
By

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November, 2010
DECLARATION BY CANDIDATE

I hereby declare that this research project is my original work and has never been submitted in part or other form for a degree in any other University.

[Signature]

Date: 2/11/2010

DECLARATION BY THE SUPERVISOR

This research project report has been submitted to the School of Journalism for examination with my approval as the University Supervisor

Supervisor: Mr. Ndeti Ndani

[Signature]

Date: 2/11/2010
DEDICATION

This Research Work is dedicated with deep affection to three people who have made immeasurable difference to my life - my loving and adoring wife - Catherine and my wonderful and concerned daughters - Eva and Linda
ABSTRACT

The main concern of this research project was to underscore the critical role played by Public Relations in creating better understanding between Public Organizations and the Public. Appreciating the critical role played by both the Military and the Police in national development, it is important for all stakeholders and more specifically the Citizens who pay taxes to finance and sustain the institutions also understand them.

The aim of the Study was to undertake a comparative analysis of Communication Strategies in the Ministry of Defence and the Police Department and how effective they are in changing public perception. Poor public perception was regarded as one of the major gaps which has caused misunderstanding and alienate the Citizens from the institutions which are constitutionally required to protect and defend them.

Effective communication can promote social harmony and develop confidence between the service providers and those receiving the services. Unless communication is managed strategically and professionally there will be serious disconnect between the Citizens and those working in Public Institutions like the Military and the Police Departments.

The main findings of the Study concluded that a Public Relations as practiced today is still wanting and we require to revisit and re-engineer Public Relations in the Government and more specifically in MOSD and the Police Department. Re-training and re-tooling will be required, adequate budgets and more personnel require to be provided. There must also be deliberate efforts to develop communication strategies.

The promulgation of the New Constitution, the renewed zeal to fight corruption, the increased demand from Kenyans and the International community for a more accountable government, and the increasing role of Parliament in challenging the Executive require that Government Institutions including security organs become more sensitive to the demands from the Citizens. They must therefore develop effective communications strategies to assist in dimistification and changing the poor perception, which has been
there for a long time. Failure to do this will cost these important organizations dearly in
the long run. They must either embrace change or become victims of being managed and
shaped by inevitable change.
ACKNOWLEDGEMENT

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ABBREVIATIONS/ACRONYMS

UDHR- Universal Declaration on Human Rights
CCPR- Covenant on Civil and Political Rights
CEDAW- Elimination of All Forms of Discrimination Against Women
CPRs- Convention on the Rights of the Child,
SECRs- Political Rights and Social, Economic, and Cultural Rights
CPR- Civil Political Rights
UN- United Nations
PRSP- Poverty Reduction strategic Paper
MDG- Millenium Development Goals
UNDP- United Nation Development Programme
HIV- Human immune-deficiency Syndrome
AIDS- Acquired immune-deficiency Syndrome
UNICEF- United Nations International Children's Education Funds
WSC- Summit on Children
HRAP- Human Rights Approach to Programming
## List of Acronyms and Abbreviations

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<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CDF</td>
<td>Chief of the Defense Force</td>
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<tr>
<td>DFID</td>
<td>Department of International Development</td>
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<tr>
<td>DoD</td>
<td>Department of Defense</td>
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<tr>
<td>IDP</td>
<td>Internally Displaced Persons</td>
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<td>GoK</td>
<td>Government of Kenya</td>
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<td>KA</td>
<td>Kenya Army</td>
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<tr>
<td>KACC</td>
<td>Kenya Anti-Corruption Commission</td>
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<td>KNCHR</td>
<td>Kenya National Commission on Human Rights</td>
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<tr>
<td>KPF</td>
<td>Kenya Police Force</td>
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<tr>
<td>MoD</td>
<td>Ministry of Defense</td>
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<td>PA</td>
<td>Public Affairs</td>
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<tr>
<td>PD</td>
<td>Police Department</td>
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<td>PR</td>
<td>Public Relations</td>
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<tr>
<td>TI</td>
<td>Transparency International</td>
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CHAPTER ONE

1.0. Introduction

The idea that Public relations should be strategic has recently become popular among Public Relations practitioners. Initially, there were no recognized standards for effective practice or ethical principles for the moral practice of Public Relations in the Public Sector. Most Public Relations practitioners could be described as what the Canadian Public Relations Practitioners, Michel Dumas called improvised ‘Practitioners’-people who practiced Public Relations without theoretical knowledge of why they practiced as they did and why Public Relations is important for an organization (Arthur et al, 2004). However Covey (2006) argues that the debate today on strategic public relations consist of references to the idea that public relations should be planned, managed by objectives, evaluated and connected in some way to organizational objectives.

An organization’s reputation, profitability, and its continued existence can depend on the degree to which its targeted public supports its goals and policies. Public relations specialists such as Barney & Hansen, (1994) serve as advocates for clients seeking to build and maintain positive relations with the public. Barney and Hansen say that their clients include businesses, non profit associations, universities, hospitals and other organizations which aim to build and maintain positive relationships with the public. As managers recognize the link between good public relations and the success of their organizations, they increasingly need public relations specialists for advice on the strategy and policy of their communications.

According to Watson (2005) Public relations practitioners handle organizational functions such as media, community, consumer, industry, governmental relations, political campaigns, interest-group representation, conflict mediation, and employee investor relations. Watson further expounds that Public relations specialists must understand the attitudes and concerns of community, consumer, employee and public interest groups to establish and maintain cooperative relationships between the group and representatives from the print and broadcast journalism.
Public relations specialists draft press releases and contact people in the Media who might print or broadcast the material. Many radio or television special reports, Newspapers, Stones, and Magazine articles start at the desk of Public Relations Specialists (Brunner, 2004). Sometimes, the subject of a press release is on organizations and its policies to its employees or its role in the community. For example, a press release might describe a public issue, such as health, energy, security or the environment, and what an organization does to advance the issue.

In government, Public Relations specialists may be called Press Secretaries or Public Communication Officers. They keep the public informed of the activities of agencies and officials. For example, the Kenyan Government has a communications office headed by the Government Spokesman. His main duty is to inform the public current pertinent in the government that the public deserves to know. Public Affairs Specialists in the US Department of State inform the public of travel advisories and US position on foreign issues.

Botan (1992) explains that Public Relations practitioners are most likely to help members of Publics construct positive images about the organization when they counsel the organization to behave in ways that people outside the organization want. In other words, sophisticated public relations practitioners now understand that they must serve the interests of people affected by organizations if they also are to serve the interests of the organizations that employ them. Public relation practitioners suggest that organizations must make long term strategic choices that are feasible in their environments. Public Relations function with the social environment of organizations. Public consists of Social groups who respond to the consequences that organizations have on them and in turn try to participate in management decisions in ways that serve their interests.

The basis of any relations is communication which establishes connection and connection target a relationship. The value of effective communication skills in the workplace is incalculable (Covey, 2006). Wrong words, ill advised gestures or misunderstood meanings can lead to very unsatisfactory outcomes.
The challenge facing the Ministry of Defense (MoD) and the Police Department (PD) in Kenya, like in any other democratic state today, is predicated on service to the society. Goodpaster, (2000) says the Military and rather security establishment is designed, operated, and supported to serve security goals and interests of the society at large...all that the military is and does should be aligned to these goals”. Harmonizing civilian-military-police relationships calls for acknowledgement of the interdependence of military, the police, the public and civil institutions. Civilians form the basis of a state and the military serves and is therefore part of that state (Huntington, 2001).

Security is therefore increasingly being viewed as an all-encompassing condition in which people and communities live in freedom, peace and safety, participate fully in the governance of their countries, enjoy the protection of fundamental rights, have access to resources and the basic necessities of life, and inhabit an environment which is not detrimental to their health and well being (DFID, July 2002). Security matters to the poor and other vulnerable groups, particularly women and children. Bad policing, weak justice systems and corruption means that the meek suffer disproportionately from crime, insecurity and fear. They are consequently less likely to be able to access government services, invest in improving their own futures and escape from poverty. In addition, the rule of law, an independent judiciary, checks and balances in government, and functioning government institutions are also necessary for security and stability to thrive.

According to Huse and Bowditch, (1999), an organization is effective and efficient when it has the ability to be integrated and to consider three different perspectives simultaneously: structural design, flow and human factors. These measurement criteria ranged from specific aspects of organizational effectiveness to a global view. Campbell’s (1998) review also finds some of the measurement criteria to be inconsistent, in that few studies used multivariate measures of effectiveness and the same criteria were rarely used across studies (Praeger, 1986).

There is simply no way of anticipating the who, what, when, where and whys of the next crisis. But, rather than not planning at all and waiting for the next situation, there are areas where PA practitioners can benefit from thorough prior planning. This rationale
prior planning will assist PA in effectively solving issues-and the use of theoretical perspectives offered by systems theory, organizational communication, cross-functionality and identified PR “best practices,” is what led the research team on the quest to develop a unified model for strategic and tactical planning.

The idea that public relations should be strategic has recently become popular among public relations practitioners. Initially, there were no recognized standards for effective practice or ethical principles for the moral practice of public relations in the public sector. Most public relations practitioners could be described as what the Canadian public relations practitioner Michel Dumas called "improvised practitioners"—people who practiced public relations without theoretical knowledge of why they practiced as they did and why public relations is important for an organization. However, the debate today on strategic public relations consist of references to the idea that public relations should be planned, managed by objectives, evaluated, and connected in some way to organizational objectives.

1.2. Problem Statement of Research

Public Relations as an occupation, in most government departments and has often been defined more by its techniques than by its theory. Most public relations practitioners in government have been the masters of a number of techniques. They have known how to secure media coverage, prepare press releases, write speeches, write and design brochures, produce video news releases, lobby representatives in conferences, stage special events, or prepare annual reports.

In addition to being an occupation defined by techniques, public relations practitioners in government also have devoted most of their efforts to communicating through the mass media. Most have believed that they could affect large numbers of people through publicity alone. The organizations that employ public relations people also have believed that they could get massive numbers of people to behave in ways the organizations wanted by creating a good "image" in the media.
The bottom line in the great proactive versus reactive debate is that to a certain degree, Public Affairs (PA) will always be reactive. “While PA must continue to react to the requests and situations that pop up unexpectedly, it also must take the initiative to create strategic and tactical plans that allow it to put the right information in the hands of the right audiences at the right time” (AFI 35-101).

Despite all these efforts, there exists poor public relations between the police-military and public. The MoD and the police department, in an effort to gain greater efficiency, always attempt to both integrate and simultaneously consider its three subsystems (internal information, media and community relations) as well as best practices in the civilian corporate PR arena, when approaching organizational issues but in vain. This proposed study sets out to assess role of Public Relations in the Public Sector. The study specifically focuses on analyzing the communication strategies applied in the Ministry of Defence and the Police Department in Kenya, with a view of establishing whether there exists communication gaps, and disconnects between the two institutions and the publics, they are serving.

1.3 Objectives of the Study

This research study aims to critically examine the role of Public Relations in the public sector, giving a comparative analysis of communication strategies in the Ministry of Defense and Police Department Kenya. Specific objectives include:

i) To establish the external communication channels considered most effective while exercising public relations in both the Defence and the Police departments;

ii) To identify factors that make the two security departments have poor image in the public; and,

iii) Identify gaps in the two security departments in the practice of public relations.
1.4. Research Questions

Informed by the research objectives, the following will comprise the research questions for this study:

i. Which channels of external communication are considered most effective to communicate to the public by the Police and Defence departments?

ii. Are there any barriers affecting public relation feedback in external communication in the two security departments?

i) What role does PR play in the public sector? Do Kenyans have confidence with the Military and the Police forces?

ii) Does public relations play any useful role in the Public Sector?

1.5. Justification and Rationale of the Study

The findings of this research will contribute to the already existing body of knowledge on the role of public relation in institutions. The beneficiaries of the results of research are varied. Public relations managers of the police, the military and other practitioners are expected to gain from the research findings as the research will empower public relations managers in order to better respond to institutional oriented news filed by reporters in terms sensitive reporting so as to avoid poor image, stereotyping and sectionalisation. The Government is set to benefit from the research finding as it will help its agencies and institutions to formulate relevant and valuable policies that enhance and promote good will and image of its institutions. It will help the top management in appreciating the critical role public relations play in changing perception and the need to institutionalize the communication strategies. The research findings also hoped to help change the police and the military perception on the public and the civil society in general.

The findings will help practicing and aspiring public relation managers as they will help them stem or avoid gross inefficiencies and mistakes of the past and thus contribute to efforts being made to balanced and objective representation of sensitive institutions like the police and the military. The research will aid public relation training institutions in coming up with proper training curriculum that pays attention to issues of image, poor
publicity and good will. This will help groom aspiring public relations managers in controversial issues and topics touching on the country’s security forces.

These research findings will be vital in helping lecturers, researchers and students interested in the area under study as the findings will be a vital reference point for information on the police and the military in the country.

1.6. Scope and Limitations of the Study

The scope of the study will be limited to survey as a research technique. It will apply qualitative and quantitative analysis of the role of public relations in the public sector, giving a comparative analysis of communications strategies at the ministry of state for defense and the police department in Kenya. The Police and the Military have a lot of controversies in the public’s eyes. The choice of the topic under study is relevant as it comes at a time when the police and the military have been accused of murder, harassments and use of brutal force against “innocent” people. The study is therefore hoped to break the misconception and portrayal of the police and the military in the public. This proposed research study will be carried out mainly in Nairobi Province of Kenya and it anticipates lack of co-operation or unavailability of some potential respondents especially the top management in the police and the military, lack of adequate time and resources may limit the scope of the study and lack of proper mechanisms of identifying the actual strategies employed in public relations as some of the challenges. Being security organizations the issue of confidentiality and the need to know principle may be used to control information and disclosure, and this will most likely adversely affect the study.

1.7. Theoretical Framework

The study project will use two theories to help develop the research. These theories are:-

1.7.1. Systems Theory

First identified in the 1940s, systems theory achieves insights into communication (Heath & Bryant, 2000). Especially influential on organizational communication, systems theory
explains how and why people form groups, each of which is a system as well as part of a larger system. Its focus is on the whole system rather than on its parts, and how these parts interact to affect the whole system. Infante, Rancer and Womack (1997) define a system as hierarchical — a set of interdependent units working together to adapt to a changing environment. It can be divided into smaller subsystems or incorporated with other systems to create larger systems, referred to as suprasystems or environments (Heath & Bryant, 2000).

A systems approach to organizational communication expands the basic model of sender-receiver to feature communication networks; this explains how systems adapt to their environments (Heath & Bryant, 2000).

As previously stated, PA is composed of three basic subsystems: internal information, media and community relations. Although the military mainly uses each subsystem interdependently, the entire system is much more than the sum of the contributions of each individual part. As Infante, Rancer and Womack explain it, “every system is like a cake in the sense that if you take away or change one individual part, the entire system is affected” (1997, p. 91). The focus of organizational communication is on the whole system, rather than on parts of the system (Katz & Kahn, 1996).

Communication systems, such as public affairs, are “open” systems — they interact with their environments. Open systems “continually take in new information, transform that information and give information back to the environment” (Shockley-Zalabak, 1999). By contrast, “closed” systems are characterized by a lack of input communication, making it difficult to make good decisions and stay current with the needs of the environment (Shockley-Zalabak, 1999). Closed systems lean toward entropy, chaos or total disorganization (Infante, Rancer & Womack, 1997).

Applying the open systems approach to military PA requires a purposeful sensing of the environment to anticipate and detect changes that affect the organization’s relationships with its publics (Cutlip, Center & Broom, 1985). Ultimately, the systems approach should
serve as the foundation for a more effective management practice. This becomes the basis upon which our ideal model for PA interaction was created.

1.7.2. Public Relations Theory

Public Relations is the attempt by information, persuasion and adjustment to engineer Public support for an activity, cause, movement or institution (Bernay, 2001). The field borrows theories of communication from the social science disciplines; however, there is no one theory that is Public relation. According to Leeper and Leeper, 2001, the field also lacks a sense of identity, failing to define its purpose, scope and dimension. This theory was first proposed by Gruing in 1989. He argues that there appears to be a widely held definition that PR is “the manipulation of Public behavior for the benefit of the manipulated publics as well as the sponsoring organizations”. Grunig’s (1989) research explains PR using four models. Grunig calls them “press a gentry/publicity,” “Public information,” “two-way asymmetrical” and “two-way symmetrical”.

According to Grunig (1989), the four models are representative of the goals, values and behaviors held or used by an organization when practicing PR. Grunig’s (1989) press agentry/publicity model is descriptive of the propaganda feel of PR, seeking media attention in almost any way possible. The basis of this approach is the amount of mass media coverage determines the relative importance of the topics (Cutlip, Center & Broom, 1994). Grunig suggests those who practice the press agentry model fully intend to persuade or manipulate publics (Grunig, 1989).

Grunig’s Public information model is similar to the press agentry/publicity model. Practitioners of this model provide generally accurate information, but usually do not volunteer negative information. Both the press agentry/publicity and public information models are one-way they give information about the organization to the identified publics but do not actively seek information in return from the publics through research or informal means.

Grunig’s two-way asymmetrical and two-way symmetrical models are more sophisticated, they include the element of research; however, only one of these models
holds real promise toward attitudinal change. The two-way asymmetrical model uses research to identify messages most likely to produce support of the publics without having to change the behaviors of the organization. Practitioners of the public information model change public behaviors and opinions, even though that may not be their intent (Grunig, 1989).

The fourth model defined by Grunig is the two-way symmetrical model. This model has effects that benefit both the organization and the public. Organizations practicing this model employ bargaining, negotiating and strategies of conflict resolution to bring changes in both the organization and the public (Grunig, 1989). This model has one presupposition; communication leads to understanding among people and organizations.

Grunig's research and formulation of these four models serve as a map of the major stages of development in the PR field, providing clarification and serving as a basis for a classification system (Neff, 1989). Organizations practice several of the models together, with the press agentry model being the most popular (Haye, 2000).

The function of PR practitioners is to help an organization adjust and adapt to their environments by monitoring public opinion, social change and cultural shifts (Cutlip, et. al., 1994). How an organization accomplishes these tasks in an effective manner is subjective. Bemays, (1955) suggests that to carry out PR effectively, one must follow this process:

a) define your objectives,
b) research your publics,
c) modify the objectives,
d) decide upon a strategy,
e) set up a theme,
f) establish an effective organization,
g) chart a tactical plan and
h) carry out the tactics.

PR is a part of any organization's problem-solving function, practitioners with this view use social scientific theory and the best available evidence in a four-step problem solving process (Cutlip, et. al., 1994).
To get the most out of any PR effort it is necessary to have a master plan. Just having a plan doesn’t necessarily guarantee success, but it allows the practitioner to focus and determine the ultimate success or failure of the communication effort (Ginsburg, 1955). The ramifications to military PA is twofold, first; Grunig’s models provide an assessment for military practitioners to determine how their respective programs currently fit in the arena of strategic planning within their military services. As Grunig suggests, most organizations combine all four models making it difficult to determine PA effectiveness.

1.8. Definition of Terms

The following terms will be restricted to the definitions and explanations given in this research:

**Defense**- Defence entails protecting and safeguarding national interests, of a Nation/State.

**Kenya Police** – A Department in Kenya Government charged with maintenance of law and order, and regulated by the Police Act.

**Military**- The Military are the Armed Forces which includes the Kenya Army, the Kenya Air Force and the Kenya Navy.

**Public**- this means Kenyan citizens who are not trained as military or police officers.

**Government**- a democratically elected body mandated to govern a people.

**Department**- a section within a bigger institution with specific laws, duties and responsibilities.

**Communication** – Exchanging information using various media channels.

**Strategy** – a plan of action to achieve defined results.
Public Relations

The determined, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics. Also understood as reputation management, the PR craft can be categorised into several broad practice areas, such as media relations, investor relations.

Publicity

Publicity is mention in the media. Organizations usually have little control over the message in the media, at least, not as they do in advertising. Regarding publicity, reporters and writers decide what will be said.

Trust

Trust is one party’s willingness—shown by intention and behavior—to be vulnerable to another party based on confidence developed cognitively and affectively that the latter party is benevolent, reliable, competent, honest, and open. Trust is something we all can sense, but may have a hard time describing.
CHAPTER TWO
LITERATURE REVIEW

2.0. Introduction

The function of literature review is to examine in detail the available literature and studies already conducted and which are directly related to the topic under study. Indeed, Oliver M. Mugenda and Abel G. Mugenda (1999) acknowledged that the purpose of literature review is to establish what has already been done with reference to the area the researcher is working on. The researcher, in literature review, reviews thoroughly what other scholars have done on the topic. Mutai (2000), on the other hand, states that “Literature review helps to sharpen and define understanding of the existing knowledge in the problem area, provides a background for a research project and makes a reader aware of the current status of the issue.”

This chapter reviews literature under the following heading agenda Introduction, development of organizational communication, the defence, the police, police duties, and challenges facing the police force, role of public relations, conclusion and research gaps.

2.1. Development of Organizational Communication

Communication serves as the basis for control and coordination in organizations; it also provides information essential to effective completion of the organizational mission (Poole, 1999). But, what “exactly” is communication? In layman’s terms, communication is the interchange of information between two or more persons. Farace, Monge and Russell (2000) define communication as the exchange of symbols that are commonly shared by the individuals involved, and which evoke quite similar symbol-referent relationships in each individual. Organizational communication goes a bit further. Organizational communication is “both similar to and distinct from other types of communication” (Shockley-Zalabak, 1999, p. 28). It is more than the daily interactions of individuals within organizations, it is the process through which organizations create and shape events (Shockley-Zalabak, 1999).
The study of organizational communication centers on processes of interaction means by which people obtain information, form opinions, make decisions, merge into the organization, leave the organization and create rapport with one another (Shockley-Zalabak, 1999). Through communication, people coordinate their actions to achieve individual and organizational goals (Shockley-Zalabak, 1999). Effective organizational communication within the Public Affairs (PA) arena is critical. The public’s perception of credibility and validity of any PA office depends largely on the successful transmission of verbal and nonverbal messages and the sharing of information at all links(subsystems) through the organization’s channels.

2.2 UK Defence Communication Strategy

The British Defence Communication strategy aims to maximize the effect of its communication efforts in order to improve understanding and support for Defence and enhance the reputation of the Armed Forces collectively, each service individually the Ministry of Defence and its various component parts and Ministry of State for Defence Civil Servants.

The UK defence strategy supports the Defence vision by helping to demonstrate that Defence is essential to the National interest. It provides an over arching framework for communication activities setting out what need be achieved, the priority areas to focus on and who need to be involved.

The primary objective of communication strategy for the UK Defence, is an improved reputation externally and internally for the Ministry and for the services collectively and individually. This will be achieved through the following enabling objectives.

- A better relationship with key external stakeholders including the National and Regional media.

- An outcome based approach and improved coherency of effort across everyone involved in Defence Communication.
• A Ministry of State for Defence communications organization that has a first class reputation in Defence, the confidence of the Department at all levels and is highly regarded across government.

2.2.1 Achieving Greater Communication Effect

Understanding its audience is a pre-requisite to targeting its communication and getting more effective engagements. The UK Defence audience includes the Defence Personnel, Parliament allies, other Government Departments, and the Public both in the UK and abroad. These groups are so diverse that it is difficult to capture everybody’s needs with one message. Therefore, it is necessary to break them down into smaller groups that can be targeted separately with tailored but consistent messages. The right person must also be identified to deliver the message both directly and through the media. For some issues a Minister will be appropriate, for others a Military or civilian spokesman and for major issues often a combination of these. Whilst the National media remains very important, regional media offers an additional route to make the institution points across the Country, particularly if information can be localized. To secure international support the Defence Force in UK need to make use of International media, and work with other Government Departments and allies through its International networks. The use of new media, where for example, increased access to social network sites and blogging provide new opportunities to communicate directly to the Public. In addition, wider engagement opportunities such as features, books and documentaries have the potential to reach new and more diverse audiences and should be focused where possible on the organization’s communication priorities.

2.3 Transforming the American Department of Defence Strategic Communication Strategy

In the 2002 National Security Strategy (NSS) the Bush Administration identifies the need for a “different and more comprehensive approach to Public information efforts that can help people around the world learn about and understand America. It also advocates
"using effective public diplomacy to promote the free flow of information and ideas to kindle the hopes and aspirations of freedom of those in societies ruled by the sponsors of global terrorism.

This infers the need for National Communication strategy emanating from the President's administration synchronized with communication strategies of all subordinate governmental organizations. The essence of strategy communication is to synchronize and coordinate public affairs, statesmanship Public diplomacy, and military information operations in concert with the actions of employing the National elements of power to achieve National objectives.

However, these ideas are not reflected in the subordinate strategies pertaining to the military. Within the Department of Defence (DOD) the 2005 National Defence Strategy (NDS) and the 2005 National Military Strategy (NMS) are devoid of any mention of communication strategy or military support to Public diplomacy. As a result, the DOD has not achieved its full potential in supporting Operation Enduring Freedom” (OEF) Iraq Freedom (OIF) and the Overall Global War on Terrorism (GWOT) through strategic communication because of the lack of recognition for this essential capability.

Even though this critical requirement was identified in 2002 National Security Strategy (NSS), and is widely recognized in subsequent government studies and reports as a significant shortcoming in the departments ability to achieve communication objectives – it remains on unfulfilled task. The 2001 Defence Science Board (DSB) report on managed information dissemination and the 2004 Defence Science Board report on strategic communication both identify needed improvements in National and Military communication efforts. Not until recently have specifications been spelled out for National and Military strategic communication objectives for ongoing operations as they are now in the National Strategy for the Global War On Terror. The war on terror and supporting military operations has suffered from the absence of strategic communication strategy and creative approaches to competing in the global information environment. This deficiency is noted by then Secretary of State Donald Rumsfeld in recent comments
to the council on Foreign Relations. “Our enemies have skillfully adapted to tighten wars in today’s media age, but for the most part, we, our country, our government has not”.

New and emerging technologies for delivering information to various audiences are not fully embraced by the military Public affairs community. Some of the newer technologies are being explored and exploited not only by commercial news organizations but by adversaries in the GWOT. While Military public affairs lag behind various creative and successful initiatives are being explored by small segments of military public affairs, but the community as a whole is slow to adopt and expand the use of these new technologies.

Understanding various audiences and how they perceive the message is essential to succeeding in supporting military operations through communication efforts. The diversity and fragmentation of the audiences, as well as the media make for a challenging environment to compete in. Some audiences may even shift sides depending on how a particular campaign affects their concerns. The world’s media seem to be fixated on America’s faults, and this makes the adversary’s job easier by diverting attention from negative coverage of their actions to any error of the US or the coalition.

According to the Chairman of Defence Science Board, “effective strategic communication prevents a crisis from developing and help diffuse a crisis after it has developed. To win a global battle of ideas, a global strategy for communication those ideas are essential”.

The National Military Strategic Plan for the war on terrorism is the first DOD plan since the release of the DSB report to address the requirement for strategic communication components. The DOD’s strategic communication objectives in the GWOT are to align coalition and partner Nation against violent extremism, provide support for moderate voices, dissuade enablers and supporters of extremists, deter and disrupt terrorist acts, and counter ideological support for terrorism. A sustained, proactive communication effort will be required to meet these objectives. The plan calls for combatant
commanders to tie in all strategic communication capabilities and synchronize them with interagency efforts to achieve synergistic communication effects. “An important change the government needs to make is to incorporate communications planning into every aspect of war on terror”.

2.4 Non-traditional Audiences and News Venues:

New public audiences are emerging through communication systems involving the internet or electronic messaging, creating new news audiences in non-traditional news venues. The future leaders and decision makers of the world include a growing number of people who have grown up playing video games and clicking through multiple media presentations. The developing audiences in foreign nations have also found the internet and emerging technologies to be a window to news previously not available to them. In order to grab their attention it is necessary to develop ways to present news that engages and involves them.

Former Defence Secretary Donard H. Rumsfeld said “Insurgents around the world have learned to use this media-rich environment to further their goals, and to successfully combat them, the US government needs to adapt and use the technology that has proven to be so powerful”. He went further to say, “Forces deployed to a theater of operations need to be experienced enough to engage the full range of media that the world uses”. This will require an elevation in internet operations, the establishment of 24 hour press operations centres, and training in other channels of communication he added.

In order to keep pace with communicating to these emerging audiences it is critical to adapt communication strategies and technologies to participate in these environments. It is also necessary to be able to accelerate responses to adversarial misinformation and disinformation to all potential audiences. Military public affairs programs have made piecemeal jabs into these technologies but have not made a broad effort to aggressively engage in these new areas aside from the plethora of websites for every unit and organization. Central command public affairs has established a deliberate effort to
engage in the blogosphere as an official organization, while some others have responded individually under official titles to correct misinformation in various web log forums. DOD has done some analysis of trends in many of these internet based technologies, but has yet to formally enter into information dissemination by these non-traditional means.

2.5 Communication Policy in the Danish Ministry of Defence;

In the ambit of the Danish Ministry of Defence, they work for peace and security, at home and abroad. The tasks of the Ministry of Defence span from the participation of Danish soldiers in International operations to securing Danish territory by land, air and sea. The Military contribute to securing the robustness of society against accidents and disasters – created by for instance terrorism, storms or power failure. The Danish Military also work with Navigation Security, environmental surveillance, pollution control and life-saving services.

The tasks affect security and everyday life for both employees and the population, in Denmark as well as in countries where International tasks are being carried out. This makes heavy demands on task performance, including securing effective communication in relation to the surrounding world, as well as within and between the authorities of the ambit.

2.6 Ground Rules of Good Communication:

The ground rules accommodate the ambition of the combine for how the institution wishes to communicate:

a. The Ministry lead an active dialogue – we create commitment, work satisfaction and responsibility with a good internal and external dialogue. We want to communicate with the employees first – especially on decisions affecting them. It shares its knowledge and seek out knowledge contributed by others, in order to create better results.
b. **Openness:** The Ministry is accessible – with respect for special limitations applying to public authorities, especially to the defence. It shows willingness and ability to communicate – also in situations when the surrounding world requests information which is not in our immediate favour.

c. **Offensiveness** – The Ministry take initiative and are active setting the agenda, internally as well as externally. It is alert and prevent the emergence of rumours and myths. It follows up on misunderstandings, and give our account of the stories.

d. **Credibility** – The Ministry’s credibility is crucial to our employees trust in us and to the trust of the outside World. This means that there must be coherence between works and action. We communicate correctly and timely.

e. **Easy to understand** – The communicate comprehensibly to others than ourselves. It is our responsibility that other people understand our messages. This is why we use clear, concise and correct language.

f. **Communication is an Integrated Part of Problem-Solving** – The Ministry always communicates with a purpose. Communication must be incorporated early on, in our work with for instance new Bills, Projects and tasks. We deliberate why, what, with whom, how and when we communicate.

All authorities are responsible that communication within their sphere meets with the demands of the Communication Policy. Responsibility for communication comes with responsibility for the task. Communication is not only a responsibility for leaders and communication specialists. All employees have co-responsibility for communication. Managing staff members have a special responsibility to create an efficient internal and external communication, and to lead the way with their good example.
2.7 Target Groups:

The conglomerate of the Danish Ministry of Defence deals with a varied range of tasks. It is a principle that, they communicate in a manner so that others than themselves may understand. Communication must be adapted to the target group. Priority of and relations to the various target groups vary from one authority to another, and can be more carefully determined by the individual authorities in the decentralized communication strategies.

The common target groups for Danish Ministry of Defence include the following:

- The Public
- The Elected
- The Media
- The Employees
- Future Employees
- Relative of Employees
- Opinion Makers
- Other Public Authorities
- International Collaborators

2.8 Measuring and Follow-Up:

Communication can and should be measured. Measuring gives the organization an idea of the efficiency of its communication. It is important to document how far the individual authority and the combine have taken the implementation of Communication Policy. Measuring and follow-up are crucial to the actual implementation, success, and further development of the Policy.
2.9 Communication and Media in Jihad Strategy:

Jihad place great importance on communication and media as elements of their overall strategy. A strategy is a plan that leads to a goal, and is distinct from tactics, which have to do with using resources to execute plans. The goal of the Jihads is a matter of some and depends on the time horizon in question. There is a general agreement that in the short run they want to drive those they see as invaders (e.g. the United States and its allies) from the Arabian Peninsula. This goal has been regularly professed by Osama bin Laden, most recently in his offer of a 'truce' to the United States. In Iraq, where the Jihads are currently most active, 'armed oppositions avowed objective have thus been reduced to a primary, unifying goal: ridding Iraq of the foreign occupier'.

2.9.1 Audience Segmentation and Adaptation:

The most fundamental rule of any communication effort is to understand the audience. Jihad communicators appear to have taken this principle to heart by regularly applying conceptual distinctions when discussing their enemies and/or their communication efforts against them. For insiders the communication problems have to do with controlling an amorphous, distributed, secretive organization and orienting everyone to common objectives.

The "outsiders" are divided into categories. A basic distinction is between the good guys and the bad guys. Good guys are the backers and supporters, the good Muslims who provide emotional and/or material support for the Jihads efforts, and Muslims who could potentially be brought into that fold. Jihads have almost parental attitudes toward this group, viewing their relationship as "one of love and friendship and advice, and bringing out the good in them and correcting their mistakes".

The "bad guys" include everyone who is not a good guy, and there are two varieties of these. The "apostates" are fallen Muslims who are the most immediate objects of Jihadi scorn (and operations), especially if they are rulers of countries... Sometimes described
as the “near enemy”, this is the group against which the Jihadis define their social identity, and who seem to be the main targets of their short term goals. The “unbelievers” are the foreigners, especially those in the West, who are sometimes referred to as the “far enemy”. These outsiders are problematic in the short term because they meddle in the affairs of the Arabian Peninsula. They also figure in the long-term dreams of a worldwide caliphate.

Two other groups of outsiders appear in Jihad writings. The trouble makers include people line members of “the deposed regime, the tribal cliques, the hired fighters and the standard criminals”. They are viewed as enemies of the movement, but less serious enemies then the bad guys, and possibly redeemable. The Jews are the penultimate objects of the Jihadis wrath.

2.9.2 Adapting the message and the Media

The second most fundamental rule of any communication effort is to adapt the message and the medium to the audience. Here again it is evident that the Jihadis are following the rule. Sympathizers, as well as potential sympathizers in the lands of the near and far enemies are primarily target with social and religious legitimation messages. Personal communication and other face to face methods like speeches and sermons has always been a preferred medium of this task.

2.10 Police Communication Strategy Security as Part of Community:

In communications theory, the term community is defined as a cohesive group of people having a unifying theme and being held together by different things that they share, such as work, territory, ideals and skills (Wilmont, 1995). Security professionals need to demystify themselves and their profession so as to become a part of the organizational community, and concurrently help people understand their own responsibilities within that same community. This will go a long way towards the inclusion of information security consciousness in the corporate culture. This is not advocacy for removal of
accountability, but rather a suggestion that a holistic approach to the management of the human elements of a security plan is best.

2.11 Armed forces in a democracy: The military dilemma

To the extent that the military is a creation of the state, it is a political institution. In Kenya, as in other democracies, armed forces are part of the political order. Martin Edmonds supports this view when he argues that, as a state institution, a political construct, the armed forces have a permanent political label, and are symbolic of the political ideology and principles of the constitution upon which the regime is based. Because the military is such a powerful institution, the government it serves will regulate it closely. Louis Goodman warns that there is a danger that, left on its own,

"The military will defend its own narrow interests without regard for larger social good. At times, the various services that make up the armed forces may so relentlessly pursue their particular corporate interests that they end up directly competing with political parties for power. As the largest, most organized institution in most societies, military establishments have tremendous capacity to realize their own organizational interests if they choose to do so. The armed forces can inflict significant harm on the democratization process through pursuit of its own narrow institutional interests or its intimidation of potential rivals."

Within the context of Kenya both the legislature and the executive regulate the armed forces. However, this control is often subtle and indirect. Most of the time the army functions with a high degree of autonomy to enable it to carry out its security functions. The legislature and the executive only intervene when there is reason to suspect abuse of power. The same understanding applies to the judiciary: except in extreme circumstances the judiciary keeps a cautious distance from the activities of the military, trusting the control exercised on the conduct of the military by the legislature, the executive and military law. Edmonds emphasizes this point, observing that:

"Armed services are a symbol of state sovereignty and independence, and it is their manifest destiny to act as saviours of their country in time of emergency. [...] This status and image of the armed forces gives them a residual legitimacy, which they enjoy. An asset which is not accorded to
other institutions. In other words, armed forces can operate in the political arena with much greater freedom than almost all others, simply because of their close, and potentially disinterested, identification with the state itself.

This is not to suggest that the military is above the law. In instances of misconduct the judiciary’s bird’s eye view enables it to pounce on the uniformed forces both at an individual and a collective level. Many soldiers who have been tried and convicted in Botswana mistakenly believed that they belonged to an untouchable institution.

In a democracy, civilian control of the armed forces is a matter of paramount importance. In Botswana for instance, the army falls under the executive arm of government. This arrangement subjects the military to the checks and balances of a legitimate government. This delicate balance of power delineates the place of the executive in the chain of command and defines its place within the political superstructure. The arrangement clears any possible confusion regarding the superior and the subordinate. From this it becomes apparent that in a democracy the army has to be loyal to the government of the day and has to obey its lawful instructions. Any departure from this principle should invite punitive action.

Huntington in Sarkesian, Williams and Cimbala (2002) provides three major characteristics of the military that determine its professionalism or existence as an institution, which is also shared by both Chuter (2003) and Edmonds (1988). The first characteristic of the military is the expertise in the management of violence for the protection of the constitutive element of political society and also to consolidate democracy, which is a historical and social construct. Although it is a debatable issue, the current high degree of expertise in the management of violence in the military makes it different from other operational sectors of state governance. It has been said that the interrelationship of organization and destructive potential is the distinguishing characteristic of military practices that makes it professional. In realizing this objective, the military has devised structures that are hierarchical in nature and that inter relate and integrate functions, ascribe authority and define office (Edmonds, M: 1988).
The second characteristic of the military is the responsibility for the defence of the state with the mandate to create hegemony, protect sovereignty and maintain stability through coerciveness when necessary to do so. In executing its responsibility, the military must observe and practice a professional culture that upholds the values, norms and symbols of state. If the military fails to adhere to the military disciplinary codes, then it is liable under martial law for acts of negligence, incompetence or disobedience (Edmonds: 1988:31, 36, 41, 43). However, what Huntington fails to appreciate is that the nature of the military characteristic is shaped by the individual nation state’s ideological preferential policies and is constrained by the military strategy for the management of violence in war or peace. The role of the military has now been re-defined to contribute towards nation and state building, and a humanitarian assistance role.

Rupiya (2003) argues that the characteristics of the military are defined by their role outside sphere of daily workplace: for instance, one would determine their level of expertise by examining its manner of resolving conflicts and disputes. The third characteristic of the military is its corporate nature; that is, its institutional self awareness and organisation. This characteristic deals with the internal institutional and soldier transformation issues that determine corporate identity and morale issues. The military must behave in a manner acceptable to the society it serves and to the government in general. The military must demonstrate its neutrality, impartiality, commitment and dedication when in the line of duty in serving the state and the public at large. Hence, its members are required to remain professional and apolitical as they serve the shared interest of a diverse society, and loyal to the government of the day.

They must maintain a high morale as an attribute that inspires them individually and as a unit to exceed organizational expectations, and holds men and units together under extreme stress. Factors such as the quality of training; a normative commitment to the task to be fulfilled; a strong sense of identity with the unit to which the individual is attached; a pride in the specific job that he or she has to do; and a certain degree of patriotism and love of one’s country must be package for success (Chuter: 2003 and Edmonds: 1988).
Military intervention in politics Githiora (1999) provides a context for the military profession with some political externalities. He contends that the inherited traditions of war and political determination by the government of the state using the military expose it to state governance. This is arguably where the military learns how to lead and govern.

In many instances it acts as a state and government agency for the protection of national and foreign policies, and the supreme laws of the country. In so doing, the military, as a structured and organized institution, performs the following functions concurrently with the state. The military generates legitimacy for governance through coercion, by penetrating societal social formations to develop hegemony and control of the governing state apparatus.

This understanding is shared by Edmonds (1988: 31,36,41,43) who contends that the military replicates public or state functions which makes it almost a 'state within a state'. It runs its own navy, controls the airspace and land, and religious institutions, medical and other auxiliary services using stringent military disciplinary codes to govern. This is how they test the social and political power, which it sometimes becomes necessary to extend to other state machinery for governance. In many cases this happens when civilian authority can no longer deliver the social goods and does not possess the capacity to develop hegemony within the country.

2.12 The Ministry of Defense (MoD)

The Ministry of Defense (MOD) is the department of State entrusted with overseeing the political and financial components of the Kenyan Defense Force. It is responsible for the production and promulgation of defense policy. It also acts as Headquarters of the Defense Force, collocating the Chief of the Defense Force (CDF) with the seat of political authority (Du Pisani et al, 2003)). The Chief of the Defense Force is appointed by the President. The principal advantage of this design is that it facilitates clear political control of the higher direction and management of defense.
It also further acts as the body that procures equipment for the force, while the production of the military policy direction is entrusted with the Kenya Defense Force. The Ministry of Defense has sixteen departments, including three offices and three arms of services. The MOD houses three arms of services: the Army, the Air Force and the Navy. The MoD has two components of personnel, civilian and military, to reflect its dual roles and to ensure that military advice is readily available.

2.13 The Police Department

Providing safety and security for its citizens is a major responsibility of government. The government ensures that there is security and safety through a department known as the Police Force, whose primary responsibility is to safeguard peace and order. The police enforce the law on behalf of the government for the following purposes: To protect the lives and property of the people of Kenya, and to help and reassure them. The police are required to uphold the law in a manner that protects the rights of individuals and the public good, and also to defend Kenya in the event of war or emergencies.

The main role of the Police is to preserve peace and security within the territory of the state. The police prevent and control behaviour that disturbs the public peace, including intervening in conflicts that arise between citizens to prevent and control crime. The police respond to and investigate crimes, and patrol the streets to prevent offences from occurring. Other than law enforcement, the police also provide services that deal with a wider range of needs of the community, including: assisting in emergencies and life-threatening situations such as fires and accidents. Assisting in mediating disputes in families or in the community, coordinating the safe and effective flow of traffic and working with the community and other government departments to resolve issues of concern.

There are two police departments in Kenya. The first is the Kenya Police Force, established under the Police Act and headed by a Commissioner of Police who is appointed by the President under the Constitution. The second is the Administration Police, which is established under the Administration Police Act and is headed by the
Administration Police Commandant. Both the Police and Administration Police have provincial commands. The Police department has established divisions, stations and posts within these provincial commands, while the Administration Police have set up district commands.

The Kenya police force is established under the police Act, Chapter 84 Laws of Kenya and governed by the police Act 1961. In addition to the police Act, the police force is guided by:

i. Police Regulations (Police Act 1988 (Kenya), section 5), first published in 1961, which set out the list of disciplinary offences, private use of the police and administrative matters such as firearms stores, certificates and forms - these are expanded by the Standing Orders.

ii. Standing Orders which deal with the "general control, direction and information of the Force"(Police Act 1988 (Kenya), section 4). The Standing Orders are issued by the police Commissioner and regulate procedures on day-to-day operational and administrative matters.

iii. The police Manual, which was issued in 1997. The Manual is a practical guide that contains a summary of relevant laws and guidance on good behaviour, proper procedure and lawful actions to be taken in given situations.

The Administration police was established by the Administration police Act 1958, and is subject to its own set of Standing Orders and Manual. Historically, Kenyan law was divided into civil and customary streams (Mamdani, 2004). The predecessors to the Kenya police dealt with the civil law and reported through a police structure to a police Commissioner, while the Administration police dealt with customary law, and reported through a local provincial council structure to a national Commandant who reported to a government Minister. Today, despite the evolution of Kenyan law and the removal of the concept of a parallel customary law, the Administration police continue to operate, reporting through local provincial heads to the Minister of Internal Security.
The police Act lays down the functions of the police as the maintenance of law and order, the preservation of the peace, the protection of life and property, the prevention and detection of crime, the apprehension of offenders and the enforcement of all laws and regulations with which it is charged (Police Act 1988 (Kenya), section 14) police are also required to regulate traffic (Police Act 1988 (Kenya), sections 26 and 27), keep public order and "prevent unnecessary obstruction on the occasion of assemblies" (Police Act 1988 (Kenya), section 16(1).

Police numbers are low. The police to population ratio has become worse over time, from 1:711 in 1991 to 1:875 in 2001 and 1:1,150 in 2004, which compares poorly to the UN recommended standard of 1:450. There are approximately 18,000 Administration police officers. It has been estimated that even if the two forces merged, taking attrition into account, the Country will need to recruit 3,999 recruits per year for ten years (2004-2014) to reach international policing population standards by 2014. In a survey published in June 2004 it was found that only 6.2% of the police are women, and only 4 women are deployed as divisional Commanders, despite the fact women outnumber men in the population. A 2005 recruitment drive to increase police numbers failed, in the shadow of claims of corruption and political influence.

The lack of officers means serious understaffing in some areas. For example, in November 2003, it was reported that in the Rift Valley area there was a deficit of 7 inspectors and 64 sub-ranks - the ranks that carry out day-to-day policing. In rural areas, lack of reliable or appropriate transport and communication leads to the inability of the local force to respond to crime, even if there are sufficient officers.

2.13.1. Police Powers and Duties

The Police have been given various powers by the law to enable them to perform their functions. The Police generally have the authority to arrest, detain, search and
charge a person who they have reason to believe has committed an offence. They also have powers to enter and search premises, homes or vehicles. They can also take fingerprints, photographs or other evidence to assist them with investigations or prosecution of criminal offences. A recent amendment to the Evidence Act does not allow the Police to take confessions from accused persons, which they could previously do. But as the Law gives the Police powers, the Law does not allow the Police to break the Law.

Good policing is founded on the police doing their specific tasks well, and developing and sustaining effective partnerships with a range of other state institutions, civil society and business structures. An effective policing strategy ideally combines three components:

i. Improving the core functions of the police: This includes patrolling/guarding, receiving charges from the public, detection of crime, preparing and conducting prosecutions;

ii. Mobilizing a wide range of stakeholders in sustained efforts to prevent crime. This is sometimes referred to as community policing. It does not replace the core functions of the police, but enhances them;

iii. Emphasizing that the police are an integral part of a wider system of justice, by fostering linkages with other parts of the government system and relevant civil society structures.

The duties of individual officers and constables are to obey all lawful orders, investigation and apprehension of suspects, collect information affecting law and order and prevent crime and public nuisance. Nonetheless, the police Act limit these general powers. For example, the powers of search and seizure are subject to the issue of magisterial warrants and even the decision to search a property without a warrant - when delay may prejudice an investigation - requires that an officer put in writing the reasons for this decision (Kenya Police Act 1988, section 20(1)).
2.13.2. Challenges facing the Police

The report of the National Task force on Police reforms chaired by the Hon. Justice (Rtd.) Philip Ramsley, (2009) raised a number of issues facing the police force in Kenya. The report findings presented to President Mwai Kibaki outlined a number of challenges including: the inadequacy of the police in understanding of human rights as illustrated by the way in which many of them treat members of the public and victims of crime, low levels of integrity and accountability and lack of respect for the rule of law, the police service is poorly equipped and resources in term of transport, housing and basic communications facilities, the police suffer from a low morale arising among others, from poor remuneration and terms and conditions of service, centralized transfer and deployment policy and non-payment of their transfer and lack of trust from the public they serve.

Other issues the report indentified include corruption within the police service which is wide and endemic, low working hours, political interference in policing matters and in the police recruitment process, high risk involved and lack of adequate cover for injuries or death that might result in their line of duty, and the investigative function of the police is weakened by inadequate crime intelligence, lack of modern technology, reduced operation autonomy of the Criminal Investigative Department (CID).

2.14 Cross-Functionality Applications for Public Affairs at the Office Level

Many of the theories used in developing cross-functional teams find their origins in small group organizational communication theories. A model that has utility for cross-functional application in PA, both at the organizational and departmental levels, is discussed by Tjosvold, (1991). He discusses D.L. Gladstein’s, 1984 model for group behavior within an organization (Tjosvold, 1991).
In this model there are two inputs: The composition and structure of the group and the resources and structure of the organization. The inputs work together forming the group process. The process interacts with the task to determine the group’s effectiveness. Using those inputs, the group develops a process to work together, and then applies that process to whatever tasking comes down the road. The nature of the tasking and its interaction with the group’s processes determines the effectiveness of the group’s output. Gladstein’s Model of Group Behavior, (1984) explains how the PA three-pronged approach can be more effective. The Walton, et al, (2002) Planning Model, draws upon Gladstein’s model to illustrate how PA and cross-functionality work together.

2.15 Role of Public Relations

In the field of public relations, practitioners are always seeking cost-effective ways to reach target audiences and disseminate positive messages about the clients. In the face of various interests of all kinds of stakeholders, public relations practitioners have to be cautious about managing relationships with different audiences. Jerry A. Hendrix, (20001) once stated that a public relations practitioner acts as a counselor to management, and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action. The roles played by public relations practitioners are varied depending on the relational circumstances between organizations and publics. This is the reason why some clients may view public relations agencies as problem solvers, especially when the awareness or reputation of the organization is weak.

There is one area in which public relations efforts are especially encouraged: media relations. It can be assumed that public relations practitioners and media professionals rely on each other and get benefits from each other. Sometimes, public relations practitioners offer some incentives for reporters and editors during campaigns. However, except for those additional incentives such as free trips or product samples, what an
editor or a reporter really wants is a news-worthy story.

In the scenarios of internal communication, community relationships management, and relationships with special publics, the major task of practitioners is to communicate openly and honestly to build goodwill between organizations and publics. Public relations practitioners should provide consistent messages to diverse publics, obtaining not only awareness but continuing trust from them. The information produced in the public relations process needs not only to be persuasive, but also emotionally infective. Besides, another task for public relations practitioners will be convincing their clients to invest in a long-term relationship with publics, especially when clients have no idea how public relations functions and pay attention only to increasing visible financial outcomes.

Public relation is fundamentally the art and science of establishing relationships between an organization and its key audiences and for the purpose of the study, the armed forces and the citizens. Public relations play a key role in helping business industries create strong relationships with customers.

Public relations involve supervising and assessing public attitudes, and maintaining mutual relations and understanding between an organization and its public. The function of public relations is to improve channels of communication and to institute new ways of setting up a two-way flow of information and understanding.

2.15.1 Public relations is effective in helping:

i. Corporations convey information about their products or services to potential customers

ii. Corporations reach local government and legislators

iii. Politicians attract votes and raise money, and craft their public image and legacy
iv. Non-profit organizations, including schools, hospitals, social service agencies etc. boost support of their programs such as awareness programs, fund-raising programs, and to increase patronage of their services.

Public relations in present times employs diverse techniques such as opinion polling and focus groups to evaluate public opinion, combined with a variety of high-tech techniques for distributing information on behalf of their clients, including the internet, satellite feeds, broadcast faxes, and database-driven phone banks.

As public image is important to all organizations and prominent personalities the role of public relations specialist becomes pertinent in crisis situations. Public relations agencies provide important and timely transmission of information that helps save the face of the organization. In the words of the Public Relations Society of America (PRSA), "Public relations help an organization and its public adapt mutually to one another."

Most public relations practitioners are recruited from the ranks of journalism. Public relations officers are highly trained professionals with expertise and knowledge in many areas, for example shareholder management during a crisis, the evolving role of the in-house public relations professional, account management skills for public relations, an introduction to financial public relations, an introduction to consumer public relations, an introduction to public relations software.

2.16 Effective Media Relations

There is almost no single industry without competition even not for profit ones regardless of their location and strategies. Media is an industry where the competition is intense. Journalists and reporters are busy people whom to get hold of is difficult, since they are targeted by every organization for various purposes. Therefore, the best possible way of contacting them should be identified (Cutlip et al., 2006). Through professional approach and appreciating their time, organizations can attract attention of targeted reporters and journalists. Moreover, follow up is an important task to organizations in order to ensure effectiveness and appropriateness of everything which is taking place for organization’s purposes.
Media is now part of almost everyone's every day life throughout the globe. Rapid growth of new media and impact of media in general is inexorable, particularly by presence of the Internet, interactive and digital media. Technology changed the world where building up relationship with media and interacting with a wider audience are easier than ever before. It has been divided into "traditional media" and "new media" by many scholar and practitioners (Higgins, 1999). They are both equally important to organizations.

Despite incredible growth of interactive and digital media, there are still some traditionalists who want to read about organizations' activities on hard copies rather than going on-line or press the "red button" on their digital TV (Digitalstore, accessed 31.03.2007). This is why there are numerous of newspapers and magazines – as of traditional media – published every year. However, the Internet as a new media is still booming throughout the world. New media is a new challenge, which has surely changed what media used to be. Cutlip et al. (2006, p.252) discuss that inclusion of new media is part of the process of social change.

2.17 Media Relations

One way of maintaining good media relations is to up to date available data and evaluate organization performance constantly. Therefore, enhancing effective communications is essential. Nothing can replace the need for strategically planed communications. According to Cutlip (1976) in the early years of PR, practitioner endeavoured almost exclusively to get attention in the mass media for their organizations. Building up relationships with media is a hard task and maintaining it, is even harder. A well established media relation is the best avenue to create positive impression in the eyes of strategic public. It is important to have an available and accessible point of contact within an organization whom, can wisely disseminate information as well as understand what media mean by certain phrases. If problems arise, an experienced and well trained
spokesperson should deal with media to communicate complete and appropriate information. PR Practitioners and scholars agree that the person should be from senior management board (Wells and Spinks, 1998). This is about credibility and reliability of content which an organization can deliver to public. Both the Military and Police Department have been very effective in the use of spokespersons who are also the Public Relation Officers.

2.18 Being a source of media

Media looks for all sources of information to find out about an event which they feel is newsworthy. Therefore, being the source to media is critical as information will be genuine and immunized from manipulation of outsiders. This is about collaboration with media and providing them with first handed news, which inevitably strengthens relationships. According to life tips website (accessed 30.03.2010), the terms "public relations" and "media relations" are still used interchangeably by many; however they are not exactly the same. Hence, drawing a clear line between the two terms is crucial in order to understand each of which roles better. Media relations address to the relationship that firms build up with journalists, editors and analysts; whereas public relations expand that relationship further to the general public (Life tips, accessed 30.03.2010). However, media and public relations can not be separated in the dynamics of 21st century and age of information.

2.19 Public Relations in Government departments

In government, public relations specialists—who may be called press secretaries, information officers, public affairs specialists, or communication specialists—keep the public informed about the activities of agencies and officials. For example, public affairs specialists in government information agencies keep the public informed on policies and
issues relating to their area of responsibilities. Press secretaries will keep their ministers constituents aware of the representatives' accomplishments. This is usually done through effective media relations. On the other hand, the information officers will conduct numerous interpersonal or face-to-face communications with the people or targeted groups.

Another primary objective of government public relations is to ensure that good governance is practiced. No amount of money or effort can enhance the image of government that does practice good governance. For it to be effective it must be done with the participation of the people. Eliciting people's participation is the most challenging task in a democratic government. Public Relations is an essential part of management and this is as true in Public Relations of Central as well as State Governments as in industry. Public Relations in Government Departments has two main tasks - to give regular information on policy, plans and achievements of the Departments and to inform and educate the public on legislation, regulations and all matters that affect the daily life of citizens.

Generally, the main role of government public relations is to enhance an interactive, ethical and sustainable communication to win the understanding and support of the publics or their targeted groups. They must gauge public opinion, analyze and determine its impact on the government and advising them accordingly so as enjoy the people continuous support. Government public relations practitioners jointly serve two masters - their employers and the people. They must provide the complete, candid, continuous reporting of government information and accessible channels for citizens’ input. In today's world, to also promote the E-Government so as to enable citizens to communicate with the government more effectively as well as providing easy facilities for them to pay their dues like taxes or quit rent or to know the services being offered.

Government are expected to provide high quality services that citizens appreciate or value; advocate increasing managerial autonomy, particularly by reducing central agency controls; demand, measure and reward both organisational and individual performance; recognise the importance of providing human and technological resources that managers
require to meet their performance targets; and is receptive to competition and remains open-minded about which public responsibilities should be performed by civil servants as opposed to the private sector.

It is clear that government public relations practitioners must be very skilful in developing and sustaining good relationship between all their publics or stakeholders. They must be able to identify their task within the parameters of a dynamic society and a rapidly globalizing world. This expectation is further propelled by the ever increasing communicative community that is affected by fast advancing and spreading information technologies. Also, they must be able to focus themselves to key relationships, systems of decision-making and accountability. Further, they must play the crucial role of encouraging stakeholders’ participation and simultaneously sustaining mutually beneficial and productive relationships with them all.

Although we have Departments dealing with Public Relations in the Ministry of State for Defence and Police Department the fact that we continue having poor public perception of the two institutions confirms the existence of serious communication gaps.

2.20 Research gaps

Strategic communication is a vital component of Kenya national security. It is in crisis, and it must be transformed with strength of purpose that matches our commitment to diplomacy, defense, intelligence, law enforcement, and homeland security. According to 2004 Report by the Defense Science Board Task Force on Managed Information Dissemination, Strategic communication for DoD/Police department can be understood to embrace four core instruments, and must be discerned as so. These are:

Public diplomacy seeks through the exchange of people and ideas to build lasting relationships and receptivity to a nation’s culture, values, and policies. It seeks also to
influence attitudes and mobilize publics in ways that support policies and interests. Its
time horizons are decades and news cycles. Public diplomacy is distinguished from
traditional diplomatic interactions between governments. In an age of global media, the
Internet revolution, and powerful nonstate actors — an age in which almost everything
governments do and say is understood through the mediating filters of news frames,
culture, memory, and language — no major strategy, policy, or diplomatic initiative can
succeed without public support..

Public affair is used by the Departments of State and Defense to depict communication
activities intended primarily to inform and influence media and the Kenyan people.
Distinctions between public affairs and public diplomacy continue to shape doctrine,
resource allocations, and organization charts. But public diplomacy and public affairs
practitioners employ similar tools and methods; their audiences are global and local. This
conceptual distinction is losing validity in the world of global media, global audiences,
and porous borders.

Broadcasting services are funded by governments to transmit news, information, public
affairs programs, and entertainment to audiences via AM/FM and shortwave radio,
satellite television, and web-based systems.

Information operations (IO) is a term used by the DOD to include Computer Network
Operations (Computer Network Attack and Defense), Electronic Warfare, Operational
Security, Military Deception, and PSYOP. This report will discuss only open PSYOP,
military activities that use selected information and indicators to influence the attitudes
and behavior of foreign governments, organizations, groups, and individuals in support of
military and national security objectives.
Policies and strategic communication cannot be separated. Strategic communication requires a sophisticated method that maps perceptions and influence networks, identifies policy priorities, formulates objectives, focuses on “doable tasks,” develops themes and messages, employs relevant channels, leverages new strategic and tactical dynamics, and monitors success. This approach will build on in-depth knowledge of cultures and factors that motivate human behavior. It will adapt techniques of skillful political campaigning, even as it avoids slogans, quick fixes, and mind sets of winners and losers. It will search out credible messengers and create message authority. It will seek to persuade within news cycles, weeks, and months. It will engage in a respectful dialogue of ideas that begins with listening and assumes decades of sustained effort. Just as importantly, through evaluation and feedback, it will enable political leaders and policymakers to make informed decisions on changes in strategy, policies, messages, and choices among instruments of department craft.

According to Livingston (2003), Strategic communication describes a variety of instruments used by governments for generations to understand attitudes and cultures, engage in a dialogue of ideas between people and institutions, advise policymakers, diplomats, and military leaders on the public opinion implications of policy choices, and influence attitudes and behavior through communications strategies. Communication can help to shape context and build relationships that enhance the achievement of political, economic, and military objectives. It can be used to mobilize publics in support of major policy initiatives – and to support objectives before, during, and after a conflict. To be effective, strategic communicators must understand attitudes and cultures, respect the
importance of ideas, adopt advanced information technologies, and employ sophisticated
communication skills and strategies. To be persuasive, they must be credible.

The literature review examines the complex nature of this new paradigm and implications
for sustained and imaginative action. This study will investigate gap in the strategic
communication functions and structures of the Departments of Defense and the police
department and addresses ways in which strategic communication is generated and
managed with effect, and give recommendation on proposed changes.
CHAPTER THREE

Research Methodology and Design

3.0. Introduction

This chapter presents the research approaches and methods of data collection that was used in order to meet the objective of the study. This study focused on both the Military and Police Department and how they use public relations in connection with the public. The chapter explores the research methodology in terms of research design, research instruments, data collection and analysis research setting among others.

3.1 Research design

According to Oso and Onen (2005), research design describes the nature of the pattern the researcher intends to follow. Research design describes the plan or strategy for conducting the research. The proposed study design adopted cross-sectional survey design with both explanatory and descriptive approaches. Both qualitative and quantitative data was collected. The design selected was in the view of the researcher, most appropriate to the study, given that it was nearly impossible to conduct a true experimental study.

3.2 Qualitative Research Methods

Definitions of qualitative research methods are often at best imprecise, if not vague, and at worst elusive. Problems arise because the area of qualitative research is an extremely
broad one, making definition enormously difficult, if not impossible. Firestone (1987) states that qualitative methods are built on a post positivistic, phenomenological world view, and assumes that "reality is socially constructed through individual or collective definitions of the situation." Firestone purports that the purpose of such research is to understand the current situation from the participants’ perspective. He concludes that it is important for the researcher to become "immersed in the phenomenon of interest."

"In quantitative research, the emphasis is on collecting data that lead to dependable answers to important questions, reported in sufficient detail that it has meaning to the reader. The proto-typical qualitative study is the ethnography which helps the reader understand the definitions of the situation of those studies." (Firestone W. A. 1987, page 17)

Judith Preissle (2002) agrees that a concise definition of qualitative research methods is virtually non-existent. She views such research, "as much a perspective as it is a method." Preissle identifies that qualitative research has also been called by other names such as interpretive research, naturalistic research, phenomenological research and descriptive research.

"Qualitative research is a loosely defined category of research designs or models, all of which elicit verbal, visual, tactile, olfactory, and gustatory data in the form of descriptive narratives like field notes, recordings, or other transcriptions from audio and videotapes and other written records and pictures or films." (Preissle J. 2002)
Qualitative research methods have increased in significance over the last decade. Many researchers have previously considered it to be all that quantitative research was not, i.e. an opposite or alternative method of research. More recently, it is being seen as a supplement to quantitative research and as a direct result has grown in importance in the field of management research. Sarantakos (2002) states that the structure of this methodology is diverse and to a certain extent not as distinct or as explicit as that of quantitative methodology. Because of this, Sarantakos has identified a number of characteristic elements typical of qualitative research methods.

3.3 Quantitative Research Methods

“Quantitative data are data which can be sorted, classified, measured in a strictly ‘objective’ way – they are capable of being accurately described by a set of rules or formulae or strict procedures which then make their definition (if not always their interpretation) unambiguous and independent of individual judgements.” (Prof. David R. Harvey 2002).

Quantitative methods are much more objective than qualitative methods. They are essentially systematic and based on a positivism perspective. Essentially quantitative data is replicable, it should be possible for the same data to be re-collected by another researcher in another place but for it to still measure or identify the same thing, i.e. results can be directly comparable.
Firestone (1987) states that the positivist philosophy "assumes that there are social facts with an objective reality apart from the beliefs of individuals." He views quantitative methods as attempting to explain social changes through the use of objective measures and statistical analysis. Quantitative researchers put their emphasis on procedures, methodologies and statistics. They hope to reduce, if not eliminate, error and bias by using experimental designs and correlational studies to achieve objectivity.

However, David Harvey (2002) argues that quantitative data is not replicable, that it is highly dependent on the circumstances and context of collection, and also upon the character and culture of the collector, i.e. it is biased. He states that in practice "many apparently quantitative data do depend critically on the way in which they were collected, who collected them, where they were collected, when they were collected and from whom they were collected." He does however concede that such data may still count as quantitative if:

"The nature of the bias can still be tested – if it can be established beyond reasonable doubt (typically by statistical tests) that either the biases tend to offset each other, so that collection and definition errors tend to cancel out, or that the bias is reliably (replicably) based on, dependent on, particular characteristics (quantitative measures) of the differences in the means and methods of collection."

(Prof. David R. Harvey 2002).

Both qualitative and quantitative research methods look for bias, reliability, replicability, objectivity, scientific rigour, etc. Those who favour quantitative methods rely on
statistical techniques aided by computational algorithms and software packages. Whilst qualitative researchers view transcripts, interview recordings, notes of focus groups or participant research. Cook and Reichardt (1979) provide a classic distinction between qualitative and quantitative methods. They do however concede that this is a false dichotomy because "these don't have to characterize each form of research (although they often do)."

Reason and Rowan (1981) argued against quantitative research, they prefer to use qualitative methods for management research, stating that "in human enquiry it is much better to be deeply interesting than accurately boring." This response, although slightly biased, is a direct result of the constant criticism that qualitative methods have been subjected to in management research and the fact that important topics which were not predisposed to objective measurement and direct observation have been devalued.

However, it is important to recognise the advantages and disadvantage of both types of research methods and accept that qualitative methods are appropriate for some types of research, e.g. for studying the experience of training, but quantitative research methods are perhaps more suitable for other types of research, such as in the study of human perception in detecting colour changes. Quantitative measurements often rely on qualitative assumptions, about which constructs are worth measuring and conceptualising. If quantitative methods are omitted then casual relationships between variables, plus quantification and analysis of the variables to establish statistical properties and certainty of outcome, will be blatantly missing. Consequently it is important that the various differences of the methodologies are used to the advantage of the management researcher.

Quantitative methods have an objective approach, where data is controlled and measured, to address the accumulation of facts to determine the causes of behaviour. Qualitative methods view data from another's perspective and in so doing attempt to find
understanding and meaning, here concerns centre on the changing and dynamic nature of reality.

Quantitative researchers try to recognize and isolate specific variables contained within the study framework – they seek correlation, relationships and causality. They try to control the environment in which the data is collected to avoid the risk of variables, other than the one being study, accounting for the relationships identified. In contrast, qualitative researchers have a more holistic approach and will study documents and case histories and carry out observations and interviews. Their data is collected within the context of its natural occurrence.

A management consultant would use quantitative methods, such as a survey, to conduct a representative sample to study the IT training needs of tutors in FE. This could be used to gain a picture of their career histories, the type of work that they do, the skills and knowledge required, and type of education and training required for lecturing posts. Here, questionnaires would be "the instruments used to bring to the researcher the information that is required for formulating answers to the research question."

As part of the same study qualitative methods, such as long interviews, would be carried out with 20 tutors from a range of FE institutions. The intention here would be to develop more in-depth discussion of career histories, and the skills and knowledge required for their work and their training needs. This would also give the interviewer the opportunity
to include observation (qualitative). Here the selection of questions would be governed by the actual situation confronting the interviewer, a 'probing technique.'

Also within the same study, a survey (quantitative) of relevant provision of education and training courses could be carried out. This would take the form of an initial request for information followed by selected interviews (qualitative) with course providers. The aim here would be to develop a typology of relevant training and educational opportunities for tutors within FE. Easterby-Smith et al (2002) state that research adds power to everyday observations due to the rigor and focus, which is brought to bear on a particular aspect of organisational life.

Combining methods ultimately strengthens the value of the research. Quantitative researchers will want consistent (or stable) data to enable them to replicate their findings, whilst qualitative researchers require validity of data to provide representation of a true and full picture. Consequently management researchers are beginning to combine methods so that the advantages of each methodology compliment each other resulting in more valid and reliable findings. This minimises the disadvantages of both methods thus reducing the threat to internal validity. Gill & Johnson (2002) conclude "that all research approaches may have something to offer and that there is no independent form of evaluating different research strategies in any absolute terms."
3.4 Study Target Population

The study will target a population from several clusters or groups in the society. These groups are representative and include:

- The Police departments;
- The Military;
- The public;
- Civil Society.

The research will be carried out in Nairobi and public respondents targeted by the study will residents of Nairobi and its environs. Nairobi is a cosmopolitan city and has a relatively more experience of the mobile phone phenomenon than other parts of the country. Also, the key segments of the society that were targeted for the study are well represented in the cosmopolitan.

3.5 Sample and sampling procedure

A sample size of “n” from an infinite population will be randomized and will consist of independent random variables having the same distribution. In random selection, each element will have an equal chance of selection independent of any other event in the selection process. Probability sampling will enhance the likelihood of accomplishing this selection process and also provides methods for estimating degree of probability of success. Ultimately, the purpose of sampling will be to select a set of elements from a population in such away that the descriptions of those elements (statistics) accurately portray the “parameters” of the total population from which the elements were selected.
The proposed research study will apply a range of sampling techniques to select the final sample to be used in the research. The techniques the study will use include double stage sample clustering to select samples of the majority respondents who will be clustered all over. Double cluster sampling will involve random selection of clusters or primary sampling units, followed by a random selection of respondents.

Quota sampling will be applied to reach large and scattered groups of respondents who have no common point of assembly. Each interviewer will be given a quota of the above group to conduct the interview. The final choice to be interviewed will be expected to be made through "quota control". Respondents that will be selected will be approached through semi-structured questionnaires.

3.6 Research Instruments

A survey will be conducted. According to Mugenda the survey method is the best method of collecting data from a population that is too wide to observe directly (Mugenda, 2003). The information collected through surveys may be used for various purposes e.g. evaluating a product or service use and acceptance by the intended clientele or audience. The purpose of survey is to obtain information that describes existing phenomenon by asking individuals about their attitudes, perception, behaviour or values. The Kenya public have different perception and attitude about the Military and Police and survey will be conducted to establish this.

The study will use both primary and secondary data. The data will be collected by administering instruments to the selected respondents. Two types of data collection
instruments namely: checklist and interview schedules will be constructed and piloted for validity and reliability. The research instruments will be pre-tested with the aim of validating them. The exercise will be carried out using randomly selected samples from the study population.

3.7 Data Collection and Analysis

This study is primarily a qualitative research with subsidiary quantitative input through feedback from questionnaires. Qualitative data will be collected through in-depth interviews. Data will be analyzed both quantitatively and qualitatively. Both textual and non-textual approaches such as the use of tables and graphs will be utilized. The coded qualitative data will be interpreted in relation to the objectives of the study. In quantitative analysis, open and close ended items especially from the interviews will be first collapsed and coded to facilitate quantitative analysis. Some of the codes suitable for analysis using statistical package for social sciences (SPSS) from which frequencies and percentages are derived will be used. The analyzed data will be summarized and used to write the report on the basis of the objectives of the study.

3.8 Potential Threats to Validity

The design selected for the study controlled the effects of the most common threats to the internal validity to which experimental studies are often susceptible. Because the respondents will only be interviewed once, factors such as instrumentation, testing, and history will not compromise validity of the study. The data collection instruments will be tested to ensure that wording is clear and free from ambiguity.
3.9 Ethical Considerations

The researcher will commit and apply the ethics of research during and after data collection. This will involve the treatment of research respondents with sensitivity, care and dignity. As far as it is possible, the researcher will ensure that the respondents remain anonymous and one way of achieving this will be by not asking the respondents to write their names, address and contacts in the questionnaire.

Considering that the research is on two important institutions involved in National and Internal security confidentiality will be necessary. Any information collected will be treated with total confidentiality to ensure that national security and maintenance of law and order are not compromised in any way.
PART I: DEPARTMENT OF DEFENSE (DOD) AND POLICE DEPARTMENT

Formulation of key objectives and Strategies for communication essence, including its values, interests and policies

According to the Key Informant at the DoD, the distinction between public relations and communication management is arbitrary... both involve the management of communication to cultivate relationships with strategic publics.

The DoD has identifies the need for a “different and more comprehensive approach to public information efforts that can help public learn about and understand DoD.” It also advocates “using effective public diplomacy to promote the free flow of information and ideas to kindle the hopes and aspirations of freedom of those in societies ruled by the sponsors of global terrorism.

This infers the need for a Communication strategy emanating from the DoD administration, synchronized with communication strategies of all subordinate governmental organizations. The essence of strategic communication is to synchronize and coordinate public affairs, statesmanship, public diplomacy, and DoD information operations in concert with the actions of employing the national elements of power to achieve national objectives.
However, these ideas are not reflected in the subordinate strategies pertaining to the DoD. Within the Department of Defense are devoid of any mention of communication strategy or DoD support to public diplomacy.

As a result, the DoD has not achieved its full potential through strategic communication because of the lack of recognition for this essential capability. Even though this critical requirement was identified and is widely recognized in subsequent government studies and reports as a significant shortcoming in the department’s ability to achieve communication objectives – it remains an unfulfilled task.

4.1 How the strategic communication planning function define what success

According to the Key Informant at the DoD, communication becomes strategic when it ‘...assists top management in managing the pursuit of its purpose and direction, coincident with managing relationships with key publics in the organization’s environment’. The informant believes that the ‘strategic’ part of strategic communication management means ‘accomplishing goals and solving complex communication problems’. The informant concurs, stating that in order to be considered strategic, communication management must at a minimum be ‘...aligned with the corporate vision or mission and substantially contribute to achieving the organisation’s objectives’.

However, it must be acknowledged that there may be conflict between the goals of the organisation and its stakeholders and publics. This creates an additional challenge for the
communication practitioner. Significantly, the respondent emphasise that strategic communication management at DoD involves much more than a mere 'set of communication tactics supplied by communication technicians'. Participation with strategic management elevates public relations from its typical tactical role of reacting to events to a more proactive, responsive role of anticipating and reducing emerging conflicts.

A deliberate, planned, sustained and systematic series of communication programmes that supports the organisation’s strategic management efforts. Two-way symmetrical communication is a way to develop “win-win” solutions for conflicts between organisations and publics...where both involved can win as a result of negotiation.

The DoD provides a plethora of fresh news as well as video and still digital images daily that media can use freely in packaging their news stories. Or, the media can initiate live interviews through the system to create their own stories. A multitude of stories are released every day and published on DoD websites for media to take freely, but few are ever used in the national media. On the other hand, local and regional media are hungry for this information and increasingly use this service. The local and regional markets are interested because they can access stories about units, and interviews with soldiers, from their local area that are of great interest to their respective audiences. DVIDS enables DoD to deliver stories and video products to interested news markets that national media does not have time to tell in daily news cycles, and would otherwise go untold.
“The DoD ensures that the Public Affairs (PA) infrastructure to support their mission is, to the maximum extent possible, compatible with current media technology.” DVIDS enables the DoD to deliver industry-standard broadcast-quality products to national and international media in real time from anywhere on the globe.

4.2 Formulation of a comprehensive strategic framework

The respondent considers Strategic framework as a plan, to be ‘tangible evidence of the thinking of management’. At DoD, environmental scanning and information-gathering is extremely important for the effective identification and management of major emergency situations. The model consists of three distinct stages, the ‘stakeholder stage’, the ‘public stage’ and the ‘issues stage’. At the ‘stakeholder stage’, the DoD and the stakeholders have a particular relationship. The behaviour of one to the other will have an influence on how each is likely to act and possible decisions that may be taken by either side.

According to the respondent the DoD needs to understand who these stakeholders are, and should engage in continuous research and environmental scanning in order to assess the consequences of its decisions on these stakeholders. Objective actions such as these can assist the DoD in identifying and evaluating issues of mutual or conflicting consequences between it and its external environment. that the lead response DoD needs to be able to identify, understand and engage in meaningful two-way dialogue with its stakeholders and publics in order to efficiently prepare for and respond to a major emergency situation.
The strategic communication Roadmap at DoD identifies programmatic and budgetary implications of strategic communication initiatives and tasks the Army with maintaining DVIDS until the next generation program of record is developed. But it doesn’t go so far as to specify who will take on responsibility for initiating actions to enter the capability requirement into the acquisition process. This should be assigned to Joint DoD in order to ensure this capability is expanded to support all combatant commands. The DoD has reprioritize resources and accelerate implementation of the recommendations of the strategic communication Execution Roadmap in order to close identified capability gaps and gain an advantage in the contemporary global information environment.

In a parallel action to DoD has initiated efforts to establish a deployable Public Affairs Support Element (JPASE) to provide rapid response communication capability to augment crisis operations nation wide. The JPASE has a wing that is deployable within 48 hours that can help Commanders interface with the media and the public with a DVIDS transmitter tied into the DVIDS distribution hub. This will be a helpful augmentation package to expand capabilities of the DoD public affairs staffs.

The Army already has Public Affairs Detachments (PAD) and Mobile Public Affairs Detachments (MPAD) for this very purpose. If properly equipped for interfacing with domestic media, and put on a rotational rapid deployment status, the Army public affairs units could easily fulfill this mission.

According to the respondent at the police department, the joint composition of the two police unit (Administration and Regular) gives it a unique advantage of greater breadth of
knowledge for dealing with the various services. However, deploying any of these units half way around the nation to support a crisis situation would not be timely enough to meet the immediate needs of real time news reporting. It would be better to provide DVIDS systems to all command organic public affairs staffs to establish an immediate response capability in-place in every forward region that can respond within hours rather than days. Then the Army public affairs units could expand their operations within two or three days.

4.3 How the objective position the DoD/police department to the public perception

The respondent at the DoD identified uses for communication and emphasised the 'instrumental' use, where communication content is transmitted in order to achieve or obtain something. Closely related to this is the 'persuasive' function, which refers to 'control' or 'manipulation' of cognitions in order to attain advantage. The respondent averred that communication has 'social influence'. The respondent further observed that communication is used to modify public behaviour in one of three ways: changing existing responses, reinforcing existing responses, or by shaping new responses. However, in order to modify behaviour in a desirable way, individuals must hear the information, understand it, and perceive its relevance.

According to the respondent at the Police department, public attitude- as 'a relatively enduring organisation of beliefs around an object or situation, predisposing one to respond in some preferential manner'. The respondent at DoD corroborated this observation by volunteering the view that 'attitudes are formed and modified as people
gain information about attitude objects' and that attitudes are 'relatively enduring' and difficult to change.

Besides attitude, information can change belief which is closely related to attitudes are beliefs. A belief is 'a single predisposition about an object or a situation'. He also states that, ‘an attitude is an organisation of beliefs.’ Communication, through techniques such as propaganda and persuasion, was used to shape public opinion and consequently attitudes.

According to the respondent at DoD third element of a receiver’s predisposition involves values- which is a deep-rooted conceptual response about the worth or importance of something. He states that values are not rational, ‘as they are imbued into individuals very early in their lives’. They involve ‘strongly held personal beliefs along with moral and ethical principles’. Consequently, ‘values provide the foundation upon which the public attitudes are constructed’.

Communication also influences behavior change. Behaviour which is ‘a manifestation of one’s fundamental values and consequent attitudes’. According to the respondent the values, beliefs and attitudes of an individual or group, determine how they will behave. ‘the motivation for people’s behaviour is an interesting interplay of needs, values, and beliefs’. It is more feasible to change a receiver's beliefs than their values, and how one is even more likely to succeed in changing their attitudes.
The respondent at the DoD observed that there are three broad classes of behaviour, reasoned or planned behaviour, impulsive or emotional behaviour, and habitual behaviour. He describes how negative habitual behaviour is the most difficult of the three classes to change among the publics. To achieve long-term desirable behavioural change, communication strategies need to be put in place in order to positively influence not only receivers' attitudes, but also their beliefs and values.

He emphasised the importance of engaging in a strategic rather than a tactical approach towards communication which is only favourable if it is a participative or dialogical approach in order to influence positively public attitudes and behaviours. The respondent believe that dialogue approach generates an environment where decisions can be taken in an objective way. the dialogical approach is a relatively recent development that requires rigorous testing in order to determine whether it constitutes best-practice in relation to public relation.

At the Police department the respondent identified a number of factors that determine the strength of the attitude-behaviour relationship and consequently influence the process of behavioural change. This is an extremely important consideration for public relations officers who attempt to influence how the public will react and behave. According to the respondent, behaviour is influenced by the perception of the receiver at the time that messages are transmitted.
He states that a receiver’s perception is a good indicator of future behavior and that the perception of the receiver’s environment is a crucial factor in forming attitudes, beliefs and values, describing how ‘people respond to a situation based upon what they perceive it to be’. However, public perception is difficult to comprehend as it is ‘multidimensional’ - requiring an individual to be able to hear, understand, believe and be able to personalise the experience.

Public opinion is formed by perception, not reality. Regardless of what is really happening internally, the way the public perceives a situation becomes the reality. Accordingly, perception plays an important role in communication as, ‘...no communicator can assume that people will react to the same message in the same way...and [perception] is influenced by peoples’ wants, needs, attitudes and other psychological factors’. It is a social construction that is influenced by people’s involvement in their everyday interaction with family, friends and peers. Consequently, an individual’s perception of, and likely behaviour should be regarded in terms of the strength of that individual’s relationship to social groups and the social structure or nature of such groups. According to the respondent, the perception of the receiver’s environment is a crucial factor in forming attitudes, beliefs and values, describing how ‘people respond to a situation based upon what they perceive it to be.’

Understanding various audiences and how they perceive our messages is essential to succeeding in supporting DoD operations through communication efforts. The diversity and fragmentation of the audiences, as well as the media, make for a challenging
environment to compete in. Some audiences may even shift sides depending on how a particular campaign affects their concerns.

Perception of wrongdoing like corruption and fraud can become reality for some people. With better vertical and horizontal coordination, and an established strategic communication strategy, the DoD and its commands will be empowered to develop more proactive shaping efforts, and avoid the communications impact of disjointed planning. “Effective strategic communication can prevent a crisis from developing and help diffuse a crisis after it has developed. Many of the communication challenges at DoD are experiencing during stability operations in could be mitigated by better synchronizing the DoD communications strategy vertically and horizontally, and exploring new technology for reaching emerging audiences.

4.4. Development of awareness of the DoD/police department in terms of its Constituents and audience

The former hierarchical, bureaucratic, and sender-oriented communication model at the DoD has been replaced by a more horizontal, participative and receiver-oriented approach...based fundamentally on interactive, participatory, and two-way communication on all levels of society.

To address strategic communications and recognizes the need to “improve integration of this vital element of national power into strategies across the nation. The DASD (JC) has been given the responsibility to coordinate DoD integration within the community and lead the actions outlined in the recently approved spin-off of the strategic Communication
Execution Roadmap. The roadmap is intended to provide strategic direction, a plan of action, and milestones to close capability gaps identified during the development process. In order to close the gaps DoD will organize, train, equip and resource key communication capabilities as described in the roadmap. Now that strategic communication is being addressed in substantial reports and strategies, synchronization of communication and public diplomacy efforts across the services and among various elements of national power may be dramatically improved.

According to the respondent at the police department, commands/stations are now tasked to include strategic communication annexes, for instance, in crisis and contingency plans, security cooperation activities, and police support to public diplomacy. "All elements of the plan should be designated to help achieve political, economic, and police objectives for the nation region. Coordination mechanisms include elements of the command staff (operations, intelligence, strategy and plans, public affairs, strategic communications and information operations. Ultimately, commanders will be able to tie communication operations and efforts of police support to public diplomacy to an overarching strategic information plan and State security efforts in public diplomacy.

The recent debate in the political arena and news editorials over the use of paid positive news stories in newspapers is a good example of the need for synchronized communication strategies, plans, and policies at DoD. Closely coordinated strategies,
plans, and policies would improve understanding and expectations of procedures at every level and help avoid unnecessary public criticism.

4.5 Defining the role of its DoD/police department in terms of the needs and wants of key target audiences

According to the respondent at the police department, whereas the ‘rhetorical approach’ focuses on social influence that can be considered ‘interactional’, the ‘relational tradition’ examines communication from a ‘transactional’ viewpoint. In this approach two or more people or groups coordinate their communication in order to reach a shared perspective that is likely to be satisfactory to all.

The respondent at DoD, observed that, new public audiences are emerging through communications systems involving the internet or electronic messaging, creating new news audiences in non-traditional news venues. The future leaders and decision makers include a growing number of people who have grown up playing video games and clicking through multiple media presentations. The developing audiences have also found the internet and emerging technologies to be a window to news previously not available to them. In order to grab their attention it is necessary to develop ways to present news that engages and involves them.

This will require an elevation in Internet operations, the establishment of 24-hour press operations centers, and training in other channels of communication,” he added. News groups and list serves are providing the information exchange that people went to the commercial news organizations for in the past. Access to foreign press sites, and
alternative press are letting news foragers go beyond the local or national news franchise perspective on the news. The conventional model of a mass medium was a one-way flow of the news from the news organizations to the public audience. Things like weblogs are providing a different way to provide news selection and commentary. Bloggers invite the contributions of their readers, and facilitate conversation between the readers. The discussion generated about the news item is often of the most interest, and provides the best understanding of the news event, rather than the news item itself.

According to the respondent at the police department, “Citizens are interested in participating and contributing to subjects that traditional news outlets ignore or do not often cover. The main difference between traditional journalism and citizen journalism is that traditional journalists are sent out to cover things they don’t really care about; But a citizen journalist is not out to cover something, but to share it. For them, they want to tell everybody about their passion.

Independent newspapers, magazines, websites, radio and TV are becoming more widely available and emerging news sources are building their own audiences worldwide. In the contemporary automated information environments people increasingly receive news and information through web sites, electronic mail, web logs (blogosphere), and personal digital assistants (podcast). Podcasts are an easy way to download available remarks from government officials, daily press briefings and listen to them on a personal media player. Apple computers launched the first capability for consumers to download music, news and other entertainment to iPods for users to take with them on the go. Since the creation
of this capability its menu has grown to include 22 primary categories and 56 sub categories, however, there is currently no DoD category among the iTunes options.

The DoD could miss the opportunity to gain an edge in this emerging capability if it delays in establishing its position as the preeminent provider of DoD materials in this new media. This leaves great potential for another break in the communication gap identified in the QDR if the department is not proactive in capitalizing on this market.

4.6 Attributes or values set DoD/ police department apart and are especially admirable and inspirational to others.

According to the respondent at DoD, strategic communications is a critical enabler for the employment of the national elements of power to achieve political objectives. It is past due time to transform DoD strategic communication in order to effectively support DoD objectives through communications strategies. Diplomatic, economic, and DoD actions reinforced by strategic communication are necessary to advance national policy objectives: “No single contributor is preeminent. All are required in a synchronized and coherent manner.

According to the respondent at the police department attributes or values set apart and are especially admirable and inspirational to others are evident in the review of five ‘promises’ of Community Policing (CP) structured according to the following:
Increased public satisfaction with the police: Studies vary in their findings as to the level of increase in public satisfaction driven by CP, from modest improvements to significant gains. There is data from some studies to support the contention that it is visible police presence rather than the quality of resident-police interaction that drives satisfaction with the police and confidence in officer effectiveness. If community policing can engage more effectively than other policing strategies with sub-criminal problems of disorder, it should be able to reap the benefits of increased public satisfaction with the police consequent upon lower levels of disorder-related fear.

Decreased fear of crime: Reductions in fear of crime, and increases in feelings of safety, range in the evaluation data from the impressive to the patchy. The robust evaluation provides strong evidence for the fear-reducing capacities of community policing. As well as reducing fear of crime through directly lowering crime and disorder rates, and attending to quality of life issues, CP might reduce fear of crime simply through its ‘reassuring’ presence. While knowledge of the police’s local CP efforts has been found to be associated with lower fear of crime, often the majority of residents do not know enough about the implementation of CP in their neighbourhood to benefit from this reassurance.

Reductions in levels of crime and anti-social behaviour (or ‘disorder’): CP has been seen to reduce both crime and disorder, although there is stronger evidence for its effectiveness in reducing disorder than crime. The positive results in relation to the reduction of disorder have been suggested to be related to two strands of the CP approach in particular: foot patrol and problem solving.
Increased community engagement (increasing public 'ownership' of local crime problems and willingness to play a role in problem solving): Implementing a variety of strategies to encourage citizen participation in the processes of CP has been seen to be more effective than relying only on one method of engagement, for example public meetings. Although programmes have been found to have achieved positive results in relation to public confidence in the police, feelings of safety, problem solving, and police visibility, they have tended to have little effect on calls for service or 'social capacity', i.e. willingness of neighbours to intervene, or increased voluntary activity.

Changing police officers' levels of engagement with and satisfaction with the job: There is a wide range of possible beneficial effects of CP on police attitudes. In the right implementation context, confidence in and support for CP practices can be high among community officers. CP has been found to be generally supported by community officers, but sometimes less supported by the rest of the force who retain a preference for motorized patrols and response-oriented methods.

This evidence has been used to support the recommendation that all officers be rotated through CP assignments, to expose them to working knowledge of the method and its benefits. This fits with calls for CP to be implemented by way of 'whole organisation' change rather than specialist units, as well as other less clear-cut findings which have suggested that while all officers support CP, those with experience of CP support it more.
4.7 Ensuring that promises are fulfilled and delivered to the public on defined expectations

New and emerging technologies for delivering information to various audiences are not fully embraced by the DoD public affairs community. Some of the newer technologies are being explored and exploited not only by commercial news organizations but by adversaries in the GWOT while DoD public affairs lag behind.

Various creative and successful initiatives are being explored by small segments of DoD public affairs, but the community as a whole is slow to adopt and expand the use of these new technologies. In concert with the current round of Base Realignment and plans there is an immediate opportunity to leverage several DoD Public Affairs resources and change the way DoD public affairs is structured. For example, the Army and Air Force News organization and the DVIDS capability are currently separate operations performing similar functions in two locations in the Kenya. Significant efficiencies in budget and personnel can be achieved by co-locating and combining the resources of these organizations. Considerable developments in technology provide the opportunity to merge these capabilities and capitalize on technical developments in the private communications industry.

Additionally, the DoD/Police Department are working on creating a Media Center to improve synergy, and reduce overhead costs. DVIDS can serve as the backbone for SMC by providing established infrastructure and technical capability. Making DVIDS a Program of Record (POR) through the joint acquisition process will ensure continued
funding for maintaining today's Visual Information (VI) capability and developing tomorrow's VI capability. Leveraging a commercial teleport will avoid the expense of building a new DoD facility, and purchasing satellite systems and other equipment needed to receive and distribute video and print materials. The tremendous benefits of outsourcing this service and leveraging the spending power and technical investments of a private company could not be matched with the expense of DoD construction, purchasing equipment, and training service members to perform this mission. In the long term, DVIDS should be made a POR and all services should be encouraged to combine efforts to join and expand this venture to improve synchronization and integration of this vital capability in all plans and operations.

As technology rapidly emerges, so does the potential for new non-traditional news markets that may dominate conventional systems as the next generation enters the working world and gains interest in the greater world. Really Simple Syndication (RSS) is another easy way to get the news whenever it is updated even if not logged on to an internet news source. With this system, various governmental organizations provide continually updated headline feeds and deliver them directly to one's desktop news reader. One can install a news reader that displays RSS feeds from personally selected Web sites. Like an email program or a Web browser, the news reader serves as a kind of information portal, and provides a real-time interface to the selected feeds. Once the RSS reader is set up to access a news source, it continuously checks the source's RSS feeds for the latest headlines. A number of free and commercial news readers are available for download from the internet.
List Serve is another variation of automated news access. One can automatically receive via email full texts of selected government documents and publications that provide key official information. In order to keep pace with communicating to these emerging audiences it is critical to adapt communication strategies and technologies to participate in these environments. It is also necessary to be able to accelerate responses to adversarial misinformation and disinformation to all potential audiences.

Police department public affairs program, the police spokesman office have made piecemeal jabs into these technologies but have not made a broad effort to aggressively engage in these new areas aside from the plethora of websites for organization. Central Command public affairs has established a deliberate effort to engage in the blogosphere as an official organization, while some others have responded individually under official titles to correct misinformation in various web log forums. DoD has done some analysis of trends in many of these internet based technologies, but has yet to formally enter into information dissemination by these non-traditional means.

Police department is expected to take on the responsibility for communications with the local population. Police department public affairs units worked to fill the gaps in various provinces to varying degrees of success.

The Police department should be expected and equipped to fulfill communications needs for the safety and security of the local population until the security situation enables other systems to be emplaced or restored. Public affairs plans and capabilities must include preparations and means to provide information to the local populace. It will also require
special equipment to set up printing operations, radio transmissions, and television production in the formats and language of the local population.

It must be recognized that in the global information environment, and battle of ideas, public affairs and information operations must have early allocation of linguist support. This requirement is not just for translation, but for understanding the culture and nuances of the indigenous population as themes and messages are initially developed. It is not sufficient for the linguist to just be able to translate the language for written and broadcast materials. It is critical that the linguist be from the region of operations so they can properly craft and translate messages that will resonate with the target audience without offending or alienating them.

Printing requirements include computers with software and/or keyboards that enable translation into the native language. Ample printing materials must be brought in at the earliest possibility to initiate and sustain printing requirements until services and supplies can be purchased on contract through the local civilian market and normal production can be resumed by new or existing commercial publications.

Similarly, radio and television broadcast capabilities must be planned and ready to implement immediately to inform local populations where to get assistance, encourage them to comply with rule of law, and cooperate with DoD efforts to restore basic services and return control to civil authority. Part of the challenge for ORHA is moving
about the country and setting up communication stations in a tenuous security environment in which ORHA is unable to provide its own security.

The urgency of the need for a proactive and responsive communications strategy warrants accelerated DoD actions to synchronize efforts, engage in non-traditional media, and develop creative solutions for improving strategic communications. In combination with making the DVIDS service a DoD-wide capability, there is an immediate opportunity to leverage several Public Affairs resources and change the way DoD public affairs is structured to gain synergy from combining the various capabilities.

4.8 How do you identifying audience targets that are “winnable” in terms of increased support will be critical to successful strategic communication?

According to the respondent at the police department, one of the key characteristics that differentiate strategic communication management from tactical management is that practitioners undertake ongoing, systematic and strategic communication research. This type of research is the controlled, objective and systematic gathering of information for the purposes of describing and understanding. According to the respondent, any communication management that is not based on strategic research is likely to be flawed.

According to the respondent at DoD, adopting a scientific approach to research, the strategic communication manager can obtain much vital information necessary to make complex decisions in relation to goal setting, programme direction, message emphasis, and budget allocation. Strategic communication research also allows decision-makers to have greater confidence that their findings reflect reality, not just decision-makers’
perceptions of reality. Significantly, conducting strategic research allows communicators to identify and segment the general public into groups 'whose members are bound by mutual interests, concerns and characteristics'.

According to the respondent at police department, this is extremely important as the general public 'is a contradiction in terms' as it cannot be considered a homogenous mass. Strategic communication research should be conducted early, and thereafter should be sustained throughout all stages of the communication life cycle. Besides, strategic communication management relate to the development and maintenance of good relationships between an organisation and its external environment. The relationships between organisations and their publics should be the central unit of study for strategic communication managers.
Table 4.1: Public relation related activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>DoD</th>
<th></th>
<th></th>
<th></th>
<th>Police Department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R1</td>
<td>R2</td>
<td>O</td>
<td>A</td>
<td>N</td>
</tr>
<tr>
<td>conduct audience polling analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>undertaking Cultural Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Media Analysis</td>
<td>○</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicating to Target Audiences</td>
<td>○</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency of mobilizing national Spokespeople</td>
<td>○</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>underwriting national security</td>
<td>○</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitating Events and Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnering with Private Sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of feedback to Monitor Success</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you bolster educational and cultural exchanges programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

Key: R 1-rarely; R 2-regularly; O-occasionally; A-always; N-never

Symbol: DoD-○: Police Department-○

In reference to table 4.1 above the DoD has never conducted audience polling analysis, mobilized national Spokespeople, undertaking Cultural Analysis IT and use of feedback to Monitor for its PR and communication initiative Success. Similarly Police department has never conduct audience polling analysis and undertaking Cultural Analysis.
### Table 4.2: Use of Interactive and Mediated Channels for communication

<table>
<thead>
<tr>
<th>Channel</th>
<th>DoD</th>
<th>Police department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R1</td>
<td>R2</td>
</tr>
<tr>
<td>Electronic mails</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Internet</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Dialogue</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Virtual communication</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Video games</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Electronic mails</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Internet</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

**Key:** R 1- rarely; R 2- regularly; O- occasionally; A- always; N- never

**Symbol:** DoD-□: Police Department-□

In reference to table 4.2 above, DoD has never used Electronic mails nor Internet Interactive and Mediated Channels for communication. Similarly Police Department has never used video game Interactive and Mediated Channels for communication and it always make use of Electronic mails and Internet.

### Table 4.3: Use of classical and Mediated Channels for communication

<table>
<thead>
<tr>
<th>Channel</th>
<th>DoD</th>
<th>Police department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R1</td>
<td>R2</td>
</tr>
<tr>
<td>Television</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Periodical and e-magazine</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Television</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Film</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Newspapers</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Radio</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

**Key:** R 1- rarely; R 2- regularly; O- occasionally; A- always; N- never

**Symbol:** DoD-□: Police Department-□
In reference to table 4.3 above DoD has never used Film classical and Mediated Channels for communication, but occasionally use Television and Newspapers.

Table 4.4: Level of agreeing with the statements in regard to recruitment and training

<table>
<thead>
<tr>
<th>Position</th>
<th>Excerpt</th>
<th>S/A</th>
<th>A</th>
<th>D</th>
<th>S/D</th>
<th>S/A</th>
<th>A</th>
<th>D</th>
<th>S/D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic communication must be infused by new blood n=100</td>
<td>DoD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concerted communications efforts must be planned and launched to attract a generation of cutting-edge, risk-friendly, private sector n=100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talent must be hired, trained, prepared, groomed, motivated and promoted to communicate with effectiveness and efficiency n=100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key: S/A - strongly agree; A - agree; D - disagree; S/D - strongly disagree

Symbol: DoD-o: Police Department-□

In reference to table 4.4 above DoD strongly agree that concerted communications efforts must be planned and launched to attract a generation of cutting-edge, risk-friendly, private sector and that Talent must be hired, trained, prepared, groomed, motivated and promoted to communicate with effectiveness and efficiency while it disagree that Strategic communication must be infused by new blood. A similar observation is made by Police department.
PART II: THE PUBLIC PERCEPTION ON DOD AND THE POLICE DEPARTMENT

Section a: background information

Table 4.5: Distribution of respondents by the level of education attained

<table>
<thead>
<tr>
<th>Item</th>
<th>Male</th>
<th>Female</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>18-24</td>
<td>6</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>25-32</td>
<td>11</td>
<td>22</td>
<td>13</td>
</tr>
<tr>
<td>33-39</td>
<td>10</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>40-46</td>
<td>9</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>47-55</td>
<td>9</td>
<td>18</td>
<td>6</td>
</tr>
<tr>
<td>Over 56 years</td>
<td>5</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Data 2010

In reference to table 4.5 above, 24% of the respondents were aged 25-32 years old who were the majority age group surveyed. This was followed by 20% representation of age group 33-39 years old, then age group 18-24 years old with a representation of 18% respectively.
Table 4.6: Distribution of respondents by the level of education attained

<table>
<thead>
<tr>
<th>Item</th>
<th>Male</th>
<th>Female</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>O-Level</td>
<td>7</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>Diploma</td>
<td>6</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>University</td>
<td>24</td>
<td>45</td>
<td>15</td>
</tr>
<tr>
<td>Post graduate</td>
<td>5</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Others</td>
<td>12</td>
<td>23</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100</td>
<td>46</td>
</tr>
</tbody>
</table>

Source: Data 2010

In reference to table 4.6, 49% of the respondents 24 males and 15 females, had attained the university level education. O-Level and other education levels attained had a representation of 19%. 20% of the respondents had attained other levels of education. Up to 22% of the respondent, had attained a post graduate level of education, 9 had diploma.

Table 4.7: Distribution of respondents by occupation

<table>
<thead>
<tr>
<th>Item</th>
<th>Male</th>
<th>Female</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>Unemployed</td>
<td>6</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Self-employed</td>
<td>11</td>
<td>22</td>
<td>13</td>
</tr>
<tr>
<td>Family business</td>
<td>10</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Employed in Private sector</td>
<td>9</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Public sector</td>
<td>9</td>
<td>18</td>
<td>6</td>
</tr>
<tr>
<td>Community sector</td>
<td>5</td>
<td>10</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Data 2010
In reference to table 4.7 above, 24% of the respondents were self-employed, 20 worked in family business, 18% were unemployed, 16% employed in private sector, 15% in public sector while 6% in the community sector respectively.

Table 4.8: Distribution of respondents by place of residence

<table>
<thead>
<tr>
<th>Item</th>
<th>Male Frequency</th>
<th>Male %</th>
<th>Female Frequency</th>
<th>Female %</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastlands</td>
<td>23</td>
<td>46</td>
<td>19</td>
<td>38</td>
<td>42</td>
</tr>
<tr>
<td>Southlands</td>
<td>18</td>
<td>36</td>
<td>20</td>
<td>40</td>
<td>38</td>
</tr>
<tr>
<td>Westlands</td>
<td>9</td>
<td>18</td>
<td>11</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Data 2010

According to the finding presented in table 4.8, 42% of the respondents resided in the Eastlands of Nairobi, 38% resided in the Southlands while 31% in Westlands respectively.

Section B: Awareness

Table 4.9: awareness of the military personnel and the police officer

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.9, 100% of the respondents, agreed that they were aware of the presence the military personnel and the police force and officers.
Table 4.10: Ministry/ or department

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.10, 88% of the sample population surveyed, said ‘Yes’ to the question on whether they knew What Ministry/ or department do they belong to, while 12% respondents said ‘No’, respectively.

Table 4.11: knowledge about the military and the police officer first

<table>
<thead>
<tr>
<th>Persons</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family and friends</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>Neighbours</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>media</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>School</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.11, a majority of the respondents, who had a representation of up to 39% of the sample population, said that knew about the military and the police officer from family and friends, whereas 20% said knew about the military and the police officer from neighbors. 17% knew from school 12% of the respondents knew from the other sources.
Table 4.12: Knowledge of the roles and duties of the police

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.12, 88% of the sample population surveyed, said ‘Yes’ to the question on whether they knew the role and duties of the police, while 12% respondents said ‘No’, respectively.

Table 4.13: Knowledge of the roles and duties of the military personnel

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.13, 88% of the sample population surveyed, said ‘Yes’ to the question on whether they knew the role and duties of the military, while 12% respondents said ‘No’, respectively.

Table 4.14: Know and understand the mandate and duties of DoD/Police department

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
In reference to table 4.17, 63% of the sample population surveyed, said ‘Yes’ to the question on whether they know and understand the mandate and duties of DoD/Police, while 37% said ‘No’.

Table 4.15: Extend of knowledge about the DoD/Police Department

<table>
<thead>
<tr>
<th>Item</th>
<th>Male</th>
<th></th>
<th>Female</th>
<th></th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Just enough</td>
<td>6</td>
<td>27</td>
<td>5</td>
<td>26</td>
<td>27</td>
</tr>
<tr>
<td>A lot</td>
<td>2</td>
<td>9</td>
<td>4</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>A little</td>
<td>12</td>
<td>55</td>
<td>7</td>
<td>37</td>
<td>46</td>
</tr>
<tr>
<td>Don’t know</td>
<td>2</td>
<td>9</td>
<td>3</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>100</td>
<td>19</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.1.2, a majority of the respondent, up to 46% knew a little about the DoD/Police department. Majority of the employees in this period category were males who represented 55% of the male population as compared to 37% of the female population surveyed. 27% of the respondents, which comprised of 27% of the male and 26% of the female population surveyed, knew just enough. 12% of the respondent, of whom majority representation was by 16% of the female population survey, as compared to 9% male population, did not know about the DoD/Police Department.
Table 4.16: Importance of getting enough information on the military and the police

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.16, 100% of the sample population surveyed, said ‘Yes’ to the question on whether it was important get enough information on the military and the police.

Table 4.17: Need to know more if give opportunity

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

In reference to table 4.1, 100% of the sample population surveyed, said ‘Yes’ to the question on whether they would know more if give opportunity.

Table 4.18: Encounter recall with the military personnel or the police officer

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>87</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>41</td>
<td>100</td>
</tr>
</tbody>
</table>
In reference to table 4.18 87% of the sample population surveyed, said 'Yes' to the question on whether they recall any encounter with the military personnel or the police officer. 13% respondents who said 'No.

**Table 4.19: The experience with military personnel or the police officer**

<table>
<thead>
<tr>
<th>Persons</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Good</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Moderate</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Fairly good</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Not good</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

In reference to table 4.19, only 12% of the sample population, said that the experience with military personnel or the police officer was “very good”, whereas 17% said it was “good”. 18% of the respondents said that the experience with military personnel or the police officer was “moderate”, with up to 39% saying it was “not good”. 20% said it was a “fairly good” experience.

**Section B: Information access**

**Table 4.20: Most common source of information**

<table>
<thead>
<tr>
<th>Extend</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspapers/ Television</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Workmate/colleagues</td>
<td>13</td>
<td>32</td>
</tr>
<tr>
<td>Friends/neighbors</td>
<td>18</td>
<td>43</td>
</tr>
<tr>
<td>Radio</td>
<td>8</td>
<td>19</td>
</tr>
<tr>
<td>Internet</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
In reference to table 4.20, a majority of the respondents, who had a representation of up to 43% of the sample population, said the most common source of information on DoD/police department was Friends and neighbors, whereas 32% said it was Workmate and colleagues. 19% of the respondents said it was radio, with up to 2% saying that it was internet. Only 9% said it was from the newspapers and television.

Table 4.21: Responses to the question: “Please tell us how you agree or disagree that awareness should be created on the DoD/ Police department by the following (including blogs) has: Mean scores throughout this report are based on responses to five-point Likert- type scales where “1” = “Strongly Disagree” and “5” = “Strongly Agree.” Consequently, the higher the mean score the greater the agreement.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
<td>%</td>
</tr>
<tr>
<td>Enhanced the practice of public relations</td>
<td>27</td>
<td>71</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Organize and sponsor events (Blogs, facebook)</td>
<td>18</td>
<td>60</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>Use of social media</td>
<td>21</td>
<td>57</td>
<td>11</td>
<td>30</td>
</tr>
<tr>
<td>Use traditional mainstream media (radio, Newspapers, TV)</td>
<td>2</td>
<td>6</td>
<td>21</td>
<td>68</td>
</tr>
</tbody>
</table>

In reference to table 4.21, While 4% of the respondents disagree, 18% agreed that DoD/police department should enhance the practice of public relations, with up to 27% strongly agreeing. While 3% of the respondents disagree, 30% agreed that DoD/police department should Organize and sponsor events, with up to 18% strongly agreeing to the same. 68% OF THE RESPONDENTS agreed that DoD/police department Use traditional mainstream media (radio, Newspapers, TV), with on 2% strongly agreeing to the preposition.
Table 4.22: Suggestion on how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities.

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization is understood through good, clear and proper communication</td>
<td>30</td>
<td>73</td>
</tr>
<tr>
<td>Stakeholders attention is drawn to and reminded, about issues relating to the strategy implementation</td>
<td>11</td>
<td>27</td>
</tr>
<tr>
<td>Individual awareness and expectations is Created</td>
<td>25</td>
<td>61</td>
</tr>
<tr>
<td>Performance, future plan and organization direction are given</td>
<td>21</td>
<td>55</td>
</tr>
</tbody>
</table>

In reference to table 4.22 above, majority of the respondents, up to 73% of the respondents said that Organization was understood through good, clear and proper communication on the preposition how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities. According 27% of the respondents, identified “Stakeholders attention was drawing to, and reminding about issues relating to the strategy implementation”, 55% identified “performance, future plan and organization direction given” on the preposition how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities. Up to 61% of the respondent Identified “Individual awareness and expectations is Created”, on the preposition how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities.
Table 4.22: Suggestion on how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities.

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization is understood through good, clear and proper communication</td>
<td>30</td>
<td>73</td>
</tr>
<tr>
<td>Stakeholders attention is drawn to and reminded, about issues relating to the strategy implementation</td>
<td>11</td>
<td>27</td>
</tr>
<tr>
<td>Individual awareness and expectations is Created</td>
<td>25</td>
<td>61</td>
</tr>
<tr>
<td>Performance, future plan and organization direction are given</td>
<td>21</td>
<td>55</td>
</tr>
</tbody>
</table>

In reference to table 4.22 above, majority of the respondents, up to 73% of the respondents said that Organization was understood through good, clear and proper communication on the preposition how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities. According 27% of the respondents, identified “Stakeholders attention was drawing to, and reminding about issues relating to the strategy implementation”, 55% identified “performance, future plan and organization direction given” on the preposition how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities. Up to 61% of the respondent Identified “Individual awareness and expectations is Created”. on the preposition how DoD/Police Department need to ensure that its fulfills its promises and delivers to the public on defined expectations and kept the public informed of its activities.
Section C: Perception

Table 4.23: Level of agreement or disagreement with the prepositions on attributes or values that set DoD/Police department apart making them especially admirable and inspirational to you: Mean scores throughout this report are based on responses to five-point Likert-type scales where “1” = “Strongly Disagree” and “5” = “Strongly Agree.” Consequently, the higher the mean score the greater the agreement.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military and police officer are always honest and true to their mission</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td>DOD/Police Department with absolute zero tolerance to vice such as (bribe, corruption, nepotism et.c)</td>
<td>1</td>
<td>13</td>
<td>29</td>
<td>23</td>
</tr>
<tr>
<td>The Military and the Police are reliable when it comes to issues of country security</td>
<td>29</td>
<td>76</td>
<td>29</td>
<td>0</td>
</tr>
<tr>
<td>military and police officers are duty bound and so whole heartedly</td>
<td>8</td>
<td>20</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

In reference to table 4.23, 68% of the respondents strongly disagree agree to the proposition that Military and police officer are always honest and true to their mission, while up to 13% agree. Only 2% strongly agree. 21% of the respondents agree to the preposition that DOD/Police Department with absolute zero tolerance to vice such as (bribe, corruption, nepotism et.c), as compared to 96% who strongly disagree. Only 1% of the respondent strongly agrees to proposition that DOD/Police Department with absolute zero tolerance to vice such as (bribe, corruption, nepotism et.c). 68% of the respondents agree to the preposition that the Military and the Police are reliable when it comes to issues of country security, with up to 29% strongly agreeing and disagreeing.
respectively. 68% of the respondents agreed with the preposition that military and police
officers are duty bound and so whole heartedly, with up to 8% agreeing strongly.

4.9 Discussion of the findings

Background information of the respondents

24% of the respondents were aged 25-32 years old who were the majority age group
surveyed. This was followed by 20% representation of age group 33-39 years old, then
age group 18-24 years old with a representation of 18% respectively. 49% of the
respondents 24 males and 15 females, had attained the university level education. O-
Level and other education levels attained had a representation of 19%. 20% of the
respondents had attained other levels of education. Up to 22% of the respondent, had
attained a post graduate level of education, 9 had diploma.

24% of the respondents were self-employed, 20 worked in family business, 18% were
unemployed, 16% employed in private sector, 15% in public sector while 6% in the
community sector respectively.

According to the finding presented, 42% of the respondents resided in the Eastlands of
Nairobi, 38% resided in the Southlands while 31% in Westlands respectively.

In reference to table 4.9, 100% of the respondents, agreed that they were aware of the
presence the military personnel and the police force and officers.
4.10 Channels of communication

The study sought to find out the channels of communication used at the DoD and at the police department. The findings indicate that the DoD has never conducted audience polling analysis, mobilized national Spokespeople, undertaking Cultural Analysis IT and use of feedback to Monitor for its PR and communication initiative Success. Similarly Police department has never conduct audience polling analysis and undertaking Cultural Analysis.

DoD has never used Electronic mails nor Internet Interactive and Mediated Channels for communication. It is the same situation at the police department has never used video game Interactive and Mediated Channels for communication and it always make use of Electronic mails and Internet. The finding also indicates that DoD has never used Film classical and Mediated Channels for communication, but occasionally us Television and Newspapers.

DoD strongly agree that concerted communications efforts must be planned and launched to attract a generation of cutting-edge, risk-friendly, private sector and that Talent must be hired, trained, prepared, groomed, motivated and promoted to communicate with effectiveness and efficiency while it disagree that Strategic communication must be infused by new blood. A similar observation is made by the Police Department.
The media have the potential to both positively and negatively affect police integrity. In many instances, if it were not for exposes of certain incidents by the media, many police agencies would not respond as quickly or effectively as they do to either investigate or make needed corrections. The media bring pressure to a police agency to release information, investigate wrongdoing, and hold itself accountable to the public for the actions of its personnel.

However, this important role is often negated because the media "sensationalize" many incidents. Striking a balance between effective reporting and sensationalism poses a particularly difficult problem for many police executives. In today's mass-market media-driven society, it is becoming difficult to define ourselves before someone else does it for us. This is true for everything from laundry detergent to automobiles, and it holds for police departments. A community develops and holds an image of its police department. This image defines the standing of the police department and its employees in the community's esteem. It also affects the department's recruitment and retention, its budget, and the support it receives from the community. Unfortunately, too often police departments have allowed others to define their image instead of defining it for themselves.

Among the various conclusions that could affect the branding of a perception were the following: A citizen's confidence in the police depends more on his or her perceptions of a police officer's motives than on whether the outcome of a contact with an officer was favorable to the citizen. Racial minorities consistently show lower assessments of police
than the other, and the overall legitimacy of the police depends more on citizens' perceptions of how police treat them than on their perceptions of police success in reducing crime.

Citizens' perceptions of how police treat them appear to affect their willingness to obey the law and obey the police. Citizens' expectations of how the police will perform affect their evaluation of how police actually perform during a specific contact. Most citizens regard the mass media as their prime source of information about crime, and crime news is the context for most mass media accounts of police work. The implicit message of much crime news is that police have been unable to catch offenders. Although the majority of the public has a substantial degree of confidence in the police as a general institution, it has been declining slowly since 1996 (from 60 to 54 percent). The trend in respect for the police has been declining since the mid- to late-1960s.

Most citizens express positive attitudes about the fairness of the police, but a significant portion rate them as "only fair or poor." Entertainment media present images of police officers (as incompetent rule breakers, for instance) that distort the realities of everyday police work. The finding of the study shows that the perception of the DoD AND police, the related department's identity, has a direct impact on the department's ability to prevent, control, and solve problems. It also affects the relationship officers have with citizens.
4.11 Knowledge about DoD and police department

88% of the sample population surveyed, said 'Yes' to the question on whether they knew What Ministry/ or department do they belong to, while 12% respondents said 'No', respectively. A majority of the respondents, who had a representation of up to 39% of the sample population, said that knew about the military and the police officer from family and friends, whereas 20% said knew about the military and the police officer from neighbors. 17% knew from school 12% of the respondents knew from the other sources.

The findings indicate that, 88% of the sample population surveyed, said 'Yes' to the question on whether they knew the role and duties of the police, while 12% respondents said 'No', respectively. 88% of the sample population surveyed, said 'Yes' to the question on whether they knew the role and duties of the military, while 12% respondents said 'No', respectively. 63% of the sample population surveyed, said 'Yes' to the question on whether they know and understand the mandate and duties of DoD/Police, while 37% said 'No'. A majority of the respondent, up to 46% knew a little about the DoD /Police department. 27% of the respondents, which comprised of 27% of the male and 26% of the female population surveyed, knew just enough. 12% of the respondent, of whom majority representation was by 16% of the female population survey, as compared to 9% male population, did not know about the DoD /Police Department.
In reference to table 4.16, 100% of the sample population surveyed, said ‘Yes’ to the question on whether it was important get enough information on the military and the police. 100% of the sample population surveyed, said ‘Yes’ to the question on whether they would know more if given opportunity.

4.12 Experience with the police / military

87% of the sample population surveyed, said ‘Yes’ to the question on whether they recall any encounter with the military personnel or the police officer, 13% respondents who said ‘No. Only 12% of the sample population, said that the experience with military personnel or the police officer was “very good”, whereas 17% said it was “good”. 18% of the respondents said that the experience with military personnel or the police officer was “moderate”, with up to 39% saying it was “not good. 20% said it was a “fairly good” experience.

A majority of the respondents, who had a representation of up to 43% of the sample population, said the most common source of information on DoD/police department was Friends and neighbors, whereas 32% said it was Workmate and colleagues. 19% of the respondents said it was radio, with up to 2% saying that it was internet. Only 9% said it was from the newspapers and television.
4.13 Police/Military Image

Only 13% of the respondents agree that Military and police officer are always honest and true to their mission. 68% of the respondents strongly disagree agree to the proposition that Military and police officer are always honest and true to their mission. Only 2% strongly agree. 21% of the respondents agree to the preposition that DOD /Police Department with absolute zero tolerance to vice such as (bribe, corruption, nepotism et.c), as compared to 96% who strongly disagree. Only 1% of the respondent strongly agrees to proposition that DOD /Police Department with absolute zero tolerance to vice such as (bribe, corruption, nepotism et.c). 68% of the respondents agree to the preposition that the Military and the Police are reliable when it comes to issues of country security, with up to 29% strongly agreeing and disagreeing respectively. 68% of the respondents agreed with the preposition that military and police officers are duty bound and so whole heartedly, with up to 8% agreeing strongly.

Corruption within criminal justice system, contributes to a general climate of lawlessness, and serves to undermine the legitimacy and effectiveness of the fight against crime. The public lack confidence in KPF’s competence and integrity. The public’s perceptions are in many respects justifiable and results to low reporting levels of crime. The public complains about police inaction and giving excuses for doing nothing in the face of crime and victimization.

They also complain of police brutality, torture, assault, rape, trigger- happiness, illegitimate arrest, harassment, incivility, disregard for human rights, corruption and
extortion, among other things. Corruption needs to be an integral part of any discussion on police integrity. Although most of the police department focused on the broader issue of instituting and maintaining integrity within police departments, hard-core corruption also was discussed. According to the respondent, corruption takes many forms. Traditionally, it is thought of as criminal violations committed by police officers for the purpose of personal gain -- e.g., accepting bribes, selling confidential information, tampering with evidence. Responding to this form of corruption aggressively will always be a primary responsibility of police leaders. Other forms of corruption -- e.g., failing to respond to certain calls for service, withholding information from police reports, failing to bring forth first-hand knowledge of wrongdoing by other officers -- must also be addressed expeditiously.

The nature of corruption has changed over the years, resulting in higher levels of criminal activity among police officers. It is more blatant -- police officers have banded together to form criminal gangs -- and also more accepted. Is this trend in police service simply a reflection of society and its changing values, or does it reflect a greater acceptance of a lack of integrity?

According to the respondent, corruption reform is a critical problem for police leadership. It is also a problem that must be shared by unions, police officers, political leaders, and members of the community. An environment that tolerates corruption does not evolve overnight. It is as important to ask questions about the environment that tolerates the corruption as it is to investigate the individuals who commit it. It is important to ask what
role the community, political leaders, and others external to the police department play in establishing an environment that either tolerates or refuses to tolerate corruption.

If corruption is wrong, then what is right? It is important to define expectations so that officers and civilian employees know which behaviors are acceptable and which are not. The respondent agreed that police executives and their agencies do a poor job in relaying clear expectations to police personnel. The effects are even worse when expectations are clear but there is no follow through to reinforce them.

It is reasonable to assume that police and civilian employees should know right from wrong as they relate to criminal corruption -- they should recognize that stealing, violating confidentiality of information, and accepting bribes are improper. Police employees are public servants who have assumed the public's trust and therefore should not abdicate their responsibility to maintain personal integrity, regardless of the state of the work environment or chief of police's or sheriff's managerial style. Nonetheless, it does happen in those environments where support is lacking or questionable behavior is modeled by superiors.

In depth discussions about corruption usually take place only after corruption is uncovered within the agency or a neighboring agency. Few police engage in quality discussions -- either through inservice sessions or meetings with superiors -- as a means of preventing corruption or fostering an environment open to communication about it. The respondent acknowledged that this is a difficult period for those serving in police
agencies because the integrity and image of the entire profession is being questioned. Some of the public's perceived bastions of police integrity -- the image -- have come under question and scrutiny. As one respondent stated regarding the public's perception of the police, this is the worst period I have seen since the late '60s and early '70s.

While it is hoped that community policing and other forms of quality police service will overcome negative perceptions about the police, it will take some time. There is a need to take some immediate steps to repair the damage caused by a series of national scandals. Generally, police leaders are not encouraged to think about the possibility of marketing their departments. Any marketing that occurs does so as a residual of outreach programs. The respondent cited the inadequate marketing police department have done regarding community policing.

When police chiefs consider marketing their departments, they should begin with a careful analysis of the police service and how it is perceived by the public. They need to understand that at the heart of gaining positive publicity is a persistent gathering of examples of accomplishments of the department and individuals within the department. Chiefs also need to understand that not all efforts will be publicized by the media. Persistence coupled with efforts to meet the media personally and explain the police operations will go a long way toward achieving positive publicity for a department.
CHAPTER FIVE

Summary, Conclusion and Recommendations

Summary

The external communication channels considered most effective while exercising public relations in both the Defence and the Police departments

Being the only game in town doesn't necessarily mean the Defence and the Police departments is the preferred choice. Public confidence and support for the local department depends more on the citizens' perceptions of Defence and the Police departments officers' motives than whether the outcome was personally favorable to the citizen. Perceptions can be manipulated. To their detriment, some Defence and the Police Departments have neglected to put energy and synergy into a public relations effort and have allowed others to define them. Community members need to see their department not as the only solution to their concerns but as the best solution for their problems, as a trustworthy source of protection, and as being worth every penny they are paying in taxes, and more.

Public relations identify the true nature of the service, and whom it is for. Public relations creates an emotional link between the user and the service or product. In the case of policing, it requires clarity about the policing mission, vision, and values. It requires Defence and the Police Departments executives to be clear that they are serving the public in a fundamentally democratic, transparent and accountable way. Defence and the
Police departments executives should ask themselves the following questions: What philosophy of service do you as the chief executive adhere to? How does that system of beliefs cascade into policy and operations?

Public relations must be unique, relevant, timely, and clear. The chief's vision, and its implementation, is unique to the chief executive officer of the agency. Consequently, how the department is branded in the eyes and minds of its community starts with chief executive officer. Corporations have been branding their products in many cases for centuries. In a like manner, law enforcement agencies aren't selling crime statistics and solvability rates; they are providing security, peace of mind, and a sense of safety for their communities.

The top leadership in both and Military and Police Department should not lose sight of the fact that advertising grabs minds, but branding gets hearts, and that's what will help build public loyalty for the chief, the employees, and the department.

Advertising is not branding. They should not get lulled into thinking that simply putting the department's logo, badge, or decal on the side of the department's cruisers is adequate branding. What do the public documents look like? The Web site? The informational brochures? The building and work areas? Is there consistency between the image and the service? Advertising (such as the department's logo and the accreditation decal on Defence and the Police departments cars) raises the awareness of the brand and helps build image and trust, but it doesn't brand the department in the citizens' minds.
The department's badge, logo, and uniform are symbols; they do not constitute the department's brand. Defence and the Police departments cannot assume the community has an understanding of the department's values and philosophy. The overall legitimacy of the Defence and the Police departments depends more on citizens' perceptions of how Defence and the Police departments treat them than on their perceptions of Defence and the Police departments' success in reducing crime and insecurity. Defence and the Police departments are branded by contacts the officers, dispatchers, and other employees have with the department's customers.

The stronger and more credible the department's brand identity, the less susceptible the department is to being defined and undermined by outside influences. What feelings, images, and thoughts do Defence and the Police departments' officers and citizens' experience when they see a Defence and the Police departments' officer in a uniform? Does the department always get its man? The Police has created a strong brand identity. The department view the Defence and the Police departments' force as a group to be respected, revered, and honored. They're seen as competent, professional, effective, disciplined and extremely service oriented. Few citizens have personal contact with Defence and the Police Departments' officers, yet Defence and the Police departments must reach all citizens to establish the department's brand. They are the ones who vote for our budgets, they call us when they witness crime, and they obey our laws as upstanding members of society.
The is need to build the brand from the department's strengths to what you are, not what you want to be. Defense and the Police departments has its own strengths and challenges, its own pros and cons. Not every police department can be the epitome of every aspect of Defence and the Police departments service; as such, the department's brand must enforce what the department does well. Some agencies push aggressive motor vehicle enforcement, while others strive to develop strong relations with their schools. Ideally, each will, at a minimum, be competent in all aspects of policing but not necessarily excel at all aspects. The chief should ask, What do we want to be known for?

The success of a brand depends on consistency and frequency. How many times has a customer been led to believe one thing with a product or service only to experience something different? It's devastating to the customer's faith and confidence in the product or service. If an agency works to establish community service or tough motor vehicle law enforcement as its brand identity but a survey of the community indicates perceptions quite the opposite (if, for instance, dispatchers, as first points of contact, are rude, or if speeding on the main roads goes unchecked) then this lack of consistency and frequency undermines the branding efforts.

If the police agency's message to the community is inconsistent and infrequent, there is a fundamental flaw in the branding process. This is true internally as well: managers and employees alike must reinforce the brand even in their interactions with one another.
If you can't articulate your brand, neither can anyone else. Many times the authors have asked a chief, a patrol officer, a dispatcher, or an administrative staff member what the core of their agency's mission is and received a trout look in response—eyes glazed over, mouth hanging open in an oval shape, and an audible sucking sound. If the chief can't articulate what the department is about, its core mission, and its brand, then no one else can either.

Branding and awareness are not the same. Even when branding is strong and well defined, awareness isn't necessarily given. A strong brand can withstand temporary setbacks. If an unfortunate incident involving an employee of the department occurs, the community will see the aberrant action or behavior and consider it just that—an aberration. The community will accept that problems will develop from time to time, and community members will not leap to generalizations as quickly. What matters to citizens is the knowledge that these are isolated incidents that will be appropriately handled.

It is important that the security agencies regularly tell the community how good it is in a specific area (niche) and must tell the success stories often and consistently. For example, regularly police departments explore solutions through networking and on-site visits to see firsthand how a solution works. In branding the department, these meetings can provide new stories to illustrate peer acceptance of the department's niche. DoD and Police departments do not have advertising budgets like corporations. What departments do have, however, is community and news media interest. Corporations pine for this natural attention, and capacity to shape their message before someone else does it for
them. As studies show, most citizens obtain information about the Defense and the Police departments through the news media. At every opportunity the department needs to show its brand and talk up the successes. Even the most difficult situation can involve positive action, again reinforcing the values and vision of the department its proactive, involved leadership; its caring response. Corporations couldn't buy the daily exposure offered to Defense and the Police departments; but departments must use that exposure to reinforce its brand in the community.

No amount of advertising and spinning stories will save a brand if the reality is different from its values and visions. A citizen's experience with an individual officer during recruitment or when arrested influences their impression of the DoD and police department. If the department advocates one set of values but the reality of what citizens see is the opposite, it will be a short time before that discrepancy diminishes the agency's ability to achieve its core mission. The reality of experiences must be consistent with the brand.

Once the department promises to deliver on a brand, the promise must be kept. Remember: the overall legitimacy of the police depends more on citizens' perceptions of how they are treated by the police than in actual results and crime statistics. If citizens feel officers treated them professionally, fairly, and with compassion, then even a result unfavorable to the citizens will do little to undermine their confidence in the officers and the department. If police do not recover a complainant's stolen property, for instance, but the responding officers were attentive, courteous, and competent, failure to recover the
property will not necessarily diminish the complainant's opinion of the Police Department. But if the officers appear uncaring, hostile, rude, unprofessional, or biased during the contact with the complainant, those shortcomings will shape the complainant's views of the police more than the eventual recovery of the stolen items.

Whatever the message, the mission, and the core values of the agency, the brand identity makes a promise that must be validated every day by messages and by people. It has to be enduring, authentic, honest, and believable. When successful, it defines an emotional link between the department and those served.

5.2 Factors that make the two security departments have poor image in the public;

The findings shows that, particularly, the two security departments continue to be viewed very differently by different population groups," "Our analysis of data shows that these perceptions - and also the experiences of the two security departments as reported by respondents - vary and shift over time and between the two security departments population groups. Some of these shifts appear related to changes in policy emphasis. The Defense and the Police departments force's main problem remains dissatisfaction among public, many of whom do not believe they receive the service that they expect. Accountability, is also important. "Our study has revealed strong residential variations in Defense and the Police departments perceptions and experiences, which might be addressed by improving accountability locally. But the Defense and the Police departments force's main problem remains dissatisfaction among public who had an encounter with them, many of whom do not believe they receive the service that they
expect. There is some indication from other researches that poor service might affect the reporting of crime to the police so it is possible that fewer incidents are being reported."

Fear, betrayal and sell out and lack of confidentiality and outright bribery are other reasons why citizens are reluctant to co-operate with security agencies.

Perceptions of the Defense and the Police departments are not just driven by 'measurable' Defense and the Police departments behaviour, such as the amount of information provided to the public, or less tangible 'courtesy' Public perception is also strongly shaped by underlying social and political attitudes, including fear of crime, which is often unrelated to actual risks of victimisation. Perceptions of the Defense and the Police departments and people's accounts of their experience with the Defense and the Police departments continue to be related to age and socio-economic status.

5.3 Gaps in the two security departments in the practice of public relations.

Each day, the Defense and the Police Departments Chief Executive navigates a series of issues that has the potential to define the agency in a manner inconsistent with the actual mission, vision, and values of the department. How well the chief and the department handle these issues helps determine the department's ability to obtain the public's cooperation and support, to recruit the right people for the department, and to secure the budgetary resources to do the job.
Although it is the chief who must establish the vision for the department, each employee has a role in defining the department. As such, it is important to consider how well employees and prospective employees fit with the image of the department before promoting or hiring them: sharing the department's philosophy of service; defining their role and self-image in a manner consistent with the department's mission; instill confidence in the public so the Defense and the Police departments can do its job and recognize the challenges that bad encounter, for instance, excessive use of force, bias etc can have on the community's support.

Another issue to consider is that police/military officer action in one area of the country can affect the image of policing in another area. We know that the image of the whole profession, in other words, can be tarnished by the actions of a few officers many miles away. (The Kisumu incidence during the post-election violence and how the Military handled the Mt. Elgon conflict). When such issues are found at the top of the organization, or in the ranks of midlevel leadership, a wedge is driven between managers of the Defense and the Police departments and the officers who are providing the service at the line level. All this may lead to internal stress, a lack of introspection, reduced public confidence in the police/military, and, ultimately, a colossal failure to provide police/military services.

Today, police/military agencies are better trained, better educated, and more diverse than at any other time in history. Technology is such that officers are better equipped and prepared to address the issues they face daily. As a profession, law enforcement has
adopted a philosophy of proactive community policing and the leaders are more strategic, compassionate, service oriented, and tougher on crime than any other time in our history.

5.4 Recommendations

5.4.1 Organizational Structure

To what extent do organizational structures contribute to unethical behavior? Too few police executives view their organization's structure as a viable tool for improving integrity and service. The organization's structure is the key determinant of the nature of relationships among employees, units, other agencies, and the community. It influences productivity and sets forth a system of checks and balances to ensure that service is provided efficiently and effectively. How the organization is structured internally will affect dramatically how it polices externally. For example, an organization that places priority on accountability of managers and supervisors, equal treatment for all its members, citizen accessibility to the department, inspections and audits, and quality education for employees will do better at maintaining integrity than one that ignores or minimizes these organizational factors.

Far too many military/police organizations remain closed to the people they serve. Citizens know little about how the police organization functions and why. This causes the public to question police tactics, operations, expenditures, and, ultimately, integrity. The guise of protecting sensitive investigations, shielding the public from the negative aspects
of policing, and notions of the police being "different" have insulated police organizations from their citizenry. Recently, citizen police academies have begun to remove some of the cloak of mystery from police organizations, but more is needed.

Weak systems within the organization tend to breed integrity problems. Favoritism in recruitment, promotions, training and assignment to speciality functions; infrequent or poorly conducted audits of evidence-handling systems, informant funds, and use of sick leave; unstructured or nonexistent rotational systems in certain units deemed to be sensitive (narcotics, vice, liquor inspections); haphazard report review; and poor-quality inservice and supervisory training programs are but a few of the organizational weaknesses that create an environment in which its members are vulnerable. The best insurance against corruption in a police department is pervasive accountability, fairness, consistency, and equity.

5.4.2 Values and Principles

Defining values and principles, relating them to the Constitution, and incorporating them into everything the police agency does is one important way to maintain integrity. Values and principles must be articulated, understood, and embraced by every executive, supervisor, officer, and civilian employee. Ideally, they should also be supported by the political entity. However, most police agencies continue to function without an awareness of their basic values. Even when values are written down, departments too often do not
comprehend that their full impact can not be realized until they are incorporated into day-
day discussions and operations.

Teaching values, their meanings, their derivations, and their applications should be an
integral part of all recruit and in-service education. This instruction should be ongoing
throughout an employee's career. In addition, police training should teach the full
meaning and historical role of the Constitution to give the whole picture of what a police
department is trying to achieve. Generally, the only aspects of the Constitution that are
taught in police academies are those portions that constitute a constraint on the police.

The most essential element of a successful democratic government is freedom for all
citizens to exercise their constitutional rights without fear or threat of endangerment. The
basic mission of the criminal justice system is to protect this freedom. The police, being
one of the foundations of the criminal justice system, must ensure the public trust if the
system is to perform its mission to the fullest. Public trust can exist only when the police
execute their duties with fairness, equity, professionalism, and rigor. A police service that
performs in this manner also has integrity and honor.

Policing in a democracy requires high levels of integrity if it is to be acceptable to the
people. Historically, there have been many times when public trust in the integrity of the
police has been questioned. Events in the 1990s and 2007 during the post-election
violence seriously eroded public trust in the integrity of the police; this situation has
resulted in a closer scrutiny of the profession and its responses to this critical issue.
Professional integrity, in any professional context, is the integrated collection of virtues that brings about the goals of the profession. Presumably, in police organizations those major goals are connected to protection of and service to the public. Many of the groups focused on the potential for hiring police officers and civilian employees who possess the character necessary to uphold the highest standards of integrity and withstand temptation to deviate from these standards. Many recognized that in the past, selection of police officers focused more on ability to perform job tasks than on character.

There was a common perception among groups that the pool of highly qualified applicants to police service seems to be getting smaller as entrance criteria become more rigid. It has been felt that new ways to attract qualified people to the profession needed to be identified. The selection process must screen in those who exhibit characteristics consistent with the profession, not just screen out bad candidates.

There was agreement that more stringent selection criteria are in place today than at any other time in modern history, although some participants noted that these criteria may have been modified from time to time to broaden the pool of candidates.

Many questions emerged: Are recruitment and selection processes missing the mark in attracting and selecting the best candidates for police service? Are bureaucratic and affirmative action mandates and the "rush" to hire officers under causing police executives to perpetuate a selection process that has failed to change to meet the needs of today's police agencies and the communities they serve? Is there a relationship between
education and integrity that might influence a department's decision to require college
education as an entry-level criterion for employment?

5.4.3 Leadership

According to the respondent there was a common perception in the Police department
that the average tenure of a chief of police has declined in recent years. Some attribute
this to the public's dismay over police integrity and the demand by citizens and their
political leaders for a "quick fix."

Not all police administrators are leaders. It cannot be assumed that all police chiefs and
other executives will commit themselves and their agencies to self-study, risk taking,
team building, or other actions necessary to improve integrity. They will continue to rely
on traditional means -- citizen complaints, followed up by internal investigations, and, in
the extreme, grand jury investigations.

What role does a leader play in establishing an environment that minimizes the potential
for integrity violations? The Chief of General Staff, Police Commissioner and the
Administration Police Commandant bear full responsibility politically, in the media, and
in the eyes of the public but, in reality, often inherits an environment that evolved over
many years. While effective leaders can move an agency in a positive direction in a
relatively short time, changing the culture and effecting lasting change cannot be
accomplished overnight. Political and public expectations for law enforcement executives to effect rapid change are often unrealistic.

Whether coming from within the organization or another agency, a chief of police or sheriff needs to move swiftly to improve integrity. The leader must define standards for acceptable behavior and define how others in the department -- commanders, supervisors, officers, and civilian employees -- can meet those standards and support others to do so.

The leader bears primary responsibility for informing the public about its role in maintaining integrity and for involving citizens in efforts to control corruption and improve integrity. An effective leader should grasp every opportunity to involve citizens in advisory roles and engage them in constructive ways to prevent wrongdoing.

In modern police service, leaders must do more than articulate right behavior; they must exhibit right behavior. The leader must ensure that the agency's values and principles are articulated, and he or she should include input from the department's stakeholders. The leader then must provide follow through and ensure that the values and principles are expressed, communicated, and reinforced throughout all aspects of the department's operations, administration, and service.

The leader must reward positive behavior and move swiftly to address wrongdoing. Leaders should enlist others, internally and externally, to solve integrity concerns. The goal of every police leader should be to create an atmosphere of a total and
comprehensive "us" that includes the community, rather than an "us against them" attitude.

Leadership in both the Military and Police Department are not bound or defined by ranks. Those in executive positions have an obligation to develop supervisors' capabilities and compel them to assume a greater role in maintaining integrity. Integrity issues should not be relinquished to a central unit or authority until all alternatives to deal with them within the smallest unit have been exhausted. In this regard, the first-line supervisor assumes a key leadership role in ensuring that employees adhere to high standards of professional behavior and ferreting out those who violate these standards.

5.4.4 Police Culture

Is there something in the police culture that weakens the idealism and positive zeal of young police recruits? Why, after decades of concern, does the police culture continue to tolerate a "code of silence" in matters related to violations of integrity and law? A recurring issue in work group sessions was the need to view police integrity as all-pervasive in a police department and critically influenced by the police subculture.

For generations people have referred to the police "culture." "Like integrity, the police culture defies simple definition." The police culture is made up of distinct subcultures -- police to police, police to supervisors, and police to community -- each of which has to be defined and understood for its role in fostering or corrupting integrity.
One of the key components to changing the police culture is the coming together of National/Government, local police officials to embrace an agreed-upon statement and subsequent commitment to establishing a culture that is intolerant of the "code of silence," unprincipled behavior, misconduct, dishonesty, and poor-quality police service. All police should work to establish a culture that promotes openness, ensures internal and external fairness, promotes and rewards ethical behavior, and establishes a foundation that calls for mandating the highest quality service to the public. All police members should also promote a culture that attracts and retains good officers.

Police executives, union leaders, political leaders, and others must come together to develop a collective vision of what the police culture of the future should be. If leadership does not assume an aggressive role in changing the police culture to one of integrity, officers will continue to foster their own culture in their own way.

5.4.5 Selection

Many of the groups focused on the potential for hiring police officers and civilian employees who possess the character necessary to uphold the highest standards of integrity and withstand temptation to deviate from these standards. Many recognized that in the past, selection of police officers focused more on ability to perform job tasks than on character.

There was a common perception among groups that the pool of highly qualified applicants to police service seems to be getting smaller as entrance criteria become more
rigid. It has been felt that new ways to attract qualified people to the profession needed to be identified. The selection process must screen in those who exhibit characteristics consistent with the profession, not just screen out bad candidates.

Many questions emerged: Are recruitment and selection processes missing the mark in attracting and selecting the best candidates for police service? Are bureaucratic and affirmative action mandates and the "rush" to hire officers under causing police executives to perpetuate a selection process that has failed to change to meet the needs of today's police agencies and the communities they serve? Is there a relationship between education and integrity that might influence a department's decision to require college education as an entry-level criterion for employment?

5.4.6 Training and Education

Can integrity be taught? There was consensus among most people that internal professional education plays a key role in influencing and maintaining employee integrity. More emphasis is needed on quality education – in addition to basic skills training – from the moment an officer is hired through to retirement. But police agencies have been slow to emphasize quality and consistency in instructional programming.

According to the respondent at the Police department, Police officers are faced with making moral and ethical decisions every day. Yet few officers receive instruction to
support this decision-making. Few officers are given structured practice in dealing with challenges to their integrity or in ethical decision-making.

There was general belief among respondents that most police recruits enter the profession principled and with some degree of enthusiasm and a willingness to learn and to serve. Are there influences in the initial training of these recruits that cause them to lose some of their enthusiasm, doubt the system, or blindly accept the negative aspects of the culture?

Field training and post field training programs need to be refined as a means for encouraging ethical behavior. Police leaders must aggressively pursue an end to the "untraining" that takes place when young officers are taught to forget what they learn in the police academy in favor of "street smarts."

The myth is that they learn practical tactics and street survival skills. The reality is that, while they may learn some practical approaches to police service not taught in the academy, they are also influenced negatively. Field training programs need to emphasize critical tasks for the patrol officer and ensure that field training and academy training are consistent in the requirement for those tasks.

Police agencies also need to invest in leadership and executive development. Currently, many more programs are being developed that focus on issues such as leadership skills and navigating the change process. Nonetheless, much of the training still centers on traditional management concepts. The needs of police executives should be assessed and
a model executive development program developed to provide police academies with a source of training ideas and techniques.

Overall, police education needs to engage police members in more indepth levels of discussion of issues. It is not enough to lecture on integrity. It is essential that an opportunity be provided for trainees to participate in active discussions for employees to grasp and understand the complexity of the issues and the need for personal involvement in maintaining police integrity. Further, the respondent recommended that officers at all levels of the department be allowed to participate in efforts to reengineer their respective departments to foster integrity. According to the respondent, there was a deep and abiding understanding by the police department that the more all members participate in developing changes, the greater the likelihood that they will be implemented successfully.

Although the reforms are focused much on the need for quality education in police service, the respondent also noted that education and training are not a panacea to solve all integrity-related ills. Too often, police executives and others view education and training as a "cure-all." As one chief at the department stated, "We act as though once we get our officers into inservice training and help them 'see the light,' we have done all we need to do to effect change. I've seen very little behavior changed simply as a result of training." There was consensus that quality education and training -- with emphasis on "quality" -- are only one component of the effort to improve integrity.
5.4.7 Sanctions, Rewards, and Punishment

To what extent does fear of punishment influence ethical behavior? In most police agencies, sanctions against integrity violations are based on a manual of rules and regulations. Internal affairs units investigate allegations. There is, however, little else.

Some of the executives who participated in the work groups stated that they are mired in overly bureaucratic internal affairs processes that are supported by complex union contracts and a legislated police officers' bill of rights. Others stated that they know how to use the system to swiftly address wrongdoing.

The mission of police departments' internal control functions should not simply be to investigate crime or wrongdoing by police officers. Rather, police departments should go one step further and, for every violation, pertinent policies, procedures, and all relevant training should be assessed to determine whether there exists any portion that may prove to be confusing, unclear, or simply wrong and that requires repair or correction in order to provide correct guidance to police members.

Within most police departments, there is accountability for acts of corruption and other forms of wrongdoing. But there is little or no accountability for those who allowed such an environment that tolerated the corruption to evolve. When accountability does occur, it usually takes the form of the termination of the chief of police. But few deputy chiefs,
majors, and captains have been sanctioned for their roles in ignoring weaknesses in organizational or individual integrity.

5.4.8 Politics

If the political environment surrounding Defense and the Police departments is corrupt, then it will be far more difficult to control corruption within that Defense and the Police departments. Political interference in a police agency's operations mitigates against integrity in the department. Politicians and government leaders should understand that their role is one of setting policy for the police agency and then permitting the chief of police to have the responsibility to apply the policy to operations.

As one work group participant noted, in an academy class five recruits had been recommended for rejection by background investigators. A local politician insisted that the five be retained even though they did not meet standards. This action sent a message that the efforts and integrity of the background investigators were meaningless. It caused employees to question the worth of the entire class, and it sent a confusing message to applicants who had worked hard to meet the hiring standards.

Programs need to be developed to educate politicians and government leaders about their proper role in relationship to police operations. Although interference at the procedural and personnel levels may never be eliminated, its ill effects can be minimized through education and understanding.
Ideally, and particularly, the police leader must be willing to foster change and, if necessary, confront politicians if they foster or ignore corruption, knowingly or unknowingly. The nature of the interaction between the top police executive and his or her political leaders is scrutinized carefully by both police employees and the public. The quality and integrity of this relationship between the police executive and government leaders sets a tone within the entire organization.


http://www.blg.gov/oco/ocos086htm


Appendix

Appendix I: Implementation Questionnaire for DoD/Police department

Have you formulated key objectives and strategies for communication essence, including its values, interests and policies?

Briefly explain.

Does the strategic communication planning function define what success looks like?

Briefly explain.

Have you formulated a comprehensive strategic framework to achieve it?

Briefly explain.

How does the objective position the DoD/police department to the public perception?

Briefly explain.

How do you develop awareness of the DoD/Police department in terms of its constituents and audience?

Briefly explain.

How do you define the role of its DoD/Police department in terms of the needs and wants of key target audiences?

Briefly explain.

In your opinion, which attributes or values set DoD/Police department apart and are especially admirable and inspirational to others?

Briefly explain.

How does DoD/Police Department ensure that its fulfills its promises and delivers to the public on defined expectations?

Briefly explain.

Briefly explain.
What images, icons and symbolic elements will help communicate and enrich the DoD/Police department meaning to the public?

Briefly explain........................................................................................................................................

How do you identifying audience targets that are “winnable” in terms of increased support will be critical to successful strategic communication?

Briefly explain........................................................................................................................................

Who are the identifying public as the highest priority, rather, where do you put your communication effort?

a) Soft support targets
b) The undecided
c) Soft support

A and b
A and c
B and c
All of the above

(Term which defines the “where to put your communication effort spectrum:

Hard Support (for Kenya Government): Regimes and their retainers
Soft Support: Regimes and their retainers, a few technocrats
Neutral: Some of the professional class and some regular & poor
Soft Opposition: The overwhelming majority
Hard Opposition: A substantial minority (more than you want to admit)

How do you develop message to specifically focusing on moving soft support constituents to hard support?

Briefly explain........................................................................................................................................

Which one of these key themes and messages should suit your communication strategic message?

a) Respect for human dignity and individual rights

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b) Individual education and economic opportunity

c) Personal freedom, safety and mobility

Channels of communication do you use? Please list them.
Briefly explain

Which channel is more credible/best?

Briefly explain

How frequent do you conduct audience polling analysis?
  a) Rarely
  b) Regularly
  c) Occasionally
  d) Always
  e) Never

How frequently do you undertake Cultural Analysis? (Including cultural factors involving values, religion, entertainment and education)
  a) Rarely
  b) Regularly
  c) Occasionally
  d) Always
  e) Never

How frequent do you conduct Media Analysis (to identifying daily influences on audiences including content analysis, agenda and biases, relevance and credibility, structure and control)?
  a) Rarely
  b) Regularly
  c) Occasionally
  d) Always
  e) Never

How frequent do you Communicate to Target Audiences (to identifying and organizing key targets based on the above attitudinal continuum, demographics and other attributes. For example, include lists of influential “opinion leaders” in the country, database of soft supporters and hard supporters who “self-select” themselves and are constantly engaged in a personal, relevant and credible dialogue)?
  a) Rarely
  b) Regularly
  c) Occasionally
  d) Always
  e) Never
Have you deployed a Strategic Communication Teams?

a) Yes
b) No

How frequent do you mobilize national Spokespeople?

a) Rarely
b) Regularly
c) Occasionally
d) Always
e) Never

How frequent do you underwrite national security, DoD and Police department as a
Products with nation-wide community of expert story tellers who produce message
products for television, radio, film and games. There is a world-wide community of
expert story?

a) Rarely
b) Regularly
c) Occasionally
d) Always
e) Never

Please state how frequent the following Interactive and Mediated Channels is used
for communication?

<table>
<thead>
<tr>
<th>Channel</th>
<th>Rarely</th>
<th>Regularly</th>
<th>Always</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic mails</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Internet</td>
<td></td>
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<tr>
<td>Dialogue</td>
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<tr>
<td>Virtual communication</td>
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<tr>
<td>Video games</td>
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</tbody>
</table>

Please state how frequent the following classical and Mediated Channels is used for
communication?

<table>
<thead>
<tr>
<th>Channel</th>
<th>Rarely</th>
<th>Regularly</th>
<th>Always</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Television</td>
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<tr>
<td>Film</td>
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<tr>
<td>Newspapers</td>
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<tr>
<td>Radio</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Periodical and e-magazine</td>
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</tbody>
</table>
Do you bolster educational and cultural exchanges programmes?

a) Yes
b) No

How frequent do you facilitate Events and Meetings?

a) Rarely
b) Regularly
c) Occasionally
d) Always
e) Never

Please indicate how you agree with the following statement, in regard to recruitment and training

<table>
<thead>
<tr>
<th>Channel</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic communication must be infused by new blood</td>
<td>42</td>
<td>40</td>
<td>2</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Concerted communications efforts must be planned and launched to attract a generation of cutting-edge, risk-friendly, private sector</td>
<td>34</td>
<td>22</td>
<td>4</td>
<td>17</td>
<td>23</td>
</tr>
<tr>
<td>Talent must be hired, trained, prepared, groomed, motivated and promoted to communicate with effectiveness and efficiency</td>
<td>49</td>
<td>31</td>
<td>1</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>53</td>
<td>39</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Do you Partner with Private Sector to synergize your strategic communication efforts?

a) Rarely
b) Regularly
c) Occasionally
d) Always
e) Never
How frequent do you use feedback to Monitor Success?

a) Rarely
b) Regularly
c) Occasionally
d) Always
e) Never
Appendix II: Questionnaire for the public Perception

Section A: Awareness

Are you aware of the military personnel and the police officer?
Yes
No

What Ministry/ or department do they belong to?

How did you get to know or hear about the military and the police officer
Briefly explain:

Do you Know the roles and duties of?

a) The police
  Yes
  No

If yes, briefly explain:

b) The military personnel

a) Yes
b) No

Do you Know and understand the mandate and duties of DoD/Police department?

a) Yes
b) No

If yes, briefly explain:

To what extend is your knowledge? (Choose appropriately)

a) a lot
b) a little
c) Just enough
d) Don't know anything
Do you thing that it is important to get enough information on the military and the police?

a) Yes
b) No

Would like to know more if give opportunity?

a) Yes
b) No

Do you recall any encounter with the military personnel or the police officer?

a) Yes
b) No

What would you say the experience was?

a) Not good
b) Fairly good
c) Moderate
d) Good
d) Very good

Section B: Information access

When you need some information what is your most common source?

a) Friends/neighbors
b) Workmate/colleagues
c) Radio
d) Newspapers/ Television
e) Internet
f) Other (specify please)..........................

How do you suggest awareness should be created on the DoD/ Police department?

Briefly explain..........................................................

Give any suggestion on how you would want DoD/Police Department ensure that its fulfills its promises and delivers to the public on defined expectations and keeps the public informed of its activities?
..............................................................................................
Section C: Perception

How do you define the role of its DoD/Police department in terms of the needs and wants of key target audiences as sufficient and efficient?

Briefly explain..............................................................................................................................................

In your opinion, which attributes or values set DoD/Police department apart and are especially admirable and inspirational to you in particular?

Briefly explain..............................................................................................................................................

How do you agree or disagree with the following prepositions? You opinion, how often have you trusted the;

<table>
<thead>
<tr>
<th>Channel</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military and police officer are always honest and true to their mission</td>
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<tr>
<td>DOD/Police Department with absolute zero tolerance to vice such as (bribe, corruption, nepotism et.c)</td>
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<tr>
<td>The Military and the Police are reliable when it comes to issues of country security</td>
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<tr>
<td>military and police officers are duty bound and so whole heartedly</td>
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</table>