (PRIC) (2010) and if the institutions are involved it will give credence and credibility to the vetting process which the junior officers felt it is not all encompassing and skewed.

### **6.3 Challenges facing Police Officers**

The respondents police officers of different ranks were given list of different perceived challenges and asked to indicate whether they applied to them. The findings were as presented in table 6.3

**Table 6.3 Challenges facing Police Officers**

Category	Yes	No	Total			
Have you ever had a mental problem because of the nature of work?	74	25.1	221	74.9	295	100.0
Have you ever thought of committing suicide because of job frustration?	48	16.3	247	83.7	295	100.0
Have you thought of exiting from the NPS?	237	80.3	58	19.7	295	100.0
Do you feel motivated in your place of work?	58	19.7	237	80.3	295	100.0
Do your bosses interact with juniors freely?	160	54.2	135	45.8	295	100.0
Are the police leaders aware of their juniors concerns, problems and suggestions?	134	45.4	161	54.6	295	100.0
Are junior police officers informed of critical issues, challenges and successes that the organization has experienced?	110	37.3	185	62.7	295	100.0
Is there a formal or informal method of rewarding the police in NPS?	127	43.1	168	56.9	295	100.0
Is the rewarding consistent?	37	12.5	258	87.5	295	100.0
Does inconsistency affect your performance?	220	74.6	75	25.4	295	100.0

**Source: Field Data (2016)**

The finding on Table 6.3 shows that 237 of the respondents representing 80.3% of the respondents had ever thought of exiting the forces. The study also found that 220 of the respondents or 75% agreed that inconsistency affect police performance. The Findings further revealed that 237 respondents representing 80% indicated that they do not feel motivated at their work places the number that felt they can exit from the service. 258 respondents representing 87% indicated that the rewards given to the officers were inconsistent.

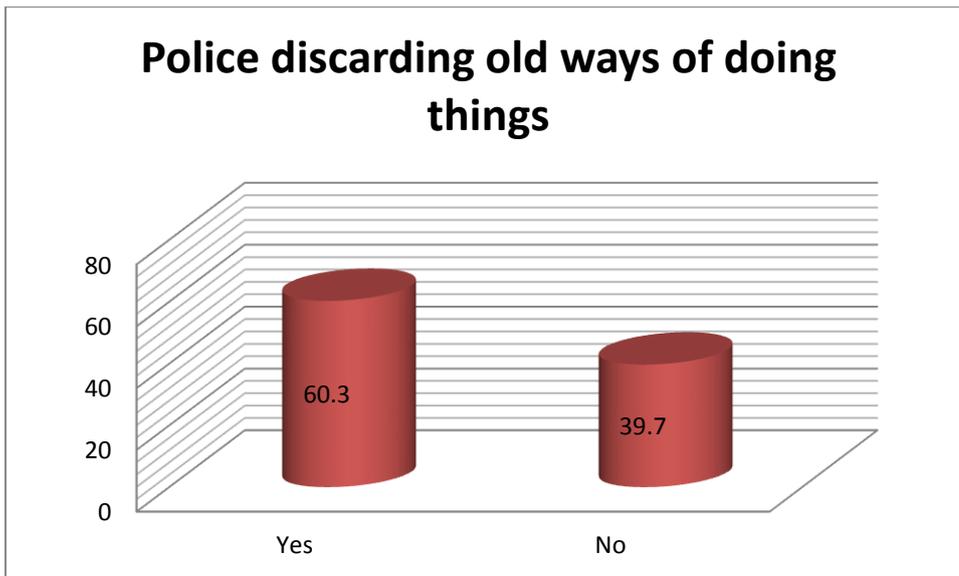
In interview with DAPC on the challenges facing the implementation of police reforms, he mentioned that:

The major challenge was that the police do not understand what is meant by police reforms which led to their resistance. Communication is another major challenge as information from the top does not reach the bottom and vice versa. We just hear from other quarter of what is happening and what are planning at the headquarters. (DAPC 1, in Nairobi on 27<sup>th</sup>/05/2016). In an interview with United Nation Officer of Crime and Drugs and Crime (UNODC) representative on the challenges facing police reforms, he mentioned that:

Reforms have not reached frontline police station level-it is still in top-level management or policy level. It should be cascaded to the local level where real policing is done. NPS is a just a name- the public just see APS and KPS wearing different uniform and they don't understand why. Police are still corrupt and is evident in public domain. When one talk of reforms and traffic police officer are taking bribes, it defeats the essence of reforms. Kenyan police are perceived to be most corrupt police internationally. This is a very big challenge which brings lack of trust between the police and its customers the members of the public. (UNODC, in Nairobi on 19<sup>th</sup>/05/2016).

## **6.5 Police Discarding Old ways of Doing Things**

The respondents were asked to indicate whether the police have discarded their old ways of doing things. The findings were as presented in figure 6.5



**Figure 6.5 Police discarding old ways of doing things**

**Source: Field Data (2016)**

The findings on figure 6.5 show that 178 of the respondents representing 60.3% indicated that police had discarded their old ways of doing things while 117 of the respondents or 39.7% indicated that the police had not discarded their old ways.

Those who mentioned that it was not easy to discard old ways explained that:

The police subculture is too ingrained, the policing is unique occupation, police role and functions set officers apart from other members of society, police corruption is so much ingrained, senior officers fear losing their position and power, fear of the young officers who are educated, junior officers copy vice from seniors, low morale, poor housing, low salaries, mechanistic training, limited support from the government, most senior officers are old school and do not want to change, poor relationship with public, police culture has become more of a disease, poor grades in recruitment and training, police still using old instruction methods and that it is difficult to teach an old dog new tricks.

In an FGD with the junior police officer on why it is impossible to discard old ways of doing things the officer said:

Discarding the habits will render them out of business. Many officers who are senior were employed when the government was not emphasizing on education. Bringing out the aspect of education, transparency, accountability through the oversight commissions will curtail their business. The introduction of meritocracy means that competencies will be appreciated and many officers work without being appraised. Many fear change and the change will change them. (Focus Group Discuss with junior police officers on 18<sup>th</sup>/8/2016).

This study is in conformity with the studies by (Kappeler & Potter, 2005; Bardivick, 1995; Crank, 2004) who found that police officers share the same cultural heritage, speak the same language, operate under the same laws, and share many values. They are also different from other members of society because of the unique role, social status, working in unique environment, organization, and social composition which shape the social character and personality and contribute to their unique behaviors. Police subculture creates cynicism which is an ideological plank deeply entrenched in the ethos of the police world. When they succumb to cynicism, they lose faith in people, society, and eventually in themselves. They form a perception “us versus them” A point which the police organization needs to consider during police reforms. (Their notions summarized).

On why it is impossible to change and discard the old ways the DAPC observed:

Change cannot happen when promotion and rewards in the police service is done arbitrarily by whims of powerful individual in the service who does not take into consideration the merit and qualification of officers. The proposal of streamlining and making promotions and rewards formal and consistent was proposed by Police Reform Implantation Task Force (2010) and has not been addressed hence low morale which has lowered the pace of transformation. There are officers who have done exemplary work and they have not been recognized while others have done nothing and they have state commendation if you ask them what they did they can't tell and that is misuse. (DAPC1, on 27<sup>th</sup> /06/2016).

This is observed by Quah (2007) who observed that low wages are likely to provide negative incentives to police officers; living wages should be provided to members of

the force with regular and reliable salary payments. He gave an example of Singapore where increasing the salaries of civil servants have made more competitive with the private sector has been an integral part of the efforts to decrease the opportunities and incentives for corruption (Quah, 2007). The finding in Afghanistan, the police reform includes measures aimed at reducing the excessive numbers of senior officers and using the savings to increase the salaries of rank and file officers (USAYS, 2007). However, most studies also agree that increasing salaries without effective monitoring systems as well as enforcement of sanctions is unlikely to have an impact on corruption (Chene, 2009).

#### **6.6 Areas addressed by the Police Reforms**

The respondents were given a list of areas expected to be addressed by the reforms and asked to indicate whether they had been addressed or not. The findings are as presented in Table 6.6

**Table 6.6 Areas addressed by the Police Reforms**

Category	Yes		No		Total	Percent %
Retention strategy	100	33.9	195	66.1	295	100.0
Compensation	177	60.0	118	40.0	295	100.0
Performance						
Measurement systems	137	46.4	158	53.6	295	100.0
Job satisfaction	89	30.2	206	69.8	295	100.0
Organizational culture	128	43.4	167	56.6	295	100.0
Employee empowerment	94	31.9	201	68.1	295	100.0
Morale	105	35.6	190	64.4	295	100.0
Communication and						
Shared vision	137	46.4	158	53.6	295	100.0
Promotion	149	50.5	146	49.5	295	100.0
Transfers	146	49.5	149	50.5	295	100.0
Scheme of service	134	45.4	161	54.6	295	100.0
Medical cover	214	72.5	81	27.5	295	100.0
Salary increment	60	20.3	235	79.7	295	100.0

**Source: Field Data (2016)**

The findings on Table 6.6 Show that the reforms had not addressed salary increment as indicated by 235 respondents represented 79.7%, job satisfaction represented by 206 or 69.8%, employee empowerment represented by 201 or 68.1% and retention strategy represented by 195 or 66.1%. The areas which had been addressed included compensation represented by 177 or 60% and medical cover respondent represented by 214 or 72.5%. The promotion addressed at 50.5%, transfers, addressed at 49.5%. This shows that a lot of work needs to be done to the transformation agenda. The job

satisfaction was very at 89 of respondent or 30.2%, employee empowerment was also at 128 respondents or 43.4%, morale was at 94 of respondent or 31.9% which send an alarming signal of the police officers who are expected to be champions of change.

This contradicts Police Reforms Task Force Stakeholders Executive Brief at Kenya School of Monetary Studies on 17<sup>Th</sup> May 2005 who had recommended for the development of policies with a view to examining current standards and practices in recruitment, deployment, training, career progression and exit and implementation of changes that promote morale, meritocracy and professionalism(PRTF,2015). If it was implemented within the span of five years the NPS would be having police officers who are vibrant, dedicated, efficient, dynamic, flexible and motivated not the opposite according to the findings who are cynical, lethargical, skeptical and apathetical on the reforms and transformation agenda.

As anti-dote to the above which lowers the morale and increases high turnover Cook (2008) observed that an organization must incorporate measures of its key learning into its retention strategy to retain top talent and remain competitive in the current labor market. He also said that just as the retention strategy must support the company's values and vision, so must the compensation and benefits package. Both must also focus on and support the employees' needs within the context of serving the business strategy. Researching key areas that are important to the organization's employees in terms of a compensation and benefits package is the key. Mapping this information into the plan and budget of the organization ensures that the salary and benefits program adds value to employees and the organization.

The comment is in conformity with the Lord *et al*, (1979) who says underpayment leads to lowered job performance. Orrick (2016) who also observed the same trend

and argued that the organizations are spending enormous amounts of resources on recruiting, selecting, and training new employees but they are unable to make progress because they are losing experienced officers to other employers because they don't remunerate them well. Even though the problem of turnover is approaching critical levels for many law enforcement agencies, the issue has not received as much publicity as it has in other professions.

This is consistent with Ransley (2009) which says that the low salary paid to the officers contributes highly to their predisposition to corruption, lethargy and inefficiency in the execution of their duties. While better pay may not directly translate to lower levels of corruption, the report noted it would certainly raise the stakes high enough for officers to feel worried about losing their jobs because misconduct or poor performance.

The Performance measurement systems the findings found had been addressed at 46.4% which is below average. This does not follow the Police Reforms Task Force Stakeholders Executive Brief at Kenya School of Monetary Studies 17<sup>th</sup> May 2005 which had warned that that the greatest challenge to any reform Agenda is the commitment and goodwill of leadership. The momentum of Police Reforms needs to be sustained by an effective monitoring and evaluation system to avoid reverting to business as usual. There should be a comprehensive Performance Appraisal System that integrates an effective monitoring and evaluation mechanism and continuously tracks down morale, career development and welfare of police officers to respond to human resource development challenges and improve corporate competitiveness. New scheme of service is proposed to attract, retention and motivation of staff, establishment of a comprehensive medical scheme and group life insurance as well as the establishment of a special fund to cater for dependents of police officers

killed in the line of duty (PRTF,2005). The issue of compensation and medical cover has been well addressed. According to the finding compensation was at 60% and medical cover 72.5% although not exhaustively addressed and there was ambiguity in its implementation which the police executives sensitize them so that it will not be a theory and rhetoric and not practical they said in the open-ended question.

In an interview with the Director of Police Reforms in the NPS on Human capital in the police reforms agenda he said:

Human resource management is important aspect in reform and transformation. To ensure that the service attracts knowledgeable and capable talent to provide competitive benefit packages to the officers, it will be prudent to realign with NPSC who are partially mandated to oversee some wider human resource functions. The key targeted areas include: -reducing police turnover, coherence in promotions and transfers, giving terminal benefits and health insurance, safety and health guidance, and providing housing and other benefits. (DPR, on 6<sup>th</sup> /05/2016).

The next chapter is summary, conclusions and recommendations

## CHAPTER SEVEN

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, conclusions and recommendations. The general objective of this study was to investigate how Security Sector Reforms and particularly police reforms influence transformation of National Police Service of Kenya. The study was, therefore, guided by the following specific objectives: to explore concept of Security Sector Reforms in the context of Kenya National Police Service, to assess influence of Security Sector Reforms on National Police Service transformation and to explain challenges entailed in Security Sector Reforms on the transformation of National Police Service in Kenya. The study was informed by the following theories: Expectancy Theory by Vroom and Lewin's Theory of Change and Equity Theory. The research was conducted using ex post facto design employing mixed method approach in data collection. The target population was law enforcement officers of National Police Service in Nairobi County and other stakeholders (commissions involved in policing and oversights and civil societies). The total population targeted was about 3560 police offices and considered police across all ranks, gender, years of service and departments. The study used probability and non- probability sampling methods and hence a sample of 399 of the officers and other stakeholders was used. The main research instruments used were the Questionnaires, Interview Schedules, Observation and Focus Groups. Two research assistants were used to assist in questionnaires and interview schedule administration, after a thorough training in the procedure of administration. Quantitative data were analyzed using descriptive statistics by use of SPSS programme. The data were presented in the form of frequency distribution tables,

graphs and pie charts. Qualitative data from open-ended questionnaires, interview guides and focus groups discussions used critical discourse analysis, data analysis spiral and narrative analysis. The data were coded thematically guided by the research objectives. Data was then analyzed through framing the language according to the information gathered on Security Sector Reforms and their influence on police transformation.

### **7.1 Summary of Findings**

The first objective was to explore concept of Security Sector Reforms in the context of Kenya National Police Service. On the concept of security sector reforms in the context of Kenya national police service, the study found that 286 respondents or (97%) of the respondents interviewed were familiar with the term security reforms. Areas addressed by the reforms included pay package being poorly addressed represented by 129 or (43.7%), departmental methods and systems on police reforms had been moderately addressed represented by 136 or (46.1%), police mobility/vehicles had been well addressed represented by 123 or (41.7%) and that police welfare had been poorly addressed represented by 94 or (31.9%). On time allocation, the study revealed that there was no time allocated for explaining police reforms as indicated by 198 of respondent or 67%. The findings further showed that 217 of the respondents or 73.6% of the respondents understood the mission of police reforms while 78 of the respondents or 26.4% did not understand the mission of the reforms. On understanding the formation components and issues of the reforms, the study found that 217 of the respondents or 73.6% of the respondents understood the mission of police reforms while 78 of the respondents or 26.4% did not understand the mission of the reforms. The study further revealed

that security sector was under firm political and democratic foundation as indicated by 158 of the respondents or 53.6% of the respondents.

The second objective was to assess areas of Reforms of National Police Service influencing transformation. Regarding the areas influencing of security sector reforms on the transformation of the National police service, the study found that 224 of the respondents 76.9% of the respondents indicated that police reforms had not been realized in the all areas of encompassed in the new constitution and tasks forces that established it. The following were some of the areas it has not addressed : non-increment of police pay has lowered the performance of National Police Service represented by 183 or (62%), commissions given the mandate to steer and oversee police reforms were doing very little in dealing with the welfare of police officers (57.3%), retention strategy-the police officers can exit of the NPS if they get another job (52.2%). The findings further revealed that 52.2% of the respondents indicated that their level of confidence with police reforms was below average. On the motivation of police officers, 68.1% of the respondents indicated that they were not motivated. On the training of the police officers, 74.2% of the respondents indicated that they had not been trained on problem solving. The following areas of problem solving had not been addressed: Crisis management represented by 231 (78.3%), stress management 204(69.2%), anger management 207(70.2%), financial management 224 (75.9%) and family therapy 234(79.3%). The study also found that the respondents had been trained on risk management 165(55.9%) and interpersonal relationship 171(58%). It was finally found that 189(64.1%) indicated that there was no clear guidance in police recruitment and training.

The third objective was to explain challenges in Security Sector Reforms on the

transformation of National Police Service in Kenya. The following were the challenges facing police reforms on the transformation of National Police Service: Police being obsessed by thought of exiting the forces and negative perception on the NPS 237(80.3%), inconsistency affecting police performance 220 (74.6%), lack of motivation at work place 237(80.3%) and inconsistent reward given to the officers 258(87.5%). Other challenges included: reward given to non-performers, lack of capacity building activities, junior officers copy vice from seniors, low morale, poor housing, low salaries, mechanistic training, limited support from the government, most senior officers being old schooled and do not want to change, and poor relationship with public, police culture, poor grades in recruitment and training and police using old instruction methods without embracing the modern methods.

## **7.2 Conclusions**

The following conclusions were made based on the findings of the study:

The study found out that a lot has been done as recommended by National Task Force on Police Reforms(2009) such as the establishment of Independent Policing Oversight Authority(IPOA), National Police Service Commission(NPSC), Internal Police Unit(IPU), renaming of Criminal Investigation Department to Directorate of Criminal Investigation(DCI) and has been anchored on New Constitution passed on 2010. The NPS has provided medical and life insurance although it is so ambiguous to most officers, the change of Kenya Police Force and Administration Police Force both to services and creation of Nation Police Service in charge of both services although, some people felt that changing of name should also correlate with the change of behavior and attitudes. Force Standing Orders (FSO) has changed to

Service Standing Orders(SSO),establishment of various Policies and Strategies on Anti-corruption, transfers, training and review of recruit and other cadres curriculum. The finding found that the following are almost established and operationalized: National Security Policy, National Policing Policy which has Community Policing as its pillars,. Despite the above achievements, there remains a lot to be done.

The research established the Following as per the objectives:

On the concept of security sector reforms in the context of Kenya national police service, it can be concluded that majority of the police are familiar with the term security reform but their knowledge was superficial. This was attributed to inadequate time allocated for the sensitization and training on what the reforms entails and the fact that a majority 73.6% did not understand the mission of the reforms.

The study also concludes that security reform has had very little impact of the transformation of the National Police Service. This is evidenced by the fact that commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers resulting to de-motivation. The research felt they the commission started on a wrong foot instead by teaching the officers on what is required of them but by firing them. The level of public confidence with the police was also still low given the public did not realize much change in the police reform. The reforms were not felt on the local areas and were centralized in Nairobi. The police officers felt that the oversight commission (IPOA) is doing little to support their policing but their main objective was witch hunting and intimidating the police hence impeding their performance. The study

concluded that the overlapping of functions and competition between KPS and APS is still rife. The APS felt they were being undermined by the KPS. They felt like they are underdog to KPS and their work is auxiliary or support to the KPS confirmed during any mission where the APS support the KPS. The respondent said that KPS are the mainstream police and passing of the constitution didn't change the feelings on the ground and still in mainstream policing where the KPS are still clinging to some mandates of APS for examples management of Airports and other governmental vital installations which specifically the work of APS. The respondent from APS concluded that is the reason they are not deployed to missions and specifically peace keeping and many of the APS are trained in peace keeping operations and have a directorate of the same serving Kenyans with officers in Njogoo house APS Headquarters, Nakuru and some officer have started peace ambassador Kenya Charter ministering in Universities.

The study finally concludes that there are many challenges facing the police reforms. The challenges includes: lack of motivation, reward given to non-performers, lack of capacity building activities, junior officers copy vice from seniors, low morale, poor housing, low salaries, mechanistic training, limited support from the government, most senior officers are old schooled and do not want to change, poor relationship with public, Police culture has become more of a disease, poor grades in recruitment and training, police still using old instruction methods and that it is difficult to teach an old dog new tricks. For the transformation to be complete and transformative the issues raised must be addressed by the police executives. The momentum for the reform and transformation must be maintained and be cascaded down to the local level where the junior officers are found and local communities.

The overall conclusion is that security sector reforms and transformation is required to change the police service in terms of service delivery to the members of the public.

### **7.3 Recommendations**

The following recommendations were made based on the findings and conclusions of the study according to the three specific objectives.

On the first objective the following can be recommended: The study recommends that the police officers should be trained on the police reforms. A serious reorientation and induction is required to understand the concept. This will improve their understanding of the mission of the reforms and how these can be realized. More time therefore needs to be allocated for such trainings and more resources to reach officers who in the locational level and be included in decision making.

On objective two the following can recommended: The government should consider improvements of working conditions of police officers. More resource should be allocated towards reforms of NPS. The regular promotions should consider merits not whims of individuals, consistent transfer and training. To deal with their welfare the respondent felt also that the NPS should start a psychological counseling department that will help in pre- incident stress.

Also to harmonize the training in the NPS service the study recommended a training policy that will defines all aspects of training and curriculum development in tandem with times should in place to guide all police academies in Kenya.

On the objective three the following were the recommendations:

Inclusion of junior officers in decision-making and this study police reforms. The face of opposition ranges from organization inertia to individual inertia and were brought by lack training and inclusion of junior officers.

Harmonization of *Nyumba Kumi* Initiative and Community Policing to avoid conflicts in terms of operations. The establishment of crime research center where all the information of crime, statistics and trends are found to strengthen research, intelligence and investigative capacities.

To hasten the transformation agenda, the NPS should create an environment that is motivating through prioritizing the police through improvement of their salaries, working conditions, right placement, proper retention strategies and succession planning.

Finally to deal with individual inertia from juniors officers the study recommended Management by their superiors by Walking Around (MBWA). Through the findings in this study the officers felt senior officers were not visiting them to see the conditions they working under and were not involving them hence resistance to reforms. This recommendation is in line with the findings and report of the Court of Inquiry No.1/2016(NPS,2016)

#### **7.4 Suggestions for Further Research**

This study was carried out Nairobi County to investigate how Security Sector Reforms and particularly police reforms influences transformation of National Police Service of Kenya. The study suggests that this study be replicated in other Counties in Kenya.

The study also suggests that another study be done on the psychosocial challenges of policing which was not the concern of this study. This will help in highlighting the psychological challenges leading to stress among the police which impacts on their performance.

The study further suggests that another study be done on the impact of leadership

and management on police transformation which was not the concern of this study.

To harmonize the difference in terms of demographic groups in policing sometimes defined by age and experiences another study should be done on how generational gap hinders reforms and transformation of police service

The study finally suggests that another study be done on organization change influencing police transformation because leadership and organization change has a great role in change in any organization. This will help in solving the issues around resistance to change.

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**APPENDIX 1: INTRODUCTION LETTER  
MASINDE MULIRO UNIVERSITY**

**DEPARTMENT: DISASTER AND HUMANITARIAN ASSISTANCE**

**KAKAMEGA**

**DEAR RESPONDENT,**

The attached questionnaire is concerned with research on “**security sector reforms influencing Transformation of National Police Service in Kenya**”.

Personal information will be treated with confidentiality. The data will be analyzed to help us gain better understanding of security sector reforms.

This study is the first of its kind and your cooperation is needed to make the study a success to contribute to knowledge and research in Kenya.

Findings will be used to guide future research in this area so that employers, and other stakeholders concerned with police reforms will be guided on how to make police reforms a success.

Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for research purposes by the researcher. Do not indicate your name anywhere on this form;

Thank you.

Yours sincerely,

David Kabera Muthondeki

Student.

## APPENDIX II: QUESTIONNAIRE

### SECTION A.

#### DEMOGRAPHIC INFORMATION

a) Please tick your gender information.

Male		Female	
------	--	--------	--

a) Please Tick Your Police Formation

Administration Police		Kenya Police	
-----------------------	--	--------------	--

b) What is your current rank in the national police service?

Rank	Tick
Inspector General(IG)	
Deputy Inspector General(DIG) of KPS	
Deputy Inspector General(DIG) of APS	
Senior Assistant Inspector General(SAIG)	
Assistant Inspector General(AIG)	
Commissioner of Police (CO)	
Senior Superintendent(SSP)	
Superintendent(SP)	
Assistant Superintendent(ASP)	
Chief Inspector(CIP)	
Inspector(IP)	
Senior Sergeant(SSGT)	
Sergeant(SGT)	

Corporal(CPL)	
Constable	

c) Period of service:

	Age	
1	Less than 2 years	
2	2-5 Years	
3	5-10 Years	
4	11-15 Years	
5	16-20 Years	
6	21-25 Years	
7	26-30 Years	
8	Above 30 Years	

d) State your current duty/work station\_\_\_\_\_

3. Age bracket:

	Age	
1	18-23	
2	24-29	
3	30-34	
4	35-39	
5	40-44	
6	45-49	

7	50-54	
8	55-60	
9	61 and above	

4. a) Level of education:

	Certificate		Area Of Specialization
1.	C.P.E/K.C.P.E/BELOW		
2.	K.J.S.E		
3.	K.C.E/E.A.E.C/K.C.S.E		
4.	K.A.C.E		
5.	CERTIFICATE LEVEL		
6.	DIPLOMA LEVEL		
7.	BACHELOR OF DEGREE		
8.	MASTER DEGREE		
9.	P.H.D		

**SECTION B: EXPLORING CONCEPT OF SECURITY SECTOR REFORMS  
IN CONTEXT NATIONAL POLICE SERVICE OF KENYA**

5a) Are you familiar with the term security sector reforms or police reform?

Yes		No	
-----	--	----	--

(b) Please indicate by putting a mark in the appropriate place how you feel the area has been addressed in police reforms agenda

		Very	Well	Moderate	Poor	Very
--	--	------	------	----------	------	------

		well				poor
1.	Pay package					
2.	Police Vetting As Part of Police Reforms					
3.	Departmental Methods and Systems on Police Reforms					
4.	Feedback Mechanisms					
5	Police Welfare					
6	Police mobility/vehicles					
7	Housing					
8	Retirement package					
9	Promotions					
10	Transfers					

(c) Has sufficient time been spent explaining police reforms in your department?

Yes		No	
-----	--	----	--

If No  
 explain \_\_\_\_\_  
 \_\_\_\_\_

6. Do you understand the following in national police reforms?

i)The mission of the NPS police reforms? Yes/No

ii)The foundational components and critical issues addressed in police reforms?

Yes/No6

7. State in your own way how police officer perceive police reforms?-----

-----  
 -----

5. What brought out the clamor for police reforms and does the police reforms really addresses those issues-----  
-----  
-----

6. Do you think the police reforms are all encompassing/does it include all areas that need to be reformed/ addressed? Yes/No

7. a) Do think the security sector reforms in Kenya are under firm political and democratic control?

Yes		No	
-----	--	----	--

If Yes explain-----  
-----  
-----

**PART C: ASSESSING INFLUENCE OF SECURITY SECTOR REFORMS ON TRANSFORMATION OF NATION POLICE SERVICE OF KENYA**

8. (a) Do think junior police officers were part of the process of police reform.

Yes		No	
-----	--	----	--

If No

explain\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

(b)Do you think there are some measures that have been put in place to prepare you for police reforms?

Yes		No	
-----	--	----	--

If \_\_\_\_\_ Yes \_\_\_\_\_ list \_\_\_\_\_ some \_\_\_\_\_ of  
 them \_\_\_\_\_

c) Do you think the purpose and mission of police reforms has been realized in Kenya

Yes		No	
-----	--	----	--

9. Tick your answer if you;

strongly agree (SA), agree (A), neutral (N), disagree(D) or strongly disagree(SD) with  
 the statement.

	STATEMENTS	SA	A	N	D	SD
1.	Police officers are not conversant with security sector reforms					
2.	Human rights abuse is still prevalent in the NPS					
3.	There is reduced corruption in the NPS					
4.	Police are more reliable these days than before					
5	There is cordial relationship between police and members of the public					
6	The police are more professional in dealing with the members of public					
7	The rate of crime still remains high in Kenya					
8	The presence of the police has greatly enhanced peace and stability					
9	Police service is managed in a transparent and					

	accountable manner								
10	The vetting of police officers has increased police accountability								
11	Police reforms has increased the morale of police officers								
12	There exists political interference in the police service								
13	Lack of increment of police pay has lowered performance of NPS								
14	The commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers								
15	I can exit the service if I get another job								

10.a) What is your level of confidence of police reforms in a range/continuum of 1-10?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

(b) Do you think police officers are motivated, encouraged, energized and committed to NPS mission and vision?

Yes		No	
-----	--	----	--

If NO explain why\_\_\_\_\_

(c) How can you rate the morale of the junior police officers?

Excellent	
Very Good	
Good	
Fair	
Poor	
Very Poor	

11.a) Are you considering leaving the National Police Service if you get a better place/job/education?

Yes		No	
-----	--	----	--

If \_\_\_\_\_ Yes \_\_\_\_\_ give reasons \_\_\_\_\_

(b) Do you think police reforms in Kenya has improved the public confidence with police?

Yes		No	
-----	--	----	--

(c) Explain \_\_\_\_\_ your answers \_\_\_\_\_

12. (a) How would you rate the influence of police reforms on crime reduction.

Excellent	
Very Good	
Good	
Fair	
Poor	
Very Poor	

b) Do you think because of reforms the police is the best placed to work.

Yes		No	
-----	--	----	--

If \_\_\_\_\_ No

why \_\_\_\_\_

c)What is the effectiveness of community policing and nyumba kumi initiative in crime reduction and community relations-----

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13. How is training, coaching and psychological counseling conflict management administered \_\_\_\_\_ in \_\_\_\_\_ your department? \_\_\_\_\_

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14. Do you think the junior members of the NPS have been trained in problem solving?

Yes		No	
-----	--	----	--

15. Are the police officers trained in the following personal specialized skills?  
Indicate Yes or No.

	Skills	Yes	No
1.	Stress Management		
2.	Anger Management		
3.	Risk Assessment		
4.	Interpersonal Relationship		
5.	Conflict Mediation/ Management		
6.	Financial Management		
7.	Family Therapy		
8.	Communication Skills		

16. (a) Are issues of critical incidents/ crisis management addressed in police reforms?

Yes		No	
-----	--	----	--

If \_\_\_\_\_ yes

explain \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

b)In your own opinion what is the cause of suicide and family breakdown in  
 policing? \_\_\_\_\_  
 \_\_\_\_\_

17. In your own opinion what do you think the government should do to address  
 psychosocial challenges facing  
 NPS? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

18.. Are there clear guidelines for recruitment, training, career progression,  
 promotional, in-service and exchange courses, appointments and exit on retirement or  
 for any other reasons?

Yes		No	
-----	--	----	--

**PART D: EXPLAINING CHALLENGES ENTAILED IN SECURITY SECTOR REFORMS ON TRANSFORMATION OF NATIONAL POLICE SERVICE OF KENYA**

19. Do you think police reforms have been facing opposition

Yes		No	
-----	--	----	--

If Yes explain the opposition some of the oppositions or resistances\_\_\_\_\_

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20. Do you think the government is keen in reforming the National Police Service?

Yes		No	
-----	--	----	--

If No explain what you think\_\_\_\_\_

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21. Please indicate Yes or No on aspects of challenges to the police officers

	QUESTION	YES	No
1.	Have you ever had a mental problem because of the nature of work?		

2.	Have you ever thought of committing suicide because of job frustration?		
3.	Have you thought of exiting from the NPS?		
4.	Do you feel motivated in your place of work?		
5.	Do your bosses interact with juniors freely?		
6.	Are the police leaders aware of their juniors concerns, problems and suggestions?		
7.	Are junior police officers informed of critical issues, challenges and successes that the organization has experienced?		
8.	Is there a formal or informal method of rewarding the police in NPS?		
9.	Is the rewarding consistent?		
10.	Does inconsistency affect your performance?		

22. (a) Give some ways of how psychosocial challenges are addressed in police reforms?

(b) Do you think it is easy for police officers to discard old ways of doing things?

Yes		No	
-----	--	----	--

If No  
 explain \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

23. Are the following areas addressed in police reforms?

		Yes	No
1.	Retention strategy		
2.	Compensation		
3.	Performance measurement systems		
4.	Job satisfaction		
5.	Organizational culture		
6.	Employee empowerment		
7.	Morale		
8.	Communication and shared vision		
9	Promotion		
10	Transfers		
11	Scheme of service		
12	Medical cover		
13	Salary increment		

24. What are other challenges facing security sector reforms in the National police service\_\_\_\_\_

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25. What would you recommend to be done to improve the performance of security sector in Kenya? \_\_\_\_\_

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**APPENDIX III: INTRODUCTION LETTER FOR INTERVIEW SCHEDULE OF SENIOR OFFICERS.**

Dear/Madam

My name is David Kabera Muthondeki. I'm a student undertaking a Ph.d. Program in Peace and Conflict Studies at Masinde Muliro University. I'm conducting research on **“Security Sector Reforms influencing Transformation of National Police Service of Kenya** “as part of my degree requirement. The study will be of importance both to me and National Police Service. Having served in police as a supervisor I am confident that you have deep knowledge of the security sector reforms and I hope that you would be able to share your expertise and experience with me.

I am seeking for a forty-five minutes with you in order to discuss the security sector reforms in Kenya. The interview would be conducted Face to face at a time and location convenient to you. Should you agree to be interviewed I would be willing to email you the interview schedule in advance of our interview.

Your decision to participate in this project is entirely free, informed, and voluntary, and you may refuse to participate or withdraw from the study at any time. If you choose, you also may remain anonymous. If you volunteer to participate in this study, please contact me by mobile phone at 0728288006 emails at [Muthondeki00@gmail.com](mailto:Muthondeki00@gmail.com).Details of the study and your commitment are on the attached information sheet. Your involvement in this project would be greatly appreciated

Yours sincerely

David Kabera Muthondeki

Student

## APPENDIX IV: INTERVIEW SCHEDULE OF SENIOR POLICE OFFICERS

The interview schedule has two sections. Section one is composed of demographic information and section two will consist of question the respondent will be asked in line with the objectives

### Section A. Demographic Information

1. Tick the gender of respondent

Male		Female	
------	--	--------	--

2.a) Tick the service of respondent in National Police Service

Administration Police		Kenya Police	
--------------------------	--	--------------	--

b) Current rank in the National Police Service?

Rank	Tick
Inspector General(IG)	
Deputy inspector General of APS(DIG)	
Deputy Inspector General of KPS(DIG)	
Senior Assistant Inspector	

General(SAIG)	
Assistant Inspector General(AIG)	
Commissioner of Police (CO)	
Senior Superintendent (SSP)	
Superintendent(SP)	
Assistant Superintendent(ASP)	

## **SEC B: OBJECTIVES**

### **1. EXPLORING THE CONCEPT OF SECURITY SECTOR REFORMS IN THE CONTEXT NATIONAL POLICE SERVICE OF KENYA**

a)What do you understand about security sector reforms and specifically police reforms

(Probe the following: What is the mission of the NPS police reforms, What are the foundational components/pillars

2. How does police officer perceive police reforms?

3. What brought out the clamor for police reforms and does the police reforms really addresses those issues

4. Do you think the police reforms are all encompassing?

(Probe whether it includes all areas that need to be reformed/ addressed? If there are some areas that are not addressed name them

## **2. ASSESSING THE INFLUENCE OF SECURITY SECTOR REFORMS ON TRANSFORMATION OF NATIONAL POLICE SERVICE OF KENYA**

5. What is the current level of trust and openness in the NPS?

(Probe whether the leadership is credible? Has sufficient time been spent developing relationships that foster trust in police reforms?)

6. How productive is the police organization? Include also the following;

(Probe whether the followers motivated or demotivated ? Do leaders have sufficient skills, knowledge, and motivation to productively inspire followers?)

7. How well do followers interact with leaders? Include the following;

Do they resist change specifically on police reforms? Are they prepared technically and interpersonally to be productive members of the organization? Do they demonstrate a strong commitment to the mission?

8. How effective is the communication process within the organization? And when people speak, do they achieve complete understanding and build positive relationships?

( Probe whether the organization have methods and systems in place to keep people properly informed on issues and police reforms?)

9. Are leaders aware of their followers' concerns, problems, and suggestions?

( probe whether they are informed of critical issues for examples progress on police reforms, challenges, and successes that the organization has experienced?)

10. a) What is the current level of morale of police officers in a continuum of 1 2 3 4 5 6 7 8 9 10.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Explain your range-----

-----

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b) Is the morale of followers different than that of leaders? If so, why?

11. How do you rate police performance in recent times?

(c) How would you rate the influence of police reforms on crime reduction.

Excellent	
Very Good	
Good	
Fair	

12. Is acceptable and ideal performance recognized in police service and in what ways is it recognized?

(Probe whether there is formal or informal method of rewarding people? If so, is it consistent? Is assistance given when someone cannot perform up to the stated

standards? 13. Is there a formal system in place to develop the skills of personnel in the police organization?

(Probe how they are administered. Whether training, coaching, and counseling is available to those who want or need it. Are they addressed in police reform?)

14.a) How has the image of the national police service changed in response to police reforms

(Probe on the take on corruption in national police service and how is addressed. And whether vetting has made police to be more responsible and accountable. Does is lower performance)

15. How would you rate the influence of police reforms on crime reduction.

Excellent	
Very Good	
Good	
Fair	
Poor	
Very Poor	

**3.EXPLAINING CHALLENGES ENTAILED IN SECURITY SECTOR REFORMS ON THE TRANSFORMATION OF NATIONAL POLICE SERVICE OF KENYA.**

15. Are there obstacles to police reforms, state some of them And how they are addressed

(Probe how organization inertia impede reforms agenda and how it is overcomed)

16. (a)Are the following areas addressed in police reforms?

		Yes	No
1.	Retention strategy		
2.	Compensation		
3.	Performance measurement systems		
4.	Job satisfaction		
5.	Organizational culture		
6.	Employee empowerment		
7.	Morale		
8.	Communication and shared vision		
9	Promotion		
10	Transfers		

11	Scheme of service		
12	Medical cover		
13	Salary increment		

(b) Any reaction to the above areas?

17.a) In recent times there has been high turnover of police going for other jobs what do you think is the problem and how is it being addressed in the policy level or managerial level

(Do you think bonding of officers for ten years is the best way of addressing this problem?)

(b) Outline the psycho-social challenges that affect police work performance and whether they are addressed in police reform agenda. In your own opinion what is the cause of suicide

c) Ransley committee (2009) was to address crisis in policing (Probe whether those crisis has been addressed, Whether merging of APS and KPS has increased police performance or has been an impediment

18. What is your take on police vetting is it working against police performance/Is it well addressed in comparing it with other variables considered in police reforms?

19. Your final comments on police reforms and national security in Kenya

**APPENDIX V: INTERVIEW SCHEDULE FOR COMMISSIONERS**

**SECTION A. DEMOGRAPHIC INFORMATION**

The interview schedule has two sections. Section one is composed of demographic information and section two will consist of question the respondent will be asked in line with the objectives

a) The gender

Male		Female	
------	--	--------	--

b) Current commission or the one the respondent was involved  
.....

**SEC B: OBJECTIVES**

**1. EXPLORING THE CONCEPT OF SECURITY SECTOR REFORMS IN THE CONTEXT OF KENYA NATIONAL POLICE SERVICE OF KENYA**

1. What do you understand about security sector reforms and specifically police reforms?

(Probe on the mission of the commission on NPS police reforms? And the foundational components/pillars of police reforms? And how they perceive police reforms?)

2. What brought out the clamor for police reforms and does the police reforms really  
(Probe:

Who were involved in the beginning of the journey of security sector reforms? Did it involved the junior officers (bottom layer) in the police reform agenda or brought agenda to them?

Do you think the police reforms are all encompassing/does it include all areas that need to be reformed/ addressed?

**2. ASSESSING THE INFLUENCE OF SECURITY SECTOR REFORMS ON PERFORMANCE OF NATIONAL POLICE SERVICE OF KENYA**

4.a)Do you think the police reforms have improved public confidence on police?

Yes	
No	

Please explain your answer

(b) How would you rate the influence of police reforms on crime reduction of crime and performance?

Excellent	
Very Good	
Good	
Fair	

Poor	
Very Poor	

5. a) In what ways have your commission has been involved in police reforms?

(probe what are some the specific issues they address, addressed or addressing on security sector reforms? Their take on corruption in national police service? As an oversight body why is the vice going on?

6. Describe the state of security in Kenya taking into consideration the police reforms

(Probe on human rights violation by the national police service? Is the relationship between the police and the citizen cordial?)

7. Do you think police officers are motivated, encouraged, energized and committed to NPS mission and vision?(Probe why high turnover and police reforms and how they are addressing it, is their method effective or best practice in other jurisdiction

b) Do you think the purpose and mission of police reforms has been realized in Kenya

**3. EXPLAINING CHALLENGES ENTAILED IN SECURITY SECTOR REFORMS ON THE TRANSFORMATION OF NATIONAL POLICE SERVICE IN KENYA.**

8. a)What are some the challenges encountering when dealing with police reforms?(Probe whether they considered the police organizational culture in police reforms agenda. And how they can you describe police culture and reforms? How they perceive organizational inertia in policing

Explain some of organization resistance that they have confronted so far in reform agenda)

b)Ransley committee(2009) was to address crisis in policing(Probe whether those crisis has been addressed, Whether merging of APS and KPS has increased police performance or has been an impediment

9. Outline the psycho-social challenges that affect police work performance and whether they are addressed in police reform agenda

10. In your own opinion what is the cause of suicide and family breakdown in policing and how it is addressed

11. Why vetting only police officers and capitalizing on financial probity

(Probe whether the method is lowering police performance

And why police perceive the agenda of police reforms as witch- hunting? And how the vetting is addressed

12a) Police reforms cannot be done in isolation. What are you doing to make sure other statutory institutions responsible for security are also reformed?

b) The implementation of police reform seems to exclude critical segments of the stakeholders, thus demotivating the local ownership for example refusal of governor to be the chair of county policing authorities .What is your comment

13. Any other comment needs to be understood in line with police reforms and performance

**APPENDIX VI: GUIDING QUESTIONS FOR FOCUS GROUP DISCUSSION FOR MEMBERS OF THE CIVIL SOCIETY**

The interview schedule has two sections. Section one is composed of demographic information and section two will consist of question the respondent will be asked in line with the objectives

**SECTION A. DEMOGRAPHIC INFORMATION**

a) Numbers of participants in terms of gender

Male	Female	
------	--------	--

b) Name of focus group -----

**SEC B: OBJEECTIVES**

**1. EXPLORING THE CONCEPT OF SECURITY SECTOR REFORMS IN THE CONTEXT OF KENYA NATIONAL POLICE SERVICE OF KENYA**

1. a)What do you understand about security sector reforms and specifically police reforms

b). Explain in your own way whether policing have changed(positive or negative) since 2008 and after the promulgation of the constitution 2010

2. a)How do you perceive ongoing police reforms?

b) When you hear of police reforms what comes in your mind. List some these things?

3. How does your organization/society contribute to the police reforms and SSR in Kenya?

4. What are the foundational components and critical issues that need to be addressed according to you?

5. Were you involved in any way by the government in police reforms? Do you think it was necessary? You can explain why it was necessary

6. What brought out the clamor for police reforms and does the police reforms really addresses those issues

7. Do you think the police reforms are all encompassing/does it include all areas that need to be reformed/ addressed?

**2.ASSESSING THE INFLUENCE OF SECURITY SECTOR REFORMS ON PERFORMANCE OF NATIONAL POLICE SERVICE OF KENYA**

8. a)Do you think the police reforms have improved public confidence about police service?

Yes	
No	

Please explain your answer

b)Do you think police are a more of a source of insecurity than giving security

(b) How would you rate the influence of police reforms on crime reduction.

Excellent	
-----------	--

Very Good	
Good	
Fair	
Poor	
Very Poor	

9. In what ways have you been involved in police reforms?

10. Describe the state of security in Kenya taking into consideration the police reforms

11. Do you think police reforms have been able to bridge the gap between the police and members of the public? If No explain

12. What is your take on corruption in national police service?

13. What your take on human rights violation by the national police service? Do you think human rights abuse is still prevalent in NPS

14. How do you rate the national police service in terms of performance?

15. Do you think police officers are motivated, encouraged, energized and committed to NPS mission and vision?

16. Outline the psycho-social challenges that affect police work performance and whether they are addressed in police reform agenda

18. Has police changed their culture of skepticism/cynicism and suspicion to the members of public?

**3. EXPLAINING CHALLENGES ENTAILED IN SECURITY SECTOR REFORMS ON THE TRANSFORMATION OF NATIONAL POLICE SERVICE OF KENYA.**

19. Which are some of organization resistance that delays reform agenda in National Police Service?

20. Do think police reforms are effective or rather a waste of public resources or is it public relation exercise/superficial

21. a)What do you think of police corruption as the biggest impediment in police reforms?

b) What is the contribution of members of the public to this pandemic of corruption?

c) How can the government address it?

**APPENDIX VII: GUIDING QUESTIONS FOR FOCUS GROUP DISCUSSION FOR MEMBERS OF THE PUBLIC (OPINION LEADERS)**

The interview schedule has two sections. Section one is composed of demographic information and section two will consist of question the respondent will be asked in line with the objectives

**SECTION A. DEMOGRAPHIC INFORMATION**

a) Numbers of participants in terms of gender

Male	Female	
------	--------	--

b) Name of focus group

**SEC B: OBJECTIVES**

**1. EXPLORING THE CONCEPT OF SECURITY SECTOR REFORMS IN THE CONTEXT OF NATIONAL POLICE SERVICE OF KENYA**

1. What do you understand about security sector reforms and specifically police reforms?

2. a) How do you perceive police reforms?

b) When you hear of police reforms what comes in your mind. List some these things?

4. What are the foundational components and critical issues that need to need to be addressed according to you?

5. Were you involved in any way by the government in police reforms. Do you think it was necessary? You can explain why it was necessary

6. What brought out the clamor for police reforms and does the police reforms really addresses those issues

7. Do you think the police reforms are all encompassing/does it include all areas that need to be reformed/ addressed?

**2. ASSESSING THE INFLUENCE OF SECURITY SECTOR REFORMS ON TRANSFORMATION OF NATIONAL POLICE SERVICE OF KENYA**

8. a)Do you think the police reforms have improved public confidence about police service?

Yes	
No	

Please explain your answer

(b) How would you rate the influence of police reforms on crime reduction?

Excellent	
Very Good	
Good	
Fair	
Poor	
Very Poor	

(c).What is the effectiveness of community policing and nyumba kumi initiative in crime reduction

9. In what ways have you been involved in police reforms?
10. Describe the state of security in Kenya taking into consideration the police reforms
11. a) Do you think police reforms have been able to bridge the gap between the police and members of the public? If No explain
- b) Explain why the civil society always blame the police department and how they can work together with the police
12. What is your take on corruption in national police service?
13. What your take on human rights violation by the national police service?
14. How do you rate the national police service in terms of performance?
15. Do you think police officers are motivated, encouraged, energized and committed to NPS mission and vision?
16. Outline the psycho-social challenges that affect police work performance and whether they are addressed in police reform agenda
17. Has police changed their culture of skepticism/cynicism and suspicion to the members of public?

**3. EXPLAINING CHALLENGES ENTAILED IN SECURITY SECTOR REFORMS ON THE TRASFORMATION OF NATIONAL POLICE SERVICE OF KENYA.**

18. Which are some of organization resistance that delays reform agenda in National Police Service?

19. Do think police reforms are effective or rather a waste of public resources or is it public relation exercise/superficial

20.a)What do you think of police corruption as the biggest impediment in police reforms?

b) What is the contribution of members of the public to this pandemic of corruption?

c) How can the government address it?

**APPENDIX VIII: INTERVIEW SCHEDULE OF JUNIOR POLICE OFFICERS**

The interview schedule has two sections. Section one is composed of demographic information and section two will consist of question the respondent will be asked in line with the objectives

Section A. Demographic Information

1. Tick the gender of respondent

Male		Female	
------	--	--------	--

2.a) Tick the service of respondent in National Police Service

Administration Police		Kenya Police	
--------------------------	--	--------------	--

b) Current rank in the National Police Service?

Rank	Tick
Senior sergeant	
Sergeant	
Corporal	
Constable	

## **SEC B: OBJECTIVES**

### **1. EXPLORING THE CONCEPT OF SECURITY SECTOR REFORMS IN THE CONTEXT NATIONAL POLICE SERVICE OF KENYA**

a)What do you understand about security sector reforms and specifically police reforms

(Probe the following: What is the mission of the NPS police reforms, What are the foundational components/pillars

2. How does police officer perceive police reforms?

3. What brought out the clamor for police reforms and does the police reforms really addresses those issues

4. Do you think the police reforms are all encompassing?

(Probe whether it includes all areas that need to be reformed/ addressed? If there are some areas that are not addressed name them

### **2. ASSESSING THE INFLUENCE OF SECURITY SECTOR REFORMS ON TRANSFORMATION NATIONAL POLICE SERVICE OF KENYA**

5. What is the current level of trust and openness in the NPS?

(Probe whether the leadership is credible? Has sufficient time been spent developing relationships that foster trust in police reforms?

6. How productive is the police organization? Include also the following;

(Probe whether the followers motivated or demotivated ? Do leaders have sufficient skills, knowledge, and motivation to productively inspire followers?

7. How well do followers interact with leaders? Include the following;

Do they resist change specifically on police reforms? Are they prepared technically and interpersonally to be productive members of the organization? Do they demonstrate a strong commitment to the mission?

8. How effective is the communication process within the organization? And when people speak, do they achieve complete understanding and build positive relationships?

( Probe whether the organization have methods and systems in place to keep people properly informed on issues and police reforms?

9. Are leaders aware of their followers' concerns, problems, and suggestions?

( probe whether they are informed of critical issues for examples progress on police reforms, challenges, and successes that the organization has experienced?

10. a)What is the current level of morale of police officers in a continuum of 1 2 3 4 5 6 7 8 9 10.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Explain your range-----  
-----  
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b) Is the morale of followers different than that of leaders? If so, why?

11. How do you rate police performance in recent times?

(c) How would you rate the influence of police reforms on crime reduction.

Excellent	
Very Good	
Good	
Fair	

12. Is acceptable and ideal performance recognized in police service and in what ways is it recognized?

(Probe whether there is formal or informal method of rewarding people? If so, is it consistent? Is assistance given when someone cannot perform up to the stated standards? 13. Is there a formal system in place to develop the skills of personnel in the police organization?

(Probe how they are administered. Whether training, coaching, and counseling is available to those who want or need it. Are they addressed in police reform?)

14.a) How has the image of the national police service changed in response to police reforms

(Probe on the take on corruption in national police service and how is addressed. And whether vetting has made police to be more responsible and accountable. Does is lower performance)

15. How would you rate the influence of police reforms on crime reduction.

Excellent	
Very Good	
Good	
Fair	
Poor	
Very Poor	

**3.EXPLAINING CHALLENGES ENTAILED IN SECURITY SECTOR REFORMS ON THE TRANSFORMATION OF NATIONAL POLICE SERVICE OF KENYA.**

15. Are there obstacles to police reforms, state some of them And how they are addressed

(Probe how organization inertia impede reforms agenda and how it is overcome)

16. (a)Are the following areas addressed in police reforms?

		Yes	No
1.	Retention strategy		
2.	Compensation		
3.	Performance measurement systems		

4.	Job satisfaction		
5.	Organizational culture		
6.	Employee empowerment		
7.	Morale		
8.	Communication and shared vision		
9	Promotion		
10	Transfers		
11	Scheme of service		
12	Medical cover		
13	Salary increment		

(b) Any reaction to the above areas?

17.a) In recent times there has been high turnover of police going for other jobs what do you think is the problem and how is it being addressed in the policy level or managerial level

(Do you think bonding of officers for ten years is the best way of addressing this problem?)

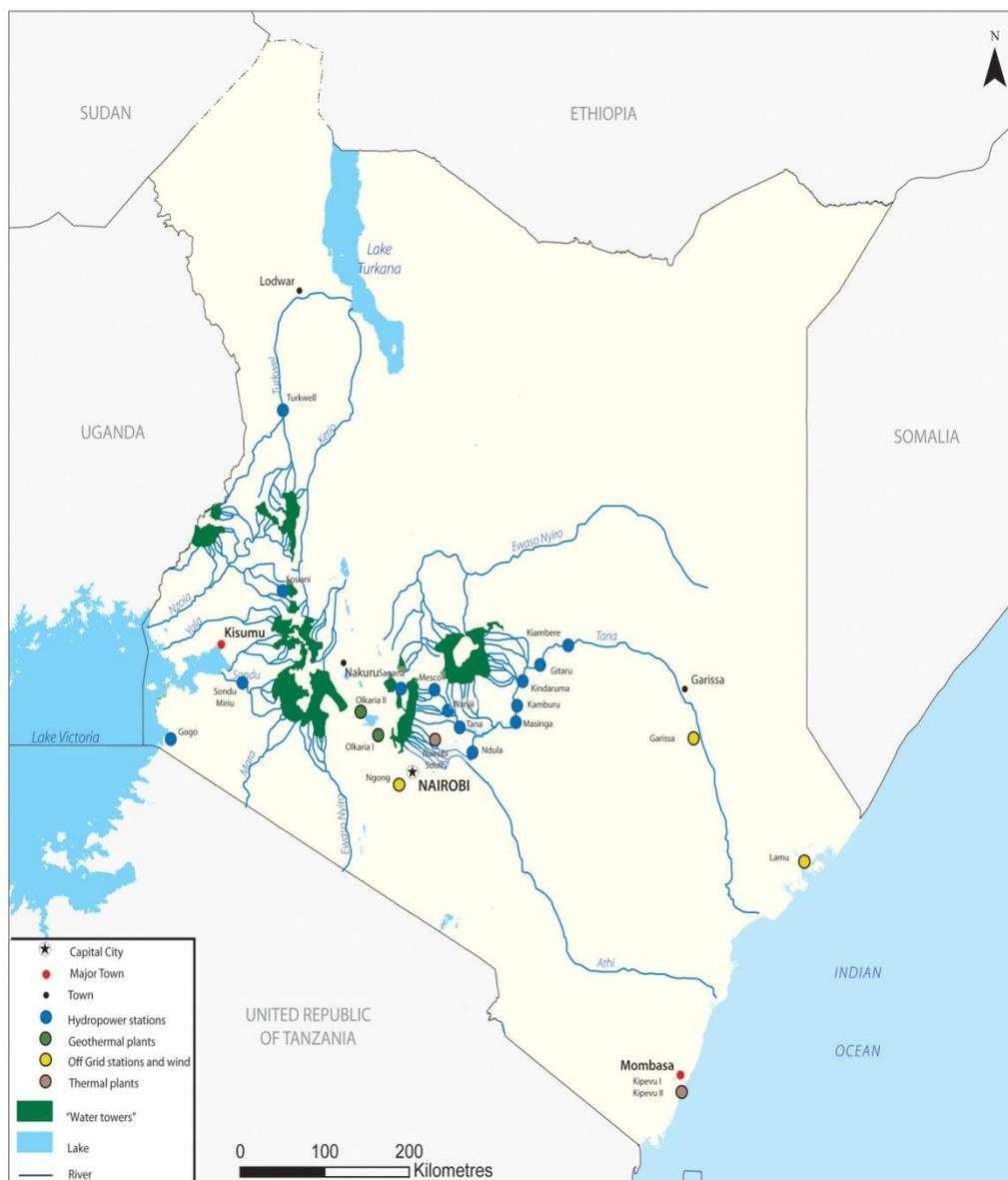
(b) Outline the psycho-social challenges that affect police work performance and whether they are addressed in police reform agenda. In your own opinion what is the cause of suicide

c)Ransley committee(2009) was to address crisis in policing(Probe whether those crisis has been addressed, Whether merging of APS and KPS has increased police performance or has been an impediment

18. What is your take on police vetting is it working against police performance/Is it well addressed in comparing it with other variables considered in police reforms?

19. Your final comments on police reforms and national security in Kenya

### APPENDIX IX: MAP OF KENYA



## APPENDIX X: RESEARCH PERMITS BY NATIONAL POLICE SERVICE



### OFFICE OF THE INSPECTOR GENERAL THE NATIONAL POLICE SERVICE

NPS/IG/ORG/2/14 (11)  
David Kabera Muthondeki  
Administration Police Service  
P O BOX 19284-00501  
EMBAKASI

4<sup>th</sup> April 2016

#### RESEARCH WITHIN THE NATIONAL POLICE SERVICE (NPS)

Your undated letter on the above subject matter refers.

The understanding is that you are a police officer undertaking a PhD program in Peace and Conflict Studies at the Masinde Muliro University and you are conducting a research on "Security Sector Reforms influencing on performance of the National Police Service" scheduled for a period of three (3) months with the NPS, NPSC and the community Opinion Leaders as your target population.

The Inspector General of the National Police Service has granted (approved) your request to collect data within the service as requested. You are therefore directed to discuss with the undersigned how your research findings shall benefit the organization. I believe this is contained in your Chapter one (1) of your Thesis Proposal which you may avail to facilitate the discussion.

You may contact the undersigned at your earliest possible.

Eng J. P. Ochieng PhD, SAIG, MBS

**DIRECTOR REFORMS**

cc Commandant  
Administration Police Training College  
P O BOX 19284-00501

## APPENDIX XI: RESEARCH AUTHORIZATION BY -NCST



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 310571, 2219420  
Fax: +254-20-318245, 318249  
Email: secretary@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: No. **NACOSTI/P/16/13740/9847**

Date:

**17<sup>th</sup> March, 2016**

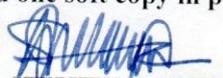
David Kabera Muthondeki  
Masinde Muliro University of  
Science and Technology  
P.O. Box 190-50100  
**KAKAMEGA.**

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Security sector reforms and its influence on performance of Kenya National Police Service,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **17<sup>th</sup> March, 2017**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

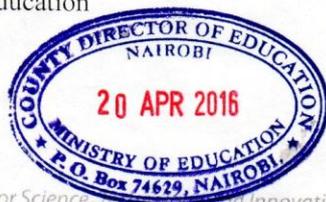
On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
DR. STEPHEN K. KIBIRU, PhD.  
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.



National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

# APPENDIX XII: RESEARCH PERMIT

**THIS IS TO CERTIFY THAT**  
**MR. DAVID KABERA MUTHONDEKI**  
**of MASINDE MULIRO UNIVERSITY OF**  
**SCIENCE AND TECHNOLOGY, 0-100**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**  
**on the topic: SECURITY SECTOR**  
**REFORMS AND ITS INFLUENCE ON**  
**PERFORMANCE OF KENYA NATIONAL**  
**POLICE SERVICE**  
**for the period ending:**  
**17th March, 2017**

**Permit No : NACOSTI/P/16/13740/9847**  
**Date Of Issue: 17th March, 2016**  
**Fee Received: Ksh 2000**

*David Kabera Muthondeki*  
**Applicant's Signature**

*[Signature]*  
**Director General**  
**National Commission for Science**  
**Technology & Innovation**



**APPENDIX XIII:INTRODUCTION LETTER**



**MASINDE MULIRO UNIVERSITY OF SCIENCE & TECHNOLOGY  
(MMUST)**

Tel: 0204400916  
Fax: 056-30836

P.O Box 190  
Kakamega - 50100

**OFFICE OF THE COORDINATOR – NAIROBI CENTRE**

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**Our Ref:** CPC/H/209/12

**Date:** 15<sup>th</sup> February 2016

Ministry of Interior National Police Service  
P O Box *44249 - 00100*  
Nairobi

Dear Sir/Madam,

**RE: DAVID KABERA MUTHONDEKI - CPC/H/209/12**

This is to inform you that the above mentioned person is a student of Masinde Muliro University of Science and Technology, Department of Peace and Conflict Studies Nairobi Centre, (Reg. No. CPC/H/209/12). He has already submitted his proposal to the University titled "**Security Sector Reforms and its influence on Performance of the Kenya National Police Service**", which has been approved by the University. He is now ready for field research.

Any assistance given to him will be highly appreciated.

Yours faithfully,

Dr. S. Vundi  
Coordinator, Nairobi Centre