The Effectiveness of Kenya Police Reforms on Service Delivery in Nairobi City County, Kenya

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Abstract

Performance in the Police Service in Kenya has been deteriorating over the years. For this reason, the National Police Service has recently developed an ambitious plan for police reforms, aimed at transforming the Police Service into an institution that will be modern, efficient and effective and responsive to the needs and expectations of the public. However, there seems to be a problem in the police reform program. Accordingly, the present study sought to ascertain the effectiveness of police service reforms on service delivery in the Kenya Police Service in Nairobi County, Kenya. Its objectives are to establish the effectiveness of personnel reforms on service delivery in the Kenya Police Service in Nairobi County; to establish the effectiveness of financial reforms on service delivery in Kenya Police Service in Nairobi County; to establish the effectiveness of legal reforms on service delivery in Kenya Police Service in Nairobi County; and to establish the effectiveness of cultural reforms on service delivery in Kenya Police Service in Nairobi County; The study adopted a descriptive, survey design and was cross-sectional in nature. The study was delimited to Nairobi County, Kenya and the respondents comprised of junior cadre police officers who are the main operatives on patrols and front office desks. A sample of 351 respondents was selected from a target population of 2883 officers using stratified random sampling. Primary data was collected using a questionnaire while secondary data was collected through a review of relevant content. Out of the 351 questionnaires that were distributed to the targeted respondents, one hundred and two were correctly filled and returned. Data was analyzed by use of descriptive statistics and presented using a pie chart, tables and narration. The results reveal that police service reforms are broadly categorized as personnel reforms, financial reforms, legal reforms and cultural reforms. Additionally, it established that while some aspects of these reforms are seen to be effective or even extremely effective in enhancing service delivery, others are not. The implication here is that those in charge of police reforms should be more careful when deciding which types of reforms to enact as some are likely to be unsuccessful, or even unpopular, resulting in poor service delivery.

Keywords: police, reforms, effectiveness, service delivery, Kenya police

1. Introduction

1.1 Background of the Study

1.1.1 Overview of Police Reforms

Policing is the most apparent aspect of the criminal justice system, and a well-regarded police service is a prerequisite for the positive perception of law enforcement and justice (Dean and Gottschalk, 2007; Gottschalk, 2010; Schafer, 2009; UNODC, 2006). A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of the law. As such, the major consideration for police reforms in any country is that it must take place within a wider comprehensive public sector reform programme (den Heyer, 2011).

Police reforms may take several ideal forms: organizational reform – in which the setup, chain of command, district layout, etc. are changed; methodological reform – in which the police start working in new ways, e.g. employing intelligence-led policing, community policing or hot spots policing; and cultural reform – the aim of which is to alter the way the police organization and its personnel looks upon and interacts with society or special groups, e.g. minorities (Holmberg, 2013).

In practice, these three types are rarely found in their pure form: for instance, a focus on community policing will

often necessitate organizational changes which in turn may impact police culture as well. Thus, when comparing police reforms, it may be more fruitful to look at the rationales behind them: what are the aims of reform? (Holmberg, 2013)

At least five rationales behind police reforms can be identified, none of them mutually exclusive. The first is that of adapting the police to ideas of New Public Management (NPM), making sure that results can be measured and accounted for (Holmberg, 2013). Here the focus may be on police management (e.g. Ashby, Irving, & Longley, 2007; Chan, 1999), performance management (e.g. Cockcroft & Beattie, 2009; Manning, 2008), or customer orientation (Coliandris, Rogers, & Gravelle, 2011).

The second rationale is that of maintaining or increasing police ability to combat and prevent crime, often prompted by notions of growing crime problems (Holmberg, 2013). One example would be Compstat (e.g. Bratton & Malinowski, 2008; Weisburd, Mastrofski, McNally, Greenspan, & Willis, 2003), even though Compstat was a reaction to other concerns as well. Problem-Oriented Policing (Brodeur, 2005; Goldstein, 1990) and the Broken Windows approach (Kelling & Coles, 1996) are examples of the same rationale even though not all new police methods lead to major reform of police organizations (see Bayley, 2008 for an overview of US inventions).

A third rationale is that of a police organization that is functioning so badly that reform is inevitable (Holmberg, 2013). Here, Belgium is a prime example; as described by Tange (2004), the three Belgian police forces were amalgamated under heavy pressure from a public enraged by numerous examples of corruption and incompetence.

A fourth rationale is that of impacting the public's feeling of security (Holmberg, 2013). Here, the concept of Reassurance Policing (e.g. Fielding & Innes, 2006) comes to mind, as does Community Policing (e.g. Greene & Mastrofski, 1988; Skogan & Hartnett, 1997).

A fifth rationale is financial (Holmberg, 2013). Recent proposals for police reforms in Scotland and the Netherlands are, at least partly, based on the fact that the police face drastic budget cuts in the future, a fact that plays a part in the proposed reform in England and Wales also.

1.1.2 Police Reforms in Kenya

In Kenya, the Kenya Police Service (KPS) has a responsibility to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders and enforce all laws and regulations with which it is charged (KPS, 2007). In general, Kenyans regard the Kenya Police as ineffective, and levels of trust in them are low. Kenyans want trust and confidence in police restored, and cooperation with police officers improved to enhance the safety and security of communities (GoK, 2009).

The genesis of policing in Kenya dates back to the pre-independence times. After independence, the constitution at that time had provisions for the establishment of a neutral police service. However, that was just on paper because political leaders turned the police service into a political tool for suppressing and/or repressing political opponents, real or imagined. 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 equipments among numerous other challenges. (Kivoi & Mbae, 2013). Not surprisingly, the Kenya Police Service has been polled as the most corrupt of Kenya's public institutions and been indicted for the abuse of human rights and the disregard of due process (Transparency International, n.d.).

As a result, police reform is a critical issue not only for community safety and economic development, but because there is intense popular demand for reduced crime and better police performance. In this regard, the constitution promulgated in 2010 made demands for structural and welfare reforms to be carried out in the National Police Service. This is informed by the fact that 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 (Kivoi & Mbae, 2013).

The government of Kenya is in the midst of implementing ambitious reforms in the country as is enshrined in the constitution key among them, National Police Service reforms (Amnesty International, n.d.; Kivoi & Mbae, 2013). The constitution stipulates various police reforms which if fully implemented will revamp the Police Service and address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations. The establishment of the National Police Service Commission (NPSC) was a big step towards reforming this critical public sector charged with enforcing Rule of Law. It is worth noting that whereas some steps have been made in implementing police reforms; many critical reforms are yet to be made key among them the vetting of senior officers, comprehensive life insurance for all police officers, provision of security kits to all officers and the construction of a

forensic laboratory for the Criminal Investigation Department (CID) (Kivoi & Mbae, 2013).

The National Police Service Act (NPSA) passed in August 2011 merges the Kenya Police and the Administration Police into one hierarchy and establishes the role of Inspector General of Police with authority over both policing branches. Article 41 of the National Police Service Act also places limits on the force which police are able to exercise, stipulating that an officer may use "force and firearms, if and to such extent only as is necessary." Publication of the Act was delayed for almost a year, raising serious concerns regarding political commitment to police reform (Amnesty International, 2013).

The National Police Service Commission Act establishes a civilian board to oversee recruitment and appointments of police officers, review standards and qualifications, and receive complaints from the public and refer them to the Independent Policing Oversight Authority (IPOA) and other government entities for remedy. Commissioners were appointed in October 2012 after several delays which raised concerns about whether sufficient political will existed to implement the reform package (Amnesty International, 2013).

The creation of the legislative framework for police reforms, followed by the establishment of the three core institutions - IPOA, NPSC and the IGP - are important milestones towards a reformed police service. By establishing these offices, responsibility for security has moved from the Presidency and is now spread across several institutions affording the police more autonomy from the executive and other sources of potential political interference (Amnesty International, 2013).

However, a study by Saferworld on police reforms established that despite the fact that changes have taken place, the police have not been able to reduce crime across the country. Hence, the impact of police reforms is yet to be seen. The report finds that 69% of the public is not aware of the new accountability mechanisms that have been put in place and 47% said that they do not trust the police to deal with cases of police misconduct. According to the report, police abuse of power and corruption remains high, as 64% of the police officers interviewed said that they know another officer who has been involved in corruption in the last ten years (Saferworld, 2008).

There are other developments that may serve to accelerate police reforms. The opening of space for public discussion on policing and police accountability has created a momentum for reforms and people have become bolder in calling for public inquests, making numerous calls for accountable policing in the media (Amnesty International, 2013).

However, there continues to be major obstacles to police reform in Kenya. Crime rates are still very high, there is widespread corruption, and policing approaches and actors are often politicized (Saferworld, 2008). The resultant poor performance in the police sector sticks out strongly and is distinct from any other poor performance in any other sector because lives, especially of those at their most productive stage, are lost (Maguire *et al*., 2007).

1.1.3 Service Delivery

The mandate of police is to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders and enforce all laws and regulations. In order to achieve this, structures for efficient delivery of services at all levels up to community level and special units have been developed (Ombwori, 2009).

As part of their service delivery, the major issues that police face when measuring their performance is that they work in an entirely different environment than most public sector agencies and that it is the government that sets the objectives which they expect police to achieve (Loveday, 1995).

According to Holmes and Goodman (2010), performance measures of police service delivery are generally done through the collection of both objective and subjective data. Objective data provide researchers with specific measures of police performance including response times, local crime statistics, minority employment statistics, etc. (Brown & Coulter, 1983; Kelly & Swindell 2002a). These data are useful in answering quantitative and benchmarking questions and are usually described as output measures (Folz, 2004). For example, how does one department perform when compared to a department in a similar city with regards to response time? How effective is a department in lowering crime rates within a locale?

Subjective data deal with individual, perceptual measures of satisfaction and expectations. While subjective data can yield useful information from a departmental perspective, it is most often used to evaluate citizen satisfaction and answers questions from the citizen perspective (Holmes & Goodman, 2010).

1.2 Statement of the Problem

Kenya is in the midst of an ambitious reform programme, including wholesale reform of its Police Force (Amnesty International, 2013). These reforms have been in response to high profile incidents such as the 2008 post-election violence and long-term policy brutality and killings. The new constitution passed in 2010 contain an ambitious

framework for police reforms, which, if fully implemented would overhaul the structure of the police service to address shortcomings which permit and perpetuate impunity for police abuses, establish an independent police oversight authority for the first time and new standards of conduct for the police (Amnesty International, 2013). However, while some important reforms have been undertaken, it is still unclear as to how they have impacted on service delivery (Amnesty International, 2013). Yet there is little or no known research that has been done to establish the effectiveness of Police reforms on service delivery. It is against this backdrop that this inquiry seeks to establish the effectiveness of police reforms on service delivery in Nairobi County, Kenya.

1.3 Purpose of the Study

The purpose of the study was to determine the effectiveness of Kenya police reforms on service delivery in Nairobi County, Kenya.

1.4 Research Objectives

i. To establish the effectiveness of personnel reforms on service delivery in the Kenya Police Service in Nairobi County.

ii. To establish the effectiveness of financial reforms on service delivery in the Kenya Police Service in Nairobi County.

iii. To establish the effectiveness of legal reforms on service delivery in the Police Service in Nairobi County.

iv. To establish the effectiveness of cultural reforms on service delivery in the Kenya Police Service in Nairobi County.

1.5 Research Questions

v. How effective are personnel reforms on service delivery in the Kenya Police Service in Nairobi County?

vi. How effective are financial reforms on service delivery in the Kenya Police Service in Nairobi County?

vii. How effective are legal reforms on service delivery in the Kenya Police Service in Nairobi County?

viii. How effective are cultural reforms on service delivery in the Kenya Police Service in Nairobi County?

1.6 Significance of the Study

The ability to diagnose and measure problems of service delivery within the public delivery systems is a pre-requisite to designing policy reforms and institutions to improve service delivery (Dehn *et al.*, 2002). In view of that, the findings of this study can be of value to policy makers, more so, those charged with implementing police reforms. This includes government officials, non-governmental organizations as well as security consultants. Secondly, the study can also be of practical value to the police service as it goes about implementing the said reforms. In addition, the present study will also be of empirical significance to academicians interested in the domain of police service delivery.

1.7 Scope of the Study

This research will concern itself with the effectiveness of reforms on service delivery within the public sector; it shall restrict itself to the Kenya Police Service in Nairobi County, Kenya. Junior cadre police officers will serve as respondents of the study. This group has been chosen because it plays a pivotal role carrying the actual police work as it takes orders from the police commanders.

1.8 Limitations of the Study

The first limitation of the study is the dearth of empirical literature that focus on the relationship between reforms and service delivery in the public sector in Kenya, more so in the context of the Kenya Police Service. This study therefore aims to fill this gap in existing literature. The second limitation is the cross-sectional nature of the study, noting that it is designed as a survey. Reform is usually very complex and takes time to develop and to have an impact; there is thus an ongoing debate over when to start making assessments of its consequences (Boston, 2000). Cross-sectional studies collect data at one instance, making it impossible to follow trends over a period and in effect causal conclusions. Therefore, in this study, associations will be made as a result of the descriptive nature of the study. The third limitation has to do with the choice of Kenya Police Service in Nairobi as the target population leaving out the other component of Administration Police. This can limit the acceptability of the generalizations of the study. However, since police services are generically similar, the findings will be valid to all police officers of the National Police Service.

2. Literature Review

2.1 Introduction

This chapter reviews the work that other scholars and researchers have done concerning the relationship between leadership styles and organizational performance. Theoretical and empirical reviews are done leading to a conceptual framework that guides the study.

2.2 Theoretical Review

The theoretical background of this study is drawn from two theories: legitimacy theory and the new public management theory/framework. The two theories are important because they both have useful application on management of public institutions of which the Police Service is one.

2.2.1 Legitimacy Theory

Legitimacy theory suggests the existence of external "institutional" factors that influence the design (nature) of services and control systems (Meyer and Rowan, 1977; DiMaggio and Powell, 1983, 1991; Deegan, 2000, 2002). In the police service context, such external pressure is exerted on the police by unions and its workforce; government; community; regulators and legislators; media; and creditors and suppliers (Hoque, Arends & Alexander, 2004).

Legitimacy theory is explained through two isomorphic processes – coercive and mimetic processes, as suggested by DiMaggio and Powell (1983, 1991). These processes lead to the "cloning" or homogenization of organizational practices or operations. Coercive isomorphism has been described as the formal or informal pressures of political influences to achieve legitimacy. Examples of coercive isomorphism include government mandates, the legal environment or even other dominant organizations such as the media. Mimetic isomorphism on the other hand, results from uncertainty. When organizations face uncertainty they are likely to imitate or model themselves on other organizations in their industry that are perceived to be legitimate (Scott, 1995; Covaleski and Dirsmith, 1988; Meyer and Scott, 1992; Covaleski *et al*., 1993; Hoque and Alam, 1999; Hoque, Arends & Alexander, 2004).

There is the view that organizations adopt certain systems, policies and procedures to demonstrate conformity with institutionalized rules, thereby legitimizing it, to assist in gaining society's continued support (Meyer and Rowan, 1977; Meyer and Scott, 1992; DiMaggio and Powell, 1983; Scott, 1995; Hoque, Arends & Alexander, 2004).

2.2.2 New Public Management Model

Managing and implementing democratic policing will require a strategic framework that incorporates democratic values. The new public management (NPM) philosophy has been described as a move towards a governance approach that places emphasis on transparency, performance management and accountability of public sector employees and managers. The philosophy has been identified as "one of the most striking international trends in public administration" that is capable of re-inventing government (Leishman et al., 1996).

In the police context, NPM places an increased emphasis upon personal and organisational accountability and superior levels of performance in police organisations and offers a sharper focus on the achievement of outcomes rather than on outputs (Gillespie, 2006). The provision of police services and the achievement of government outcomes is a balance between the demands of the community, and the organisation retaining its flexibility so that it may respond to emerging incidents. Police need to be able to meet the required government outcomes within their allocated budget, remain accountable for their actions, and meet imposed effectiveness and efficiency standards. Correspondingly, the police have a responsibility to propose outcomes for which they alone are not capable of meeting. They have the responsibility of correctly describing their relationship with the crime problem in the community, which should be done in consultation with the community (Reiner, 1986; Goldstein, 1990; Trojanowicz and Bucqueroux, 1990; Alderson, 1998).

The utilisation of the NPM performance framework by Police allows them to encapsulate the identification of high-level objectives and relevant performance indicators. The adoption of this approach by the Police was a significant achievement when it was used in conjunction with a compilation of comprehensive performance indicators. The adoption of NPM by countries such as New Zealand, Scotland and the United Kingdom enabled their police agencies to measure the performance of their organisations to the performance of other police organisations and enabled comparisons to be made over time. However, this approach, as noted by Donelly and Scott (2008), highlighted the difficulty in identifying the appropriate performance indicators when measuring the link between the organisation's funding and their ability to achieve government directed social outcomes, such as improving personal safety, and the difficulty in monitoring these indicators.

2.3 Empirical Review

The empirical review is made up of past literature on the area of leadership styles and its impact on organizational performance. Leadership plays an important role in organization performance, seeing that it is through leadership that the strategic objectives of the organization are operationalized. Accordingly, during the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academics and practitioners working in the area of leadership (Cannella and Rowe, 1995; Giambatista, 2004; Rowe *et al.*, 2005). Perhaps the most prominent reason for this interest is the widespread belief that leadership can affect the performance of organizations (Rowe *et al.*, 2005). This discourse is outlined in the following sub-sections.

2.3.1 Service Delivery

Improving service delivery systems has often been an integral component of wider moves to reform existing approaches to public service management more generally (Humphreys, 1998). To do this, public organizations often need to implement changes in the governance, design and delivery of public services (Pollitt & Bouckaert, 2004; Fernandez & Rainey, 2006; van der Voet *et al.*, 2013). However, the implementation of such organizational changes is a considerable challenge for public sector organizations (McNulty & Ferlie, 2004; Karp & Helgø, 2008; Kelman, 2009; Isett, Glied, Sparer & Brown, 2012; Piening, 2013;), where the likelihood of policy interventions and reforms failing to fully realize expectations is high (Ferlie *et al.*, 2003).

The policing literature has a tradition of reporting on citizen satisfaction with police performance as a measure of service delivery. Easton (1965), and later Dennis (1976), introduced the distinction between global attitude towards police and specific attitudes. Over time, specific experiences create the attitude of overall satisfaction. Since the early work of these authors, numerous studies have investigated the determinants of overall satisfaction (Dean, 1980; Scaglion and Condon, 1980; Carter, 1985; Brandl et al., 1994; Jesilow et al., 1995; Huang and Vaughn, 1996).

2.3.2 Personnel Reforms and Service Delivery

The Kenya Police Service (KPS) is understaffed, and the officers are not adequately equipped in terms of resources to effectively perform their duties. The current 1:850 ratio of police officers to citizens falls short of the United Nations (UN) recommended ratio of 1:450. Moreover, police officers work under deplorable conditions and terms of service, which may predispose them toward oppressing the public they are supposed to serve (Mbote and Akech, 2011).

With regards to recruitment, transparency, regularity and fairness must be hallmarks of personnel decisions not only at the top of the Police Service, but at all ranks. Many police officers, at all ranks, owe their positions not to their academic qualifications or to their performance on the job, but rather to the patronage of powerful individuals outside the Police Service (KPS, 2007).

Recruitment into the police is typically forked on the basis of formal education, leading to an organization that distinguishes, in military fashion, among rank and file. Lower ranks require minimal levels of education, attested by certificates; officers are recruited from institutes of higher education. With rare exceptions, it is difficult to move up in the hierarchy from lower ranks to officer levels through experience and merit (Munanura, 2007).

The consequences of this pattern of recruitment are disastrous for identification with the organization, morale, and effectiveness. Lower ranks know that their career opportunities are severely limited, no matter how long or how well they perform, and that their superior officers look down on them because they lack longer periods of formal education. Officers, as they are among the educated elites of their countries, or as students will tell you they are 'the future leaders of their country' (university education is strongly pyramidal), are completely convinced that they are better than less-educated folk, and that they deserve respect from others, including their own police; they know little about policing as it happens on the streets not having come up through the ranks, nor are they trained formally in such matters; and they think little of using the lower ranks as personal protectors and even servants. There is little identification across ranks but, possibly within ranks (this is a hypothesis since there is no research on this), that all belong to a common organization or that all police are engaged in a common enterprise (Marenin, 2009).

Stone and Ward (2010) argue that reforms can also be achieved through police training. According to them, any change in the habits and activities of police requires new training. But training alone has limited impact unless coupled with practical reforms in management, deployment, and supervision. In every force or service, new recruits complain that training courses do not prepare them for what they encounter on the street. Once on the job, they are often told to leave their training in the classroom and follow the lead of experienced officers.

Training that accurately anticipates the situations police will encounter - including hostility from average citizens and

resistance from suspects - can help police prepare to handle those situations less violently, but more effectively (Goldstein, 1997). Training programs in the proper, restrained use of firearms and in alternatives to lethal force, such as verbal judo (a technique of using words, not force, to subdue a suspect), are popular with police as well as human rights groups. The misuse of firearms by police is responsible for hundreds of civilian deaths each year in the United States (Stone & Ward, 2010).

Training in investigation and legitimate interrogation techniques may similarly help reduce the unnecessary use of force to extract confessions. What they need is practical, hands-on training on interrogation without using force, plus training in fingerprinting, handling evidence, and intelligence gathering. Developing these basic skills, and updating them for senior officers, could help police avoid using mental or physical abuse to obtain information. Management and executive education is also a newly popular form of in-service training for the police. Senior officers are more likely to conceive of themselves as commanders rather than managers or executives, although some police executives have begun to apply private-sector management theory to policing (Hoover, L., 1996).

One can find on official websites and in occasional police reports, what functional units in the organization officers are nominally assigned to. But little is known on how and where the police actually work. One pattern that is known is that police personnel assigned to patrolling basically work in upper class and expatriate areas and housing estates, and that many are siphoned off into protection services for VIPs. Police area treated as a status symbol by the political elites. One can always tell how important a person is by the number of police officers who swirl around her or his every move (Marenin, 2009).

The other pattern which can be found in every state are roadblocks thrown up by the police, legally or on their own initiative, ostensibly to control traffic, check vehicle safety, and prevent the travel of criminals on roads. Their real reason, which everyone knows –police, their managers, the public, media – is collecting a 'road tax,' money which has to be 'paid' to the police for one to be allowed to continue. The 'tax' hits hardest and most frequently on people who make a living driving taxi, public service vehicles, and lorries as their livelihood. Anyone who has ever driven in African countries, or taken a llong-distancetaxi, has experienced the standard opening remarks (or some version thereof) by a police officer when stopped at a roadblock, namely, 'what have you brought for me today?' (Marenin, 2009)

2.3.3 Financial Reforms and Service Delivery

The principal cause of dysfunctional policing is the severe scarcity of resources with which the police must contend (KPS, 2007). More importantly, the police in African countries are under-funded, especially compared to the military and other state security organs; one consequence of under-funding is a lack of capacity to systematically acquire and analyze the information necessary for an effective and efficient running of the organization (Marenin, 2009).

While making proposals for a revamped police service in the United Kingdom, the UK Home Office (1993) gave suggestions on how to make the police services more effective as far as service delivery is concerned. Among these is the autonomy to do the following, amongst others: to set the budget for the year and to approve and publish a costed plan of policing. The police authorities should ensure that the plan is designed to deliver both the key government's objectives and those which are set locally, to monitor financial and other performance of the police service during the year in terms of key and local objectives and targets, and to maintain dialogue with the Home Office on key and local objectives for policing, among others.

As for the budgeting, the police authorities should be constituted as free-standing corporate bodies with own standard spending assessment. Like other state bodies, police spending will be subject to audit by Government Auditors. One of the main objectives here is to give police managers more freedom to manage their resources in order to deliver what is expected of them by the members of the public. (Home Office, 1993)

Legislatures oversee the budgets of law enforcement agencies and can control the police by directing funds to stations, units, or programmes. But the same holds true: rarely are legislators willing to withhold funding for such an essential service as policing. Nor do they commonly use their authority to deny funding for certain activities or impose conditions and limitations on how the funds are spent by police agencies (Stone & Ward, 2010).

However, an infusion of funds alone will not solve KPS's managerial and cultural problems; only serious, sustainable institutional reforms can transform the Kenya Police from being a "Force" to a "Service." (KPS, 2007)

2.3.4 Legal Reforms and Service Delivery

Police reform can also be conducted through executive oversight. In this case, police chiefs answer directly to elected officials - mayors, governors, or presidents - or to someone appointed by an elected official, such as a board of

commissioners or a Cabinet Secretary. Some of these officials attempt to direct police tactics and strategies; others exercise control primarily through the budget; still others submit to their police chiefs completely. The force of executive control seems to depend on personalities and political traditions more than on its precise structure (Stone & Ward, 2010).

Ombudsman services, oversight commissions, and Inspectors General of Police (IGPs) - with widely varying powers - also attempt to hold police accountable. In Warsaw and in Mexico City, for example, the ombudspersons receive complaints from the public regarding all government departments, a small number of which concern police; in Sao Paulo, the ombudsman receives complaints only relating to police, as does South Africa's Independent Complaints Directorate. In India, the National Human Rights Commission receives complaints about a range of government agencies, but most of its investigations concern allegations of police misconduct. Like civilian complaint review boards (discussed below), these mechanisms are created principally for a public audience. Not only must they work toward making the police more accountable, but the public must see that they are doing so (Stone & Ward, 2010).

Once created, however, these Ombudsman services, commissioners of oversight commissions and IGP are expected to take concrete actions in addition to issuing public reports. All can refer cases to public prosecutors or police commanders for prosecution or appropriate discipline; some can initiate prosecutions themselves; and a few provide guidance to police commanders on training, regulations, and operational tactics. To make these actions effective, however, the ombudsman services, commissioners, and IGP must work closely with police and prosecutors, compromising public confidence in their independence (Stone & Ward, 2010).

In societies plagued by crime, citizens demand that police crackdown on criminals, even at the expense of their own liberties. Indeed, in many countries, the majority of citizens approve of the use of brutality to fight crime (Stone & Ward, 2010). For example, in 2006, Amnesty International (AI) issued a document on unlawful killings by police and deaths in police custody in Trinidad and Tobago (T&T). Of concern was excessive use of force, including summary executions, deaths of persons in police custody, and the failure of authorities to properly carry out investigations and sanction officers' conduct (AI, 2006).

2.3.5 Cultural Reforms and Service Delivery

It is important to acknowledge the difficulty and the necessity of changing the culture of policing in Kenya. Ultimately, the long-term success of any programme of police reform depends to a great extent on the institutional culture that prevails within the Service. Where the prevailing culture is one of corruption and impunity, changing that culture must be one of the central goals of police reforms. A transition from a "force" to a "service" is a fundamental transformation in the way the individual police officer applies himself/herself to his/her work and conceives his/her relationship with the public, day in and day out (KPS, 2007).

In Africa, the culture of the police has not changed much, as far as one can tell from the origins of the police as a colonial institutional invention and imposition, as a tool for the government and social leaders to control local populations and protect the rights and privileges of the powerful (Marenin, 2009). For example, the Police Law in Nigeria, which still governs the organization, roles, and duties of the police, was written during British rule in 1943 and only in 2007 has the Nigerian legislature begun to hold hearings on rewriting the law (Asiwaju & Marenin, 2009).

Chan (1996) found that police culture was often cited as being the major obstacle to police reform, thereby advocating for the need to allow for the existence of multiple cultures. Therefore, advising on police reform in developing and transitioning countries requires an appreciation of, and modification to, the local culture, as well as the consideration of the capabilities of the local institutions (Casey, 2009).

Other studies of police culture that exist indicate that the police share many values and priorities with other police services across Africa and the globe and partake in common cultural views of their societies, the main ones being that the powerful deserve to be protected and that corruption is acceptable and even necessary in order to survive on what are generally quite meager salaries, frequently in arrears, not paid at all, or siphoned off by more senior staff. Fringe benefits are not paid, or simply disappear. Even basic equipment is not provided and in some cases the police have to use personal phone cards to conduct official business since the official police phones do not work (ASDR, 2001, 2002).

Shared police culture values include the view that force is an appropriate tool to confront suspects or the public, to gain confessions, and to punish critics, wrongdoers, and symbolic assailants (Carter & Marenin, 1981); acute awareness that being a police officer provides opportunities to engage in graft; a sense among lower ranks that the police need to protect themselves and each other ('the blue curtain'); and the knowledge that the public does not trust,

appreciate, or wants anything to do with them. At the lower ranks especially, policing is not seen as a vocation but as a job one is glad to have, despite its drawbacks, when many others are unemployed (Marenin, 2009).

It is envisaged that there will be need for change of attitude by the police officers toward their duties. The Police Service will be oriented towards meeting the needs of civilians and institutions of a democratic society through the delivery of policing services of high standards; guided by the principles of integrity, respect for human rights, non-discrimination, impartiality and fairness. Accordingly, the Service must deal both at personal and institutional level with issues that bring disrepute. Such behaviour is manifested in apathy and lack of work ethics, lack of commitment, defensive approach to issues, blind loyalty to powers outside the service, and indifference approach in service delivery (KPS, 2007).

In Kenya, it is the duty of government through the police to ensure reduction of gender-based violence (GBV) by sanctioning perpetrators of crimes and sending a clear message to the population that such actions will not be tolerated; by increasing awareness throughout society that physical and sexual violence are criminal acts; by increasing access to the legal system and by improving institutional responses to the survivors of violence. In this regard, the Police Force has instituted reforms to make the police more accessible to the community and more responsive to the community's needs such as setting up police gender desk to respond to cases of GBV at police stations (IEA, 2009).

In response to the concerns of women's and anti-domestic violence groups, some police departments have created special resources for female crime victims. Police departments in Brazil and India have established women's precincts - staffed mainly by women police officers - where women are encouraged to report rape, domestic violence, and child abuse (Stone & Ward, 2010).

Another problem is that the handful of special precincts is only accessible to women who live near them. The Uganda Police Force has developed a second model for responding to crimes against women: gender desks, or family protection units, in every station house, staffed by an officer, male or female, who is specially trained and sensitive to gender issues. In addition to dealing with the criminal cases in greater privacy than usual, the officer refers victims to shelters, counseling, lawyers, and other services (Stone & Ward, 2010).

2.4 Summary of Literature Review and Research Gap

Effectiveness and efficiency in the security sector is vital for any country's social and economic development. The Police Service has a responsibility to ensure that all citizens and visitors alike go about their businesses in a secure environment. Two theories namely Legitimacy Theory and New Public Management Model have been used for the study. Empirical review focused on the following variables: Service delivery as the depended variable in relation to how it is affected by the independent variables of personnel reforms, financial reforms, legal reforms and cultural reforms. From the foregoing, it has become evident that there is a missing link between the reforms being undertaken in the Kenya Police and the actual services being provided by the officers. Insecurity in most parts of the country remains a headache to many Kenyan residents. The question that keeps begging for an answer is "Are the Police reforms really effective at all?"

2.5 Conceptual Framework

Figure 1 below is the conceptual framework that the study is going to adopt. The conceptual framework for this study is a schematic diagram of the independent variables and the dependent variable. The independent variable – police reforms - will be represented by four key project aspects (personnel, financial, legal, and cultural reforms). The dependent variable is service delivery, which will be measured using satisfaction.
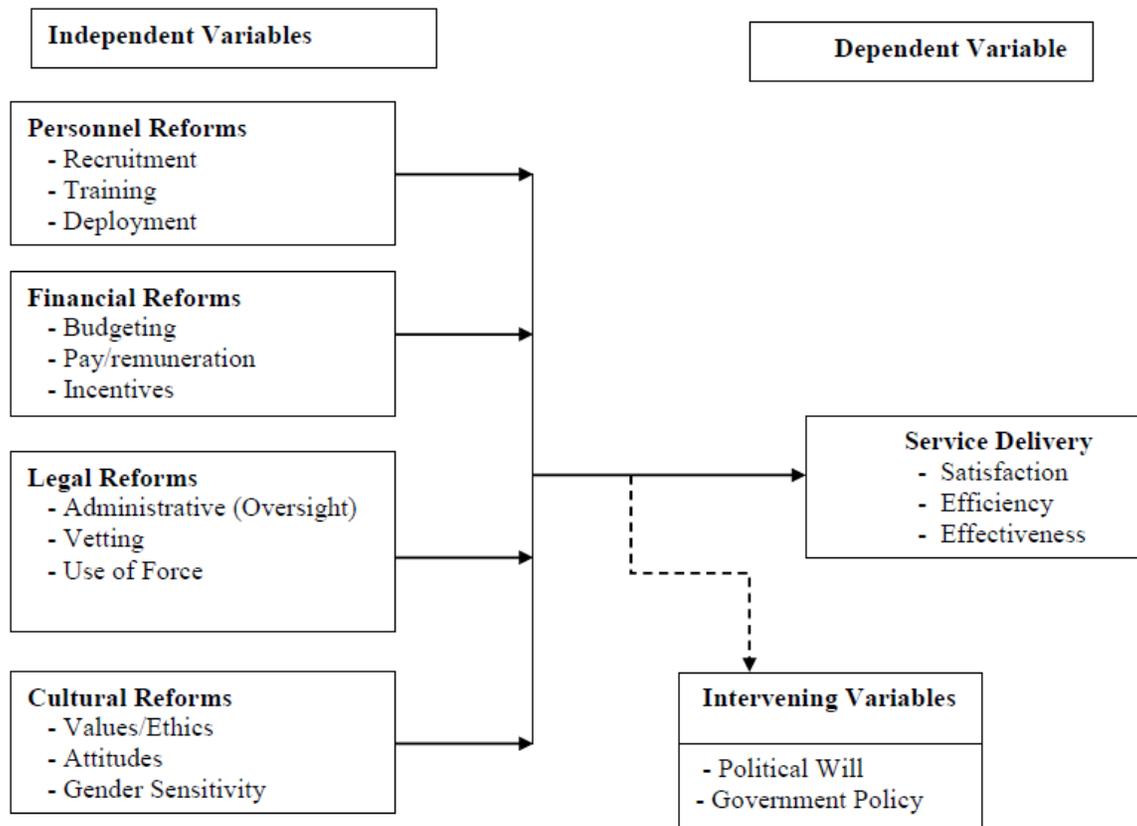
Figure 1. Conceptual Framework

2.5.1 Explanation of the Diagram

The conceptual framework depicted in the diagram above is composed of four independent variables and one dependent variable. Since the variables used in the conceptual framework are not directly measurable, the indicators shown under each of them serves to operationalise the respective variables. The independent variables namely Personnel reforms, financial reforms, legal reforms and cultural reforms all have one main objective, namely, to improve service delivery. Service delivery, on the other hand, is operationalised through satisfaction, efficiency and effectiveness. The Police reforms and service delivery are causally linked by the intervening variables of political will and government policy. Without these two, the reforms may never bear any meaningful outcome in terms of service delivery.

3. Research Methodology

3.1 Introduction

This chapter outlines the research design chosen and the reasons for the choice. It describes the methods and procedures to be used to ensure that the various areas address the central research questions. The research also seeks to identify the sample chosen and the target population to provide data for the study. The research procedures to be used as well as the data collection methods that will be employed will be outlined and justified. The chapter will conclude with data analysis methods to be used to present and explain the results of the study.

3.2 Research Design

This study used a descriptive, survey design. Descriptive studies are those concerned with finding out who, what, when, where or how much, while cross-sectional studies are those that are carried out once and represent a snapshot of one point in time (Blumberg *et al*. 2008). According to Chandran (2004), the choice of a research design is determined by a number of considerations such as; the research purpose, categories of data needed, data sources and the cost factor. By using descriptive design, the researcher was in a position to understand better matters to do with possible behaviour, attitudes, values and other characteristics of the target population, that is, junior officers in the

Kenya Police Service in Nairobi County. Given that the research followed a survey design, it was cross-sectional in nature.

3.3 Target Population

For this study, the target population comprised of junior officers in Kenya Police Service of the ranks of constable, corporal, sergeant and senior sergeant within Nairobi County, Kenya. Junior officers were in a good position to provide valuable information regarding the effectiveness of the police reforms since they are the ones who do most of the police work on the ground. They are better placed to explain their policing experiences in relation to the reforms in place while they provide services to the public as opposed to their seniors who spent most of their time in offices. According to the Kenya Police Records (2013), there are 2883 junior police officers stationed in various police divisions in Nairobi County, Kenya.

Table 1. Distribution of Target Population

	Police Division	**Number of junior police officers (Kenya Police)**
1.	Central	404
2.	Kilimani	238
3.	Embakasi	581
4.	Langata	177
6.	Dagoretti	121
7.	Buruburu	327
8.	Makadara	270
9.	Starehe	315
10.	Kasarani	175
11.	Gigiri	169
12.	Kayole	106
	TOTAL	**2883**

Source: Kenya Police records (2013)

3.4 Sampling Design and Procedure

Multi-stage sampling technique was used to draw the sample from the population. First, each police division served as a stratum. From each division (stratum), simple random sampling technique was used. This was preferred because it ensured that each and every unit in the population had an equal and independent chance of being included in the sample.

The sample size was be determined using Yamane's formula (1967) shown below. According to the formula, **n** is the sample size, **N** is the population size and **e** is the margin of error at 5 percent (0.05). A 95% confidence level is assumed for the equation.

$$n = \frac{N}{1 + N(e)^2}$$

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample size of 351 as shown below:

$$n = \frac{2883}{1 + 2883\,(0.05*0.05)} = 351.26 \sim 351$$

3.5 Data Collection

The researcher collected primary data using the relevant instrument and procedures.

3.5.1 Questionnaire

In carrying out data collection, the researcher employed a self-administered questionnaire. A questionnaire allows for contact with otherwise inaccessible respondents that are to offer data required for the research. This increases response rate due to perceived anonymity as well as allowing for faster data collection. The structured questionnaire consisted of questions that are close ended with ordered responses. This instrument was selected because close-ended questions are easier to administer and analyse because they are in an immediate usable form. They also tend to be more economical to use in terms of time and money (Mugenda and Mugenda, 2003).

The questionnaire measures were adopted from previous research and adapted for this study. A standard Likert-scale (1 = not effective at all and 5 = very effective) was used throughout most of the survey instrument in line with Clinton and Calantone (1997). Care was taken during the design of the questionnaire to ensure that it carries questions capable of providing answers to all the research questions.

3.5.2 Validity and Reliability

A pilot study served the researcher in ascertaining the validity of the data collection instrument. Questions that were found to be ambiguous or irrelevant during the pilot were be modified or left out. To ensure the reliability of the data instrument, the researcher adopted a test-retest approach by administering the questionnaire to a select sample of the population on two different occasions. The scores were then correlated from one time to the next. Usually, if the scores are similar for the two occasions, then the research instrument will be deemed reliable. After necessary adjustments were made on the instruments, permission was sought from the office of the Inspector General of Police to carry out the study.

3.5.3 Data Collection Procedures

Before the actual data collection, the authorization and consent to collect information from study respondents was sought from the Office of the Inspector General as well as Divisional Commanders at the respective divisions. Upon granting of the permission, each respondent was sent a letter of introduction and where necessary in person and asked to participate in the study. The letter of introduction explained briefly the purpose of the survey, the importance of the respondents' participation, who is responsible for the survey, and a statement guaranteeing confidentiality in line with Bisset (1994).

The letter of introduction was distributed alongside the questionnaire to the police officers in the respective police divisions. Questionnaires are widely used to collect information from people (or sometimes organisations) whom we are interested in regarding their level of knowledge, attitude, personalities, beliefs, or preferences (Leung, 2001). Research assistants were engaged to help in distributing the questionnaires to the respondents. This was to facilitate the completion of the questionnaires and increase response rate.

3.6 Data Analysis and Presentation

Data was analyzed using descriptive statistics. The descriptive statistics that was used to present the analyzed data includes frequencies and measures of central tendencies such as mean, mode and median. Microsoft Excel software was used to conduct the descriptive data analysis. Data was then presented using a pie chart, tables and narration.

3.7 Ethical Issues

According to Mugenda and Mugenda (2003), a researcher must conform to the principle of voluntary consent where the respondents willingly participate in research. Informed consent should be based on the information regarding: the purpose of the research study, identification of the researcher, any benefits that may be received. Biased research occurs when the research process is performed improperly resulting in incorrect findings.

After data collection, the researcher is also ethically bound to interpret the data as accurately as possible to reflect the respondents' opinion. The misleading presentations of research results can take many forms, such as presenting incomplete research results or failing to provide the whole picture. Every attempt should therefore be made to represent the facts with completeness and clarity (Malhotra, 1999).

4. Empirical Results and Discussion

4.1 Introduction

This chapter presents the findings of the study as well as the analysis of those findings. It covers the response rate and demographic characteristics of the respondents and is descriptive in nature. It has been summarized and presented in the form of tables, charts and narratives.

4.2 Response Rate

Table 2. Distribution of respondents per police division

	Police Division	Sample Population	Respondents per Division	**Percentage** of Respondents to Sample Population
1.	Central		12	3.4
2.	Kilimani	**351**	9	2.6
3.	Embakasi		14	4.0
4.	Langata		8	2.3
6.	Dagoretti		7	2.0
7.	Buruburu		12	3.4
8.	Makadara		9	2.5
9.	Starehe		11	3.1
10.	Kasarani		8	2.3
11.	Gigiri		7	2.0
12.	Kayole		5	1.4
	TOTAL		**102**	**29**

Source: Survey data (2014)

Each of the twelve police divisions produced responded as per above table. From the sample population of 351, a satisfactory 29% contributed to the research by responding appropriately according to the required data. Th pie chart below gives a graphic summary of the response rate.

Sample Size = 351
Response Rate =102
Percentage = 29%
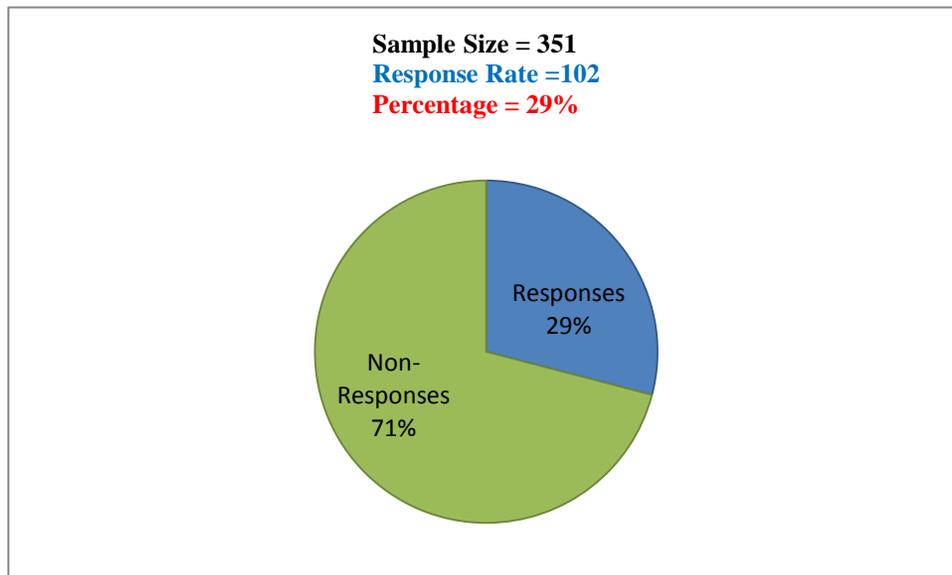
Pie chart 1. Response rate

Source: Survey data (2014)

As illustrated in the Pie-chart 1, one hundred and two (102) out of the three hundred and fifty-one (351)

questionnaires that were distributed to the targeted respondents were correctly filled and returned, which represents a response rate of 29%. This response rate is considered adequate for drawing conclusion as put forward by Sekaran (2003), who recommend that a response rate of 30% is acceptable for surveys.

4.3 Descriptive Data Analysis

The descriptive data analysis included the general demographic information of the respondents as contained in section A of the questionnaire as well as the information related to the objectives of the study as contained in the other sections of the questionnaire.

4.3.1 General Information of the Respondents

Table 3 shows a frequency distribution of the general organisation information as reported by the respondents in section A of the questionnaire. It organized the respondents' gender, rank/position and the years of service according to categories and shows the number of observations from the data set that falls into each of the categories.

Table 3. Characteristics of the respondents

Variable	Category	Frequency	Percentage
Gender	Male	75	73.5
	Female	27	26.5
	Total	**102**	**100.0**
Rank of Respondent	Constable	61	59.8
	Corporal	20	19.6
	Sergeant	14	13.7
	Senior Sergeant	7	6.9
	Total	**102**	**100.0**
Years of service	0 – 5	1	1
	6 – 10	39	38.2
	11 – 15	33	32.4
	16 – 20	12	11.8
	Over 21	17	16.6
	Total	**102**	**100.0**

Source: Survey data (2014)

To begin with, Table 3 provides a summary of the respondents' gender. With regards to the gender of respondents, a vast majority of them (73.5%) were male, while the rest (26.5 %) were women. In other words, three out of one of respondents were men.

According to the summary of the ranks of the respondents, Table 3 shows that a majority of the respondents (59.8%) were constables, followed by roughly 20 percent (19.6%) who were corporals and fourteen (13.7%) who had sergeant rank. Only seven respondents (6.9 %) were senior sergeant.

With regards to the years of service of respondents, most of them (38.2 %) had 6 – 10 years of service, followed by 32.4 % who had between 11 – 15 years of service and 16.6% with over 21 years of service. On the other hand, there were 12 respondents (11.8 %) with between 16 – 20 years of experience, while only 1 respondent had less than five years of experience.

4.3.2 Personnel Reforms

4.3.2.1 Recruitment

Table 4. Responses on recruitment

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Meritocracy in Police Service hiring	20	34	30	13	5	102
	(19.6%)	(33.3%)	(29.4%)	(12.8%)	(4.9%)	(100 %)
Open/competitive recruitment process	13	30	38	14	7	102
	(12.7%)	(29.4%)	(37.3%)	(13.7%)	(6.9%)	(100 %)
Clear/Fair recruitment procedures	9	35	40	10	8	102
	(8.8%)	(34.3%)	(39.2%)	(9.8%)	(7.8%)	(100 %)
TOTAL	42	99	108	37	20	306
(PERCENTAGE MEAN)	(13.7%)	(32.4%)	(35.3%)	(12.1%)	(6.5%)	(100%)

Source: Survey data (2014)

Table 4 shows the responses to three statements regarding recruitment. The first statement concerned the effectiveness of meritocracy in police hiring. According to the table, a third of the respondents (33.3%) felt that it wasn't quite effective, followed by an almost equal number (29.4%) who found it somehow effective. In contrast, a small minority (4.9%) were of the opinion that it was extremely ineffective.

The second statement concerned the effectiveness of open/competitive recruitment process. In this case, 38 respondents (37.3 %) believed it is somehow effective, followed by 30 (29.4%) who found it to be not quite effective. 7 respondents (6.9 %) were extremely positive about its effectiveness.

For the statement regarding clear/fair recruitment procedures, again, 40 respondents (39.2%) were of the opinion that it is somehow effective, while the minority (7.8%) were extremely positive about its effectiveness.

KPS (2007) noted that transparency, fairness, among other factors, should be the hallmarks of personnel reforms as far as recruitment is concerned. The findings in this study indicate that effectiveness of recruitment on service delivery is somehow effective on the overall. This calls the government to double its efforts in ensuring that the procedures applied in recruitment meet international standards and give credence to the process.

4.3.2.2 Training

Table 5. Responses on training

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Human rights training	25	14	35	21	7	102
	(24.5%)	(13.7%)	(34.3%)	(20.6%)	(6.9%)	(100%)
Customer Service Training	16	24	33	22	7	102
	(15.7%)	(23.5%)	(32.3%)	(21.7%)	(6.9%)	(100%)
Computer Literacy Training	27	36	21	10	8	102
	(26.5%)	(35.3%)	(20.6%)	(9.8%)	(7.8%)	(100 %)
Police procedures and law	10	13	31	36	12	102
	(9.8%)	(12.7%)	(30.4%)	(35.3%)	(11.8%)	(100 %)
Field craft/Use of firearms	9	13	20	43	17	102
	(8.8%)	(12.7%)	(19.6%)	(42.2%)	(16.7%)	(100 %)
TOTAL (PERCENTAGE MEAN)	87	100	140	132	51	510
	(17.0%)	(19.6%)	(27.5%)	(25.9%)	(10.0%)	(100%)

Source: Survey data (2014)

Table 5 presents the responses to five statements regarding the effectiveness of training in the KPS. For the first statement regards human rights training, 35 respondents were of the opinion that it is somehow effective, as opposed to only 7 (6.9%) who responded with extremely effective. As to whether customer service training is effective or not, 33 respondents (32.3%) of respondents found it to be somehow effective, in contrast to 7 (6.9%) who responded with extremely effective. In so far as computer literacy training is concerned, the results were almost similar, with 36 respondents (35.3%) feeling it is not quite effective, as compared to only 8 respondents (7.8%) who found it to be effective.

With reference to police procedures and law, 31 respondents (30.4%) were of the opinion that it is somehow effective, in comparison to only 10 respondents (9.8%) who felt that it was extremely ineffective. Last but not least, slightly less than half of the respondents (42.25) found use of firearms to be quite effective, in comparison to 9 respondents (8.8%) who felt that it was extremely ineffective.

The findings on training aspect show mixed levels of effectiveness. Some respondents were of the opinion that training on field craft/use of firearms is quite effective while others like training on human rights is extremely ineffective. Goldstein (1997) rightly put it that police training should anticipate situation that are likely to be encountered in the near future and prepare for them. There is need for all police officers to be trained and retrained on several emerging issues and threats.

4.3.2.3 Deployment

Table 6. Responses for Deployment

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Routine rotation after a given period	33	27	24	8	10	102
	(32.3%)	(26.4%)	(23.5%)	(7.8%)	(9.8%)	(100 %)
Procedurally fair framework for	29	40	21	7	5	102

deployment of police staff based on expertise	(28.4%)	(39.2%)	(20.6%)	(6.7%)	(4.9%)	(100 %)
Deployment as a disciplinary measure	25 (24.5%)	20 (19.6%)	32 (31.4%)	9 (8.9%)	16 (15.7%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	87 (28.6%)	87 (28.6%)	77 (25.2%)	24 (7.84%)	31 (10.1%)	306 (100%)

Source: Survey data (2014)

Table 6 presents the responses to three statements relating to the effectiveness of deployment on service delivery in the Kenya Police Service. The study findings show that a third (32.3%) of respondents felt that routine rotation after a given period is extremely effective in so far as enhancing service delivery is concerned. However, 7% felt that it was quite effective. Further, 40 respondents (39.2%) were of the opinion that deploying policemen based on expertise is not quite effective, as opposed to 5 respondents (4.9%) who felt that it was quite effective.

With respect to whether or not deployment as a disciplinary measure affects service delivery, about a third of the respondents (31.4%) were of the opinion that it was somehow effective, followed by 25 respondents (24.5%) who thought it was extremely ineffective. The minority (8.9%) responded that it was quite effective.

Marenin (2009) is of the opinion that there are vested interests and patronage as far as deployment of police officers is concerned. This partisan approach is unethical and must not be allowed to continue since it creates some form of despondency amongst other officers. From the study findings, it is evident that deployment as it is done presently leaves a lot to be desired. Its effectiveness is wanting and should be addressed so that all police officers do not feel discriminated upon or treated unfairly based on how deployment is conducted.

4.3.3 Financial Reforms

4.3.3.1 Budgeting

Table 7. Responses on budgeting

Statements	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Improved capital & maintenance funding	29 (28.4%)	39 (38.2%)	22 (21.6%)	8 (7.8%)	4 (3.92%)	102 (100 %)
Improved donor funding	34 (33.3%)	41 (40.2%)	19 (18.6%)	6 (5.9%)	2 (1.9%)	102 (100 %)
Improved operational/day-to-day funding	29 (28.4%)	35 (34.3%)	29 (28.4%)	7 (6.7%)	2 (1.9%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	92 (30.1%)	115 (37.6%)	70 (22.9%)	21 (6.9%)	8 (2.6%)	306 (100%)

Source: Survey data (2014)

Table 7 shows the responses to three statements concerning the effectiveness of budgeting in the delivery of services by the police. To start with, the study established that 38.2% felt that improved capital and maintenance funding was

not quite effective, followed by 28.4% who felt that it was extremely ineffective. In contrast, roughly 4% felt that it was extremely effective. With regards to improved donor funding, majority (40.2%) felt that it was not quite effective, in contrast to a negligible minority (2%) who felt that it was extremely effective.

Third, the study sought to establish the effectiveness of improved operational/day-to-day funding. On this issue, 34.3% of respondents felt that it was not quite effective, followed by 28.4% who felt it was extremely ineffective. On the opposite end, 2% agreed with this statement by indicating that it was extremely effective.

The findings on budgeting reveal that funding accorded to the police department is quite ineffective and is not able to facilitate police operations countrywide. This creates a gap in security management and is therefore a factor in the insecurity in most parts of the country. The National Assembly is the constitutional body charged with appropriating funds to government departments. This body should therefore look at the priorities such as insecurity and allocate sufficient funds to the security agencies to address the matter more effectively.

4.3.3.2 Remuneration

Table 8. Responses on remuneration

Statements	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Periodical reviews of salaries	45 (44.1%)	30 (29.4%)	18 (17.6%)	2 (1.9%)	7 (6.9%)	102 (100 %)
Performance related pay	43 (42.2%)	28 (27.5%)	20 (19.6%)	9 (8.8%)	2 (1.9%)	102 (100 %)
Prompt payment of allowances	46 (45.1%)	27 (26.5%)	19 (18.6%)	7 (6.9%)	3 (2.9%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	134 (43.8%)	85 (27.8%)	57 (18.6%)	18 (5.9%)	12 (3.9%)	306 (100%)

Source: Survey data (2014)

Table 8 outlines three responses relating to the importance of remuneration. The first statement concerned the periodical reviews of salaries. According to the study results, 44.1% of respondents felt that it was extremely ineffective practice. This was followed by 29.4% who were of the opinion that it was not quite effective.

The second statement concerned the effectiveness of performance related pay. According to the study results, 43 respondents (42.2%) were of the opinion that it is extremely ineffective. In contrast, 2 % think that it is extremely effective. Last but not least, the research findings reveal that almost half of the respondents (45.1%) believe that prompt payment of allowances is extremely ineffective. This is in stark contrast to 3% who regard it as extremely effective.

According to the National Taskforce on Police Reforms (GoK, 2009) also known as the Ransely report, it is an open secret that police officers are poorly paid. This assertion resonates with the study findings which show a high level of dissatisfaction with the amount of pay given to the officers. The Ransely report findings and many other related reports have recommended far reaching reforms in the police service amongst which is to address the issue of pay and reward. The Kenya Defense Forces, National Intelligence Service, Kenya Wildlife Service, and the Prisons Services amongst others can be said to have security related jobs. Harmonization of pay especially in jobs that have similarities should be embraced to avoid discontentment.

4.3.3.3 Incentives

Table 9. Responses on incentives

Statements	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Awards for good service	33 (32.3%)	27 (26.4%)	24 (23.5%)	8 (7.8%)	10 (9.8%)	102 (100 %)
Punishments for poor service	29 (28.4%)	40 (39.2%)	21 (20.6%)	7 (6.7%)	5 (4.9%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	87 (28.6%)	87 (28.6%)	77 (25.2%)	24 (7.84%)	31 (10.1%)	306 (100%)

Source: Survey data (2014)

Table 9 provides a summary of the responses to two statements relating to the effectiveness of incentives. The first statement concerned awarding police personnel for their good service According to the findings of the study, 32.3% of respondents believe that this strategy is extremely ineffective, followed by another 26.4% who think it is not quite effective. With regards to punishments for poor service, 39.2% of respondents were of the opinion that it is not quite effective. This was in comparison to 4.9% who felt that it is extremely effective.

Findings on incentives show a similarity with the remuneration aspect. The message being portrayed is that a lot needs to be done to ensure proper motivation of officers in terms of offer of incentives. Police officers work in varied environments amongst which are hardship areas and under difficult circumstances. They are supposed to be 'on call' at all times day and night and be prepared to respond to distress calls from members of the public. Motivating the officers adequately will boost their morale and hence performance.

4.3.4 Legal Reforms

4.3.4.1 Administrative Reforms

Table 10. Responses on Administrative Reforms

Statements	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Independent Police Oversight Authority	21 (20.6%)	36 (35.3%)	28 (27.5%)	14 (13.7%)	3 (2.9%)	102 (100 %)
National Police Service Commission	17 (16.7%)	38 (37.3%)	29 (28.4%)	12 (11.8%)	6 (5.9%)	102 (100 %)
Office of the Inspector General	24 (23.5%)	21 (20.6%)	29 (28.4%)	22 (21.6%)	6 (5.9%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	62 (20.3%)	95 (31.0%)	86 (28.1%)	48 (15.7%)	15 (4.9%)	306 (100%)

Source: Survey data (2013)

Table 10 presents the responses to three statements concerning administrative reforms. With regards to the first statement, the findings show that a third of respondents (35.3%) were of the opinion that Independent Police Oversight Authority is not quite effective in so far as service delivery is concerned. This was followed by 27.5% who feel that it is somehow effective. In contrast, 2.9% responded in the affirmative.

The second statement asked whether the National Police Service Commission plays an effective role in service delivery. As in the previous case, slightly over a third of respondents (37.3%) were of the opinion that it is not quite effective in so far as service delivery is concerned. This was followed by 28.4% who feel that it is somehow effective. Again, on the opposite end of the spectrum, 5.9% responded in the affirmative.

The third statement concerned the effectiveness of the office of the Inspector General of Police. Here, 28.4% of respondents felt that it is somehow effective. Additionally, 22 respondents (21.6%) agreed that it was quite effective while 6 respondents (5.9%) were exceedingly sure of its effectiveness.

For police reforms to be effective, they should be anchored in the law. For this reason, several laws such as the Constitution of Kenya 2010 and subsequent Acts of Parliament including the National Police Service Act 2011 and the National Police Service Commission 2011 have been enacted with provisions that address police reforms. However, even with these laws in place, there is still a cry from the members of public for effective service delivery. The Independent Policing Oversight Authority was formed and given the mandate of ensuring that there is police accountability.

The findings from this study indicate that the legal framework in place has shortcomings. In other words, the law has limited impact as far as reforms are concerned. These shortcomings should be addressed so that the effectiveness of the reforms is felt by the populace. A weak law creates weak institutions. Such institutions are likely to be ineffective and inefficient.

4.3.4.2 Vetting

Table 11. Responses on Vetting

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Development of police vetting panel	25 (24.5%)	14 (13.7%)	35 (34.3%)	21 (20.6%)	7 (6.9%)	102 (100 %)
Availing of channels on how to make a complaint against police staff for misconduct	16 (15.7%)	24 (23.5%)	33 (32.3%)	22 (21.7%)	7 (6.9%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	87 (17.0%)	100 (19.6%)	140 (27.5%)	132 (25.9%)	51 (10.0%)	204 (100%)

Source: Survey data (2014)

Table 11 displays the responses to a couple of statements regarding the ongoing police vetting. According to the survey results for the first statement, a third of respondents (34.3%) took the view that the exercise was somehow effective. In contrast, a minority of respondents (6.9%) affirmed that it was extremely effective.

With regards to the availability of channels such as complaint boxes, posters, emails for making complaints against police staff for misconduct, again, a third of respondents (32.3%) took the view that the exercise was somehow effective, while a minority of respondents (6.9%) affirmed that it was extremely effective.

The National Police Act 2011 (GoK, 2011) requires all police officers to be vetted. The vetting is meant to guarantee suitability and accountability in the Police Service. The process is currently ongoing with the top commanders (Assistant Commissioners and above) having undergone the exercise.

The findings of the study on the vetting aspect show that about 28% and 26% rated the vetting exercise as somehow effective to quite effective respectively. This is a confirmation that some positive results can be seen or felt. However, much needs to be done for effectiveness to be felt. Majority of the police officers have high expectations and do not want to think this as another public relations exercise by the government. A paradigm shift of police way of doing things is all what is needed.

4.3.4.3 Use of Force

Table 12. Responses on use of force

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Codification of new policing norms on use of force	18 (17.6%)	23 (22.5%)	35 (34.3%)	21 (20.6%)	5 (4.9%)	102 (100 %)
Adherence to Code of Conduct for democratic Law Enforcement Officials	12 (11.7%)	24 (23.5%)	39 (38.2%)	23 (22.5%)	4 (3.9%)	102 (100 %)
Democratic detention procedures and conditions	16 (15.7%)	25 (24.5%)	30 (29.4%)	24 (23.5%)	7 (6.8%)	102 (100 %)
Lawful interrogation /interview techniques (of suspects)	17 (16.8%)	15 (14.7%)	36 (35.3%)	22 (21.6%)	12 (11.8%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	63 (15.4%)	87 (21.3%)	140 (34.3%)	90 (22.0%)	28 (6.7%)	408 (100%)

Source: Survey data (2014)

Table 12 shows the summarized responses to four statements concerning the effectiveness of use of force. For the first statement, a third of respondents (34.3%) took the view that the new policing norms on use of force exercise were somehow effective. In contrast, a minority of respondents (4.9%) viewed it as extremely effective. Second was the issue of adherence of the KPS to the code of conduct for democratic law enforcement officials. According to the study results, 39 respondents (38.2%) were of the opinion that it is somehow effective, while only 4 respondents (3.9%) think that it is extremely effective.

The third statement concerned itself with how police detain suspects in line with democratic principles. According to the findings, 30 respondents (29.4%) thought it was somehow effective, followed by 25 (24.5%) who responded that it was not quite effective, while another 24 respondents found it to be quite effective.

With respect to the fourth statement concerning lawful interrogation/interviewing of suspects, 36 respondents (35.3%) thought that it was somehow effective, while 12 respondents (11.8%) agreed that it was extremely effective.

Kenya Police Service has been accused of brutality on several occasions. The Report of the Commission of Inquiry on Post-Election Violence (GoK 2008) also known as "Waki Commission" indicted the police for excessive use of force while dealing with civil disorders. The idea of police reforms was conceived at that time and rated as urgent if abuse of power by the law enforcement officers was to be stopped.

According to the study findings, the efforts to curb excessive use of force by the police are somehow effective. This can be attributed to the application of democratic policing principles as well as respect to the rule of law by the officers. However, it is clear that for this aspect of reforms to be extremely effective, there is need for more emphasis or dissuasion from unlawful use of force and any officer found culpable prosecuted.

4.3.5 Cultural Reforms

4.3.5.1 Values

Table 13. Responses on Values

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Fairness	20	35	29	11	7	102
	(19.6%)	(34.3%)	(28.4%)	(10.8%)	(6.9%)	(100 %)
Transparency	26	39	27	5	5	102
	(25.5%)	(38.2%)	(26.5%)	(4.9%)	(4.9%)	(100 %)
Integrity / anti-corruption initiatives	23	41	25	9	4	102
	(22.5%)	(40.1%)	(24.5%)	(8.8%)	(3.9%)	(100 %)
Accountability	20	30	37	7	8	102
	(19.6%)	(29.4%)	(36.2%)	(6.9%)	(7.8%)	(100 %)
TOTAL	89	145	118	32	24	408
(PERCENTAGE MEAN)	(21.8%)	(35.5%)	(28.9%)	(7.8%)	(5.9%)	(100%)

Source: Survey data (2014)

Table 13 shows the responses to a statement concerning the effectiveness of values in service delivery by the police. To shed some light on this issue, participants were asked to respond to four statements regarding the subject. Table 13 shows the summary of the responses.

According to the findings on fairness, a third of respondents (34.3%) were in agreement that it is not effective in enhancing service delivery. In contrast, 7 respondents thought that it is extremely effective. The second statement was about transparency. According to the results of study, 39 respondents (38.2%) were in agreement that it is not quite effective in enhancing service delivery, compared to 4.9 % who said it was extremely effective.

The third statement concerned police integrity and anti-corruption initiatives. According to the findings, 41 respondents (40.1%) thought it was not quite effective. With regards to accountability, 37 respondents (36.2%) felt that it was quite effective in enhancing service delivery. In comparison, 8 respondents (7.8%) felt that it was extremely effective.

Police culture has been cited as unbecoming and therefore a hindrance to police reforms in general (Chan, 1996). The police service has bad public image. The Service is in most instances portrayed as corrupt, inept, unresponsive, and generally ineffective. This is due to the impression that the officers themselves give as they interact with the members of the public.

The findings on this reform aspect indicate that the police value system is wanting. The officers themselves must work hard to change this bad impression. Since the officers need the public and vice versa, the two must learn to help each other and come to a good understanding of one another. The police should always treat the public with civility and utmost respect.

4.3.5.2 Attitudes

Table 14. Attitudes

Statement	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Professionalism	21	25	34	16	6	102
	(20.6%)	(24.5%)	(33.3%)	(15.6%)	(5.9%)	(100 %)
Community orientation	22	27	39	9	5	102
	(21.7%)	(26.5%)	(38.2%)	(8.8%)	(4.9%)	(100 %)
Complaint and compliment management	18	33	35	10	6	102
	(17.6%)	(32.3%)	(34.3%)	(9.8%)	(5.8%)	(100 %)
TOTAL	61	85	108	35	17	306
(PERCENTAGE MEAN)	(19.9%)	(27.8%)	(35.3%)	(11.4%)	(5.5%)	(100%)

Source: Survey data (2014)

To shed some light on the role of attitudes on service delivery in police service, participants were asked three questions regarding the subject. Table 14 shows the responses to the three statements.

With regards to the first statement, the findings show that a third of respondents (33.3%) were of the opinion that professionalism is somehow effective in so far as service delivery is concerned. This was followed by 24.5% who felt that it is not quite effective. In contrast, 5.9% responded in the affirmative.

The second statement sought to establish the effectiveness of community orientation. The results of the study reveal that 38.2% of respondents thought that it was somehow effective, followed by 27% who replied that it was not quite effective in service delivery. On the opposite end of the spectrum, 4.9% responded in the affirmative.

The third statement concerned complaint and compliment management. According to the study, 37 respondents (34.3%) believed that it is somehow effective. This was followed by 33 respondents (32.3%) who felt that it was not quite effective. By comparison, 5.8% responded in the affirmative that it was extremely effective.

Police officers have been accused by the members of public as having negative attitudes or being unreceptive. This has created a wedge of mistrust between the two. KPS (2007) has indicated that the negative attitudes depicted by police officers have created indifference in the work environment and to some extend contributed to poor service delivery.

The study findings on attitude show that the effectiveness of service delivery by the police is adversely affected by negative attitude. There is need for the police fraternity to change tact and embrace the benchmarks of professionalism so that their relationship with the members of public is made cordial. It is only then that trust building will start and eventually culminate in a secure environment for all.

4.3.5.3 Gender Sensitivity

Table 15. Responses on Gender Sensitivity

Statements	Extremely Ineffective	Not Quite Effective	Somehow Effective	Quite Effective	Extremely Effective	TOTAL
Gender desks at police stations	21	17	37	14	13	102
	(20.6%)	(16.7%)	(36.3%)	(13.7%)	(12.7%)	(100 %)

Facilities and conditions specifically available to women (For instance, changing rooms)	40 (39.2%)	21 (20.5%)	23 (22.5%)	11 (10.8%)	7 (6.9%)	102 (100 %)
Gender-balanced recruitment	16 (15.6%)	29 (28.4%)	34 (33.3%)	16 (15.6%)	7 (6.9%)	102 (100 %)
TOTAL (PERCENTAGE MEAN)	77 (25.16%)	67 (21.9%)	94 (30.7%)	41 (13.4%)	67 (8.8%)	306 (100%)

Source: Survey data (2014)

The study also sought to make known the effectiveness of gender sensitivity on service delivery by the police. To do this, study participants were asked to rate three statements regarding the same. Table 15 shows the responses to three statements concerning the various statements on gender sensitivity. The first statement sought to establish if "gender desks at police stations" were effective for service delivery. According to the survey responses, 37 respondents (36.3%) believed that it is somehow effective, followed by 21 respondents (20.6%) who disagreed by insisting it was extremely ineffective. The minority, 13 respondents (12.7%), thought that it was extremely effective.

Next, the study sought to establish whether facilities and conditions specifically available to women (for example, bathrooms, changing rooms, cleanliness). Here, 40 respondents (39.2%) thought that it was extremely ineffective, followed by 22.5% who agreed by responding that it was somehow effective. On the opposite end, 7 respondents (6.9%) answered that it is extremely effective.

The third statement concerned the recruiting of police based on the prescribed gender guidelines. On this issue, a third of respondents (33.3%) thought that it was somehow effective, followed by 28.4% who were of the opinion that it is not quite effective. An equal number of respondents (15.6%) responded that it was both extremely ineffective and quite effective. On the opposite end, 7 respondents (6.9%) affirmed that it is extremely effective.

The Constitution of Kenya (GoK, 2010) puts a lot of emphasis on gender balancing in public appointments. The women, children and other vulnerable groups have their rights anchored in the constitution. The Police Department being a public institution has also put measures in place to abide by this requirement.

The demographic data in the study findings indicate that about 26% of the respondents were women police officers. This is not far from the 30% rule on public appointments. (Stone & Ward, 2010) gives a picture of stations in Brazil staffed with female police officers. In the Kenyan context, this can only materialize when the more and more women police officers are recruited. The research findings also show that the efforts by Police Management on gender issues are starting to bear fruit. However, the progress of reforms on this aspect is still at lower side. More police women in the service and better working environment for them will boost police work to a great extent.

5. Summary, Conclusions and Recommendations

5.1 Introduction

This chapter concludes the research study. It does this first by way of a summary of the previous chapters and discussion of the main findings of the study with respect to each study objective. Thereafter, conclusions based on the findings were made, followed by recommendations of the study as well as proposals for further study.

5.2 Summary

Performance in the Police Service in Kenya has been deteriorating over the years. For this reason, the Kenya Police Service is in the midst of an ambitious reform programme aimed at transforming the Police Service into an institution that will be modern, efficient, effective and responsive to the needs and expectations of the public. However, while some important reforms have been undertaken, it is still unclear as to how they have impacted on service delivery, given that there is little or no known research that has been done to establish the effectiveness of police reforms on service delivery. It is against this backdrop that this inquiry on the effectiveness of police reforms

on service delivery in Nairobi County was undertaken.

Accordingly, the purpose of this study was to evaluate the effectiveness of Kenya Police reforms on service delivery in Nairobi County, Kenya. To be able to do this, the study reviewed prior research regarding the relationship between police reforms and service delivery. The theoretical review identified two theories that underpin the study: legitimacy theory and new public management. On the other hand, the empirical review identified the study's variables, resulting in a conceptual framework that guided the study. The diagrammatic representation of the conceptual framework is depicted in Figure 1 in chapter 2.

The study employed a cross-sectional, survey design. For this study, the target population comprised of junior officers in Kenya Police Service of the ranks of constable, corporal, sergeant and senior sergeant within Nairobi County, Kenya. Junior officers were in a good position to provide valuable information regarding the effectiveness of the police reforms since they are the ones who do most of the police work on the ground. The study established that there are 2883 junior police officers stationed in various police divisions in Nairobi County, Kenya. From this, a sample of 351 respondents was selected for the study.

Primary data was collected using standard questionnaires assigned to junior police officers stationed in various police divisions in Nairobi County, while secondary data was collected via a review of literature on reforms in public sector organizations, in particular that concerning the police, as well as literature on service delivery by the police. Consequently, the study's findings were established from one hundred and two officers that correctly filled and returned the questionnaires out of the three-hundred and fifty-one that were sampled. Data was analyzed using descriptive statistics.

In terms of the characteristics of the respondents, majority were male while the rest were females. The study also established that a majority of the officers were constables while the minorities were senior sergeants. Last but not least, the research findings revealed that a majority of the officers had 6 – 10 years of service. On the other hand, the minority of the respondents have 0 – 5 years of service.

To be able to shed some light on the research objectives, the responses were categorized on the basis of the four research questions. How effective are personnel reforms on service delivery in the Kenya Police Service in Nairobi County? How effective are financial reforms on service delivery in the Kenya Police Service in Nairobi County? How effective are legal reforms on service delivery in the Kenya Police Service in Nairobi County? and how effective are cultural reforms on service delivery in the Kenya Police Service in Nairobi County?

The study results show that the Kenya Police reforms can be broadly categorized as personnel reforms, financial reforms, legal reforms and cultural reforms, in so doing revealing a mix of measures that are intended to foster service delivery. In addition, it was established that while some aspects of these measures are perceived to be effective in enhancing service delivery by the police, others are not.

The implication here is that those in charge of police reforms should be more careful when deciding the specific types of reforms to enact as some are likely to be unsuccessful, or even unpopular, resulting in poor service delivery. The study therefore concludes that there is need for a consultation with stakeholders to determine which reforms can be enacted and which are appropriate in specific situations.

Accordingly, the study recommends that the police service should put in place a human resource mechanism to evaluate the merit of proposed personnel reform and advice accordingly, financial management in the police service should be based on best practices such as the integrated public financial management tools and methodologies, wide-ranging legal reforms are necessary, including the fast-tracking of ongoing reforms, if the Kenya Police is to meet its service delivery objectives, and last-but-not-least, the significance of cultural reforms should be reinforce right from the top so as to support the other police reforms and more importantly engender the establishment of a committed service delivery culture.

5.3 Conclusions

Based on its findings, the study drew four important conclusions. They are categorized into four main areas in line the study's objectives. These include personnel reforms, financial reforms, legal reforms as well as cultural reforms.

The first conclusion is about the effectiveness of personnel reforms on police service delivery. The study's findings have shown that police recruitment is perceived as being relatively effective on police service delivery, leading to the conclusion that effective recruitment is integral for service delivery. However, training and deployment showed mixed results in so far as service delivery is concerned. This limited effectiveness points to the need for improving the terms and conditions of service as part of the police modernization process (Kagari, n.d). This will include

training and retraining of officers as well as recruitment of new officers. As noted by Ntimama (2005), there is need for the development of a competency based human Resource Management Strategy to address post-management remuneration, human resource planning, performance management, recruitment, placement, rotation, promotions and career development in the Public Service.

The second conclusion regards the effectiveness of financial reforms on police service delivery. The results revealed that that budgeting was generally perceived to be ineffective vis-à-vis police service delivery in Kenya. Further, pay/remuneration of police was shown to be far from effective as a tool for enhancing service delivery. Incentives were also found to be extremely ineffective in that regard. The implication here is that the financial reforms in the police service do not go far enough to be ineffective. This call for more resources to be channeled through the estimated police budgets as one of the ways of addressing police capacity constraints problem. For instance, a report by Amnesty International (2013) by calls for funding of the National Police Service Commission and the Independent Police Oversight Authority to ensure they optimally perform their mandate. Moreover, it advocates for the introduction of risk allowance as well as the establishment of a compensation fund for all police officers in the National Police Service who are injured or die in the line of duty.

The third conclusion is about the effectiveness of legal reforms on police service delivery. From the findings, it can be concluded that legal reforms such as administrative/oversight reforms, vetting and use of force are seen to have a mixed level of effectiveness on service delivery. According to Ntimama (2005), the government has already noted that a review of the policy framework is imperative to facilitate the efficient and effective service delivery. In their Kenya Police Service plan of 2003 – 2007, the police propose to move from the traditional approach to policing that prioritizes law enforcement, to an approach that prioritizes crime prevention and citizen safety (Kagari, n.d.).

The fourth conclusion regards the effectiveness of cultural reforms on police service delivery. The current study reveals that the cultural reforms of values/ethics, attitudes and gender sensitivity are not effective in enhancing service delivery. The lack of effectiveness points to the need for more urgency in effecting cultural reforms. The Kenya Police Service plan of 2003 – 2007 already suggested that the police were willing to engage in democratic reform of the institution (Kagari, n.d.). Similarly, Ntimama (2005) emphasized that radical transformation of the Public Service work culture and attitude is necessary to facilitate overall Public Service reform. In this regard, various reform initiatives have been developed and implemented to enhance the efficiency and effectiveness of service delivery.

5.4 Recommendations

In view of the findings of the study, the researcher came up with four recommendations in line with the study's objectives.

First, the study recommends that as part of the reform process, the police service should put in place a human resource mechanism to evaluate the merit of proposed personnel reforms and advice accordingly. Further, recruitment into the force should be done competitively so as to procure the best personnel available while training of police and deployment should be based on approved professional procedures to ensure that the career progression as well as staff morale in the force is not negatively affected.

Second, it is recommended that financial management in the police service should be based on best practices such as the integrated public financial management tools and methodologies. This will form part of mainstreaming the Public Management Accountability Framework currently being implemented in all levels of the Public Service. Moreover, police should be rewarded for their contribution to exemplary service through pay and other financial incentives.

Third, it is recommended that wide-ranging legal reforms are necessary to address current challenges, including the fast-tracking of ongoing reforms, if the Kenya Police is to meet its service delivery objectives. This can be undertaken as part of the Governance, Justice, Law and order sector (GJLOS) reforms. Police should develop a detailed framework and action plan of undertaking these reforms.

Fourth, the study recommends that the significance of cultural reforms should be underlined right from the top so as to support the other police reforms and more importantly to engender the establishment of a committed service delivery culture. This can be encapsulated in the form of an updated Police Service Charter and made clear to each officer at the beginning of his/her service and refreshed throughout their service period.

5.5 Suggestions for Further Study

Since this study was limited to the junior cadre of the Kenya Police Service, future research on effectiveness of police reforms in Kenya should also include the senior cadre officers in the police. Incorporating this important

constituency will provide a more holistic understanding of the effectiveness of reforms being instituted.

Another interesting area for future study can be with regards to the empirical nature of the study. Since this study used descriptive statistics to examine the effectiveness of police reforms in Kenya on service delivery, future studies should also employ inferential statistics in examining the relationship between police reforms and service delivery.

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APPENDICES

Appendix 1. Letter of Introduction

Charles Peter Mutua,

School of Business,

Kenyatta University,

ID: D53/OL/25032/2011

Dear Respondent,

<u>**RE: PARTICIPATION IN ACADEMIC SURVEY**</u>

I am a student at Kenyatta University currently working on my thesis in partial fulfillment of Master Degree in Business Administration at Kenyatta University. To this end, I am collecting information regarding "The Effectiveness of Police Reforms on Service Delivery in Nairobi County, Kenya". My academic supervisor for this research is Dr. S.M.A. Muathe, who is a lecturer in the Department of Business Administration, School of Business at Kenyatta University.

This study is based solely on voluntary basis. This questionnaire should take about 5 - 10 minutes to complete. When you have completed this e-mailed questionnaire please send it back to me electronically. A hard copy of the questionnaire will also be available upon request.

Any information that you provide will be confidential to the researchers. All participants will be anonymous such that no personal information concerning you or your organisation will be made public either during, or after the completion and release of this study. I sincerely hope for your participation in the study.

Regards,

Charles P. Mutua

Appendix 2. Questionnaire

Section A: General Information (Kenya Police Officers)

1.	Gender: ☐ Male ☐ Female
2.	Rank ☐ Senior Sergeant ☐ Sergeant ☐ Corporal ☐ Constable
3	Years of working experience in the Kenya Police Service: ☐ Under 5 years ☐ 6 – 10 years ☐ 11 – 15 years ☐ 16 - 20 years ☐ 21 years or more

Section B: Personnel Reforms

Please indicate your opinion regarding the effectiveness of the following personnel reform aspects on police service delivery by ticking (✓) the appropriate response.

	Statement	Extremely ineffective	Not quite effective	Somehow effective	Quite effective	Extremely effective
1.	**Recruitment**					
	Meritocracy in Police Service hiring					
	Open/competitive recruitment process					
	Clear/Fair recruitment procedures					
2.	**Training**					
	Human rights training					
	Customer Service Training					
	Computer Literacy Training					
	Police procedures and law					
	Field craft/Use of firearms					
3.	**Deployment**					
	Routine rotation after a given period					
	Procedurally fair framework for deployment of police staff based on expertise					
	Deployment as a disciplinary measure					

Are there any suggestions that you would like to make regarding improving service delivery in terms of personnel reforms?   Please   comment:

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Section C. Financial Reforms

Please indicate your opinion regarding the effectiveness of the following financial reform aspects on police service delivery by ticking (✓) the appropriate response.

	Statement	Extremely ineffective	Not quite effective	Somehow effective	Quite effective	Extremely effective
1.	**Budgeting**					
	Improved capital & maintenance funding					
	Improved donor funding					
	Improved operational/day-to-day funding					
2.	**Remuneration**					
	Periodical reviews of salaries					
	Performance related pay					
	Prompt payment of allowances					
3.	**Incentives**					
	Awards for good service					
	Punishments for poor service					

Are there any suggestions that you would like to make regarding improving service delivery in terms of financial reforms?   Please   comment:

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Section D. Legal Reforms

Please indicate your opinion regarding the effectiveness of the following legal reform aspects on police service delivery by ticking (✓) the appropriate response.

	Statement	Extremely ineffective	Not quite effective	Somehow effective	Quite effective	Extremely effective
1.	**Administrative (Oversight)**					
	Independent Police Oversight Authority					

	National Police Service Commission					
	Office of the Inspector General					
2.	**Vetting**					
	Development of police vetting panel					
	Availing of channels on how to make a complaint against police staff for misconduct (for example, complaint boxes, posters, email)					
	The vetting procedure in use					
3.	**Use of Force**					
	Codification of new policing norms on use of force					
	Adherence to Code of Conduct for democratic Law Enforcement Officials					
	Democratic detention procedures and conditions					
	Lawful interrogation/interview techniques (of suspects)					

Are there any suggestions that you would like to make regarding improving service delivery in terms of legal reforms? Please comment:

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Section E. Cultural Reforms

Please indicate your opinion regarding the effectiveness of the following legal reform aspects on police service delivery by ticking (✓) the appropriate response.

	Statement	Extremely ineffective	Not quite effective	Somehow effective	Quite effective	Extremely effective
1.	**Values**					
	Fairness					
	Transparency					
	Integrity / anti-corruption initiatives					
	Accountability					
2.	**Attitudes**					
	Professionalism					
	Community orientation					
	Complaint and compliment management					
3.	**Gender Sensitivity**					

	Gender desks at police stations					
	Facilities and conditions specifically available to women (for example, bathrooms, changing rooms, cleanliness)					
	Gender-balanced recruitment					

Are there any suggestions that you would like to make regarding improving service delivery in terms of cultural reforms? Please comment:_____

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Section F. Satisfaction in Service Delivery

Please indicate the extent to which you are satisfied with the current services provided by the police by ticking (✓) the appropriate response.

	Service provider	Extremely dissatisfied	Quite Dissatisfied	Somehow satisfied	Quite Satisfied	Extremely satisfied
1.	Police Stations/Posts					
2.	CID					
3.	Anti-Terrorism Police					
4.	Traffic					
5.	GSU					
6	Anti-Stock Theft Unit					
7	APS					
8	Other Units					

Section G. Efficiency in Service Delivery

Please indicate the extent to which you think police officers are efficient or not by ticking (✓) the appropriate response.

	Service provider	Extremely inefficient	Quite inefficient	Somehow efficient	Quite efficient	Extremely efficient
1.	Police Stations/Posts					
2.	CID					
3.	Anti-Terrorism Police					
4.	Traffic					
5.	GSU					
6	Anti-Stock Theft Unit					
7	APS					
8	Other Units					

Are there any suggestions that you would like to make regarding improving efficiency in service delivery in the Kenya Police Service? Please comment:

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Section H. Effectiveness in Service Delivery

Please indicate the extent to which you think police officers are effective or not by ticking (✓) the appropriate response.

	Service provider	Extremely ineffective	Quite ineffective	Somehow effective	Quite effective	Extremely effective
1.	Police Stations/Posts					
2.	CID					
3.	Anti-Terrorism Police					
4.	Traffic					
5.	GSU					
6	Anti-Stock Theft Unit					
7	APS					
8	Other Units					

Are there any suggestions that you would like to make regarding improving effectiveness in service delivery in the Kenya Police Service? Please comment:

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