

**IMPLEMENTATION OF POLICE REFORMS AND HOW IT  
AFFECTS SERVICE DELIVERY IN NYERI POLICE DIVISION,  
NYERI COUNTY, KENYA**

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## DECLARATION

This research project is my original work and has not been presented for the award of any degree or any other award in any other institution of higher learning.

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## **DEDICATION**

I dedicate this work to my family and to the entire police fraternity.

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## **ABBREVIATIONS AND ACRONYMS**

- AP** : Administration Police
- AU** : Africa Union
- DRC** : Democratic Republic of Congo
- EAC** : East Africa Community
- KP** : Kenya Police
- PR** : Public Relations
- PRIC** : Police Reforms Implementation Committee
- RTD** : Retired
- SPSS** : Statistical Package for Social Sciences
- UN** : United Nation
- USA** : United States of America

## ABSTRACT

The study was premised on police reforms. The police reforms initiative has been practised in many parts of the world. The aim of police reforms is to change the police organization to enhance security. The study looked into the police reforms across the world particularly in America where much was learned on measures that were taken that yielded positive results. In Africa, a case scenario of South Africa and Democratic republic of Congo was used where it was established that reforms took place amid many challenges. In Kenya, in 2009, the National Task Force on Police Reforms was appointed and recommended reforms under, Professionalism: Accountability: Operational and Administrative: Institutional policy and legislation. These reforms effort were to be ascertained whether they have been implemented and if so the effects they had on service delivery. The purpose of this study therefore was to investigate the implementation of police reforms and how it affects service delivery at Nyeri Police Division, Nyeri County in relation to implementation process, police culture and managerial structure. The study employed a descriptive survey research design. The target population was 114 respondents. The sample size was 89 respondents. Purposive sampling was used to select the senior officers and simple random sampling used to select the junior officers. The instrument used to collect data was the questionnaire. Reliability was ensured by use of split-half technique where by use of Spearman Brown Prophecy reliability coefficient, was established at 0.68. Quantitative data was analyzed using frequency counts and percentages while in qualitative data, use of content analysis to identify patterns, themes and biases was used. Results of data analysis were presented using frequency distribution tables. The study established that there was need to redefine the structure to conform to the Ransley report recommendations. The findings revealed that the managerial structure ought to be decentralized to police station and given autonomy of operation including finances. Capacity building of officers was identified to be essential in reforming the service. The study found out that refining the police culture to accommodate the members of the public will enhance the service delivery. The conclusion of the study was that decentralization of reform process and police operations should be done at police station level where there is constant involvement with the public to enhance service delivery. The study recommended the establishment of a unit that will be responsible for implementation of police reforms at station level. It also recommended the restructuring of managerial roles to conform to the functions. The final recommendation was on building the capacity of police officers to enable them embrace fully the new changes.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The field of security is an important factor in the development of strategies on social and economic aspects of a country. Security is a basic human right as it is underlined by Article 3 of the Universal Declaration of Human Rights. Police are the main actors in ensuring security besides other agencies like private security firms and the military. According to the UN handbook on policing (2000), police are tasked with ensuring law and order thus should portray professionalism, act with integrity and be accountable to their actions when executing their duties.

To ensure that the police are in line with international standards, key changes are undertaken which are termed as police reforms that ensure confidence of the population in the capacity of the State to govern (UN, 2009). Police reform emphasizes the need to alter the governing principles of domestic security institutions and adapt a new look. According to Bayley (2001), police reforms consist of modernisation of the service, acquiring new equipments and new technology, structural reorganisation of the police service, delegation of authority within the organisation and the decentralisation of decision making. It also entails review of training curriculum to entrench standard principles in the training like human rights and community policing. It is the development and implementation of measures which create a police service oriented towards meeting the needs of civilians and institutions (Walker 2010). It is guided by principles of accountability, integrity, respect for human rights, non-discrimination, impartiality, fairness and professionalism (Bayley, 1999).

The demand for reform is instigated by a number of factors that includes internal reviews, public pressure, government decisions, and international interventions among others (Pilant 2003). To ensure that the police service is representative and that its values reflect those held by the general population, it must develop initiatives to gain public confidence. It can do this by ensuring that the procedures, methodology and practices of the police are accountable to the people and there exists, a transparent internal affairs

procedure and the development of an external oversight body (Bayley 2001).

In democratic countries such as U.S.A, police reforms started after a brutal period characterized by misuse of police by politicians. American police officers used any degree of force during the job; there was no pattern or control (Walker 2010). As a result, police abuse was an endemic practice, in addition to corruption. Citizens had little respect for the police (Alpert 2004). Reforms in America according to Alpert, involved making police a more systematic organization where use of force was regulated and an internal control mechanism was established. This according to Carey (2001) helped in improving the service delivery. In Latin American police reform followed five areas that led to improved ability to fight transnational crime (Ungar 2012). Structural Reorganization was done to streamline militarized hierarchies, long-centralized agencies was broken up into regions according to their function of prevention and investigation units (Ungar 2012). Control Mechanisms was enhanced toward greater oversight of police activities, from general ombudsmen to internal affairs agencies.

In Asia the police reforms involved the need to shift from colonial policing systems to a more democratic structure where the police worked for the community and not for the ruling elite or an influential group in the society (Shahjahan,2006). Efforts that were made included the restructuring of the police organization, the review of laws and regulations and also change of the organization culture. Shahjahan reports that the efforts improved the service delivery of police officers.

During the last 50 years of independence and statehood for its countries, Africa has experienced massive cases of violations of basic human and peoples' rights associated with police enforcement of law and order during civil unrest, civil conflict, and military coups in many states (Gambino 2008). According to Bayley (2001) post-independence political history of Africa has been one of authoritarian regimes and institutions, ranging from military dictatorships to the ubiquitous one-party state. Police forces have operated within that political culture. Only in the early 1990s, when many African states embraced democratic reforms, did some began human rights training within police forces.

The East African Bribery Index Report (2011) put the Kenya police as a corrupt institution in the top ten within EAC institutions member states. In the total of 115 institutions listed, Kenya had 35 institutions including the Kenya police, the report said. The police index of corruption increased from 77.7 percent in the year 2011 to 81 per cent 2012 although there was a reduction in the number of police asking for bribes. In all the five EAC countries the police ranked number one in corruption (The Star, 22 October, 2011). The World Bank Report (2011) ranked the Kenya Police with the highest number of complaints in Kenya. The number of complaints increased from 45% to 60% in the year 2011(World Bank, 2011). This in turn has not translated well in the police service's service delivery given the bribery indices, effectively dealing with security threats and bringing down crime to minimal levels (Ngugi, Were & Titany, 2012).

According to a study conducted in Kenya, police had been accused of impunity, excessive use of force, brutality, disregard for human rights and corruption (Ndungu 2011). All these malpractices necessitated reforms which began in 2003 by introduction of community policing concepts. In 2009, the National Task Force on Police Reforms, recommended reforms under Professionalism, Accountability, Operational and Administrative and policy and legislation. According to Police Reforms Implementation Commission Report (2010), these reforms were aimed at increasing Police accountability to the public, enhance their professionalism and empowerment, strengthen operational, preparedness and logistical capacity, and strengthen the Institutional, legal and policy instruments governing the police service in Kenya. It was the aim of this study to ascertain whether these reforms effort affected service delivery.

## **1.2 Statement of the Problem**

A study conducted by Ngugi et al (2011) on service delivery, found out that better remuneration and improved training would improve service delivery but managerial contribution and police culture, were not looked into. The literature reviewed shows that studies were conducted to ascertain the police reform process without looking into how reform efforts contribute to service delivery. Even though some reports have indicated

that there are significant indicators of police reforms notably the development and enactment of the National Police Service Act 2011, there has been increase in the insecurity in the country (Usalama reforms forum 2012). This in turn calls for effort to establish whether the reform contributes in any way to service delivery. The study therefore investigated the implementation of police reforms and how it affects service delivery in Nyeri Police Division, Nyeri County.

### **1.3 Purpose of the Study**

The purpose of the study was to assess implementation of police reforms and how it affects service delivery in Nyeri Police Division, Nyeri County, Kenya.

### **1.4 Objectives of the Study**

The study was guided by the following objectives;

- a) To assess how police reforms process affects service delivery in Nyeri Police Division, Nyeri County, Kenya.
- b) To assess how police culture affects service delivery in Nyeri Police Division, Nyeri County, Kenya.
- c) To establish how managerial structure affects service delivery by police officers in Nyeri Police Division, Nyeri County, Kenya.

### **1.5 Research Questions**

The following research questions guided the study.

- a) How does the process of police reforms influence service delivery in Nyeri Police Division, Nyeri County, Kenya?
- b) How does police culture influence service delivery in Nyeri Police Division, Nyeri County, Kenya?
- c) How does managerial structure influence service delivery in Nyeri Police Division, Nyeri County, Kenya?

## **1.6 Significance of the Study**

The study provides valuable insights to the government, National Police Service, Nyeri County police command and the communities on the effects of police reforms on service delivery and areas to be addressed to ensure improved service delivery. The findings also provides the National Police Service with data on how police reforms affect service delivery and thus be in a position to come up with the strategies that are effective.

## **1.7 Scope of the Study**

The study was conducted in Nyeri Police Division in Nyeri County with an estimated population of 114 police officers from April 2013 to July 2013. Nyeri Police Division is situated in Nyeri county in the Central Highlands of Kenya, situated about 150 km North of Kenya's capital Nairobi, lying between the eastern base of the Aberdare (Nyandarua) Range, which forms part of the eastern end of the Great Rift Valley, and the western slopes of Mount Kenya.

## **1.8 Assumptions of the Study**

The basic assumption of the study was that the respondents would respond to the questionnaires and as shown in table 4.2 the response rate was 82% which was above 50% and thus there was good representation of the sample.

## **1.9 Limitations**

The limitation of the study was in assessing the respondents who were in different police stations spread across the Nyeri police Division, to overcome this, researcher travelled to the police stations on Saturday Mornings to meet them when they were having weekly meetings. The study also had a limitation that the findings may not accurately be generalized to other stations due to the uniqueness of the police stations thus the researcher recommended a study to be conducted in other counties. The other limitation was the poor morale of the officers who had to be convinced to participate in the study.

## **1.10 Definitions of Significant Terms**

<b>Accessibility</b>	Act of being approachable and within close proximity
<b>Capacity building</b>	training on skills and knowledge concerning police work on a particular subject
<b>Decentralized structures</b>	Specialized departments at station level with autonomy of operations
<b>Junior officers</b>	Police officer from the rank of Police Constable to Senior Sergeant
<b>Managerial structure</b>	The structures that manage police operations, planning and administration
<b>New legislations</b>	Constitution of Kenya, National Police Service ACT 2012, national service commission act 2012
<b>Police culture</b>	Behaviour, belief and informal guides that police follow in their work.
<b>Police division</b>	A unit in police composed of several police stations and governed by an officer commanding police division.
<b>Police Reform</b>	The internal reorganization of police organization for the purpose of making it more efficient and able to fulfil its mandated functions.
<b>Professionalism</b>	Operating within standards of job requirements.
<b>Professionalization</b>	Movement towards police becoming a professional body or behaving in a professional manner.
<b>Responsiveness</b>	Becoming prompt in case of a crime report
<b>Senior officers</b>	Officers of the rank of Inspector, Chief Inspector, Superintendent and Senior Superintendent.
<b>Police Service delivery</b>	Discharge of police duties assigned to them by law equitably, diligently and with a high degree of professional responsibility.
<b>Values</b>	Observance of law and Integrity

### **1.11 Organization of the Study**

This research project is organized in Chapters One, Two, Three, Four and Five. Chapter One has the following sections; background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, scope of the study, assumptions of the study, limitations of the study and definitions of terms. Chapter Two discusses the Literature reviewed and the theory that guide the study. Chapter Three comprises of the research design, target population, sampling and sampling procedure, data collection methods, the pilot study, validity, reliability, data analysis and presentation, ethical considerations and the operationalization of variables. Chapter Four had the data analysis and presentation of demographic information, findings on managerial structure, implementation of police reforms, police culture and service delivery. Chapter Five comprised of the introduction, summary of the findings, discussion of the findings, conclusions, recommendations and recommendations on areas of further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter highlights the theoretical framework of the study and the literature reviewed. It also shows the relationship of the variables in the conceptual framework.

#### **2.2 Theoretical Framework**

The study was guided by Lewin's three-step model of change described as unfreeze, move or change, and refreeze (Kurt Lewin, 1951, 1958). It provides the framework for much of the literature that deals with intentional change in organizations (Goodstein and Burke 1995; Sapienza 1995; Kotter 1998; Goss et al. 1998). An important aspect of this framework is the centrality of changing the individuals who comprise the organization and the explicit recognition that change will be resisted and that overcoming this resistance requires leadership and hence the involvement of top management.

Lewin identified three ways that organizational change could be accomplished, by changing the individuals who work in the organization (their skills, values, attitudes and eventually behavior) with an eye to instrumental organizational change. Changing various organizational structures and reward systems, reporting relationships, work designs, this in the study concerns the reform in managerial structure. Changing the organizational climate or interpersonal style, how often people are, with each other, how conflict is managed, how decisions are made, this in study will explain the change in the police culture.

#### **2.3 Police Reforms Process in the World**

The concept of security sector reform was developed by some donor agencies in the late 1990s (Brzoska, 2006). The term reconstruction of the security sector refers to the reestablishment of the legitimate monopoly of force. The term reform emphasizes the need to alter the governing principles of domestic security institutions. According to Brzoska, security sector reform has three main objectives, first, the consolidation and

provision of security which requires a functioning police and army as well as functioning court and prison systems, second, the governance of the security sector requires a set of norms, most importantly transparency, accountability and professionalism and third, the security institutions have to perform effectively and efficiently. The study looks into the norms, governance of the police institution and the effect of values towards effective service delivery.

The services provided by the police are of central importance because they are directly related to the guarantee of individual and collective rights. Police are in charge of different activities and operations that ensure smooth running of a nation. The role of police in society is highly critical in law enforcement, protection of persons and property and in maintaining order. Some need a lot of intelligence in the use of force and authority, proper handling and use of weapons. In addition, the operations may require high scale technology (Pilant 2003).

Police reform ensures the development and implementation of reform measures which support the creation of a police service which is oriented towards meeting the needs of civilians and institutions (Walker 2010). It is guided by principles of accountability, integrity, respect for human rights, non-discrimination, impartiality, fairness and professionalism (Bayley, 1999). Police reform is part of a larger effort of reforming the security sector, this pertains in particular to crime control and crime prevention with regard to the monopoly of force and addresses aspects of human rights, professionalism and accountability mechanisms with regard to governing principles.

The police reform process takes a lot of time to be accomplished and it incurs some costs. Hartz (2000) estimates that a typical police reform project would take approximately five years, not precluding ongoing organizational reform. It is therefore necessary to monitor the reform process to ensure it is contributing in value addition to service delivery. In a study on large scale reform efforts in the United States, Bayley (2008) found that significant reform has always been top-down and outside-inside. He argues that reform will be effective only if police officers are integrated in the design and implementation, and thus become change agents.

Key to the process of reform is to focus the police on understanding the needs of the general public in terms of the provision of policing services, and motivating and supporting police in meeting these needs (Rauch et al 2006). This focus according to Rauch is different from that under an authoritarian system where police are compromised by political interference and by the expectation that they will serve certain sectional interests. In democratic societies, law enforcement agencies are a vital part of the social fabric (Jones, Newburn & Smith, 1994). Democratic reform therefore involves freeing the police from politics and supporting them in becoming responsive to the broad needs of the public (Jones, Newburn & Smith, 1994). Democratic reform requires not only that police conform to new norms but also that they learn new ways of doing their work (Rauch et al 2006). It is absolutely essential that reforms which support adherence to human rights are integrated with measures to assist police to learn the skills which will enable them to do their work effectively within the constraints imposed by human rights standards. If this is not done the police will revert to their old way or they will simply become de-motivated and ineffectual.

It is characteristic of a democratic police force to respond to the needs of individuals and groups (Bayley, 1999). As democratic police force serve without distinction in their daily activities, the police officers can meet people with varied characteristics. However, what is common to each of these situations is that people call the police when they have a problem that they could not resolve without aid (Pinc 2010). Despite the unpredictability of the outcome of these combinations, it is expected that the responsibility of law enforcement is to prepare to respond to the varied demands and that the chosen action is within legal parameters. To achieve the desired level, it is essential that the police have trained personnel and mechanisms of control. Most countries reform the police in terms of resources and inclusion of community policing structures. The study therefore looks into Kenya police reforms to establish how public involvement is encouraged towards improving the service delivery.

### **2.3.1 Police Reforms in the United States of America**

Geoffrey Alpert and Roger Dunham (2004) argue that the history of policing in the United States can be examined by classifying them into three periods: (1) era of non-

regulation, (2) era of self-regulation, and (3) era of external regulation. During the era of non-regulation, American police officers used any degree of force during the job; there was no pattern or control. As a result, police abuse was an endemic practice, in addition to corruption. Citizens had little respect for the police. The police officers were from the poorer classes and had lower levels of education, received low wages, had no uniforms and no training. Once formally admitted, the police officer had little guidance as to performance standards. Physical strength was the tool most used during routine activities. The focus of the police work was directed towards the poorer classes, which had little or no political representation. Clashes between the police and citizens were part of everyday life. Studies on police were nonexistent. In the nineteenth century, police brutality was the main feature of American policing. This relates to the Kenyan scenario, where police has been accused of unprofessionalism in their conduct and working under deplorable conditions.

The first step towards the subsequent changes occurred in era of the self-regulation. This period coincides with the movement to professionalize the police force. The initiatives sought to make the police a more systematic organization. The standard of selection of new officers and career advancement was enhanced. Police practices, such as the use of force, were regulated. These practices were introduced through training programs. The main focus of these changes was to establish a process of internal control over police behavior. In Kenya, the police training program was revised and standards of selection raised, this was aimed at professionalizing the police service (Ndungu *et al*, 2011).

The third period was the era of external regulation that occurred in response to events related to civil disobedience. Innovations in policing increased legal liability and created the development of community policing. This period was marked by the presence of reformers from outside the police force placed in the courts, political arenas and groups from the community. Finally, research in the social sciences became a new source of information about the use of force for both the police and the critics; moreover, this period brought forth a new form of accountability for the police. The rules created into and outside of the police organization helped to establish standards of individual conduct and control of these behaviours. In addition, the American police created new strategies

to increase the quality and high standards of its staff. This experience demonstrates the effort the U.S. government made to regulate police performance with laws and democratic principles during the eras of internal and external regulations. Besides, the government invested in professionalizing the police to become compatible with the new organizational structure.

According to Rokeach and Ball (1989), Latin American police reform improved the ability to fight transnational crime through Structural Reorganization where there was streamlining of militarized hierarchies, long-centralized agencies were broken up into regional (provincial and municipal) and assigned some functions, example preventive, investigative, penitentiary and special crimes unit. Oversight of police activities changed from general ombudsmen to internal affairs agencies. There was Legal Changes in the courts where the police role was constricted through new penal process codes that strengthened due process, replace written with oral trials, transfer investigative authority from police to prosecutors, and often create investigative and sentencing courts. Community policing was introduced to integrate citizens into security policy and prevention through initiatives ranging from joint citizen-police councils to social work outreach for vulnerable groups like youth. These efforts were also experienced in Kenya where Ransley report (2009) suggested some priority measures to be taken to restructure the police. There was merger of Kenya police and the administration police. There was also a unified unit of command with the creation of inspector general position. The study sought the effects of these changes on service delivery.

### **2.3.3 Police Reforms in South Africa**

In South Africa the new police service was created out of 11 police services established in terms of apartheid policy and this required that questions of integration and reorganising command structures and personnel be given priority (Janine 2002). Key aspects of the reform process included, addressing issues to do with the demographic representative of the police service in terms of representation of different population groups as well as of men and women. The introduction of a new system of labour relations, improving accountability and the regulation of police conduct including provision for parliamentary oversight also was initiated and the creation of a civilian

oversight agency, the Independent Complaints Directorate. In addressing community hostility to police, community policing forums and the adoption of community policing as the operational philosophy of the South African Police Service was adopted. Changing police symbols such as the rank system, uniforms, insignia and the colour of police vehicle and improving access to police services particularly in communities that had previously been discriminated against under apartheid (Bruce & Neild, 2005). Other measures included the introduction of a new selection system, the revision of the basic training curriculum, introduction of a human rights training programme and introduction of a code of conduct. In Kenya the independent police oversight authority was established together with the police internal affairs unit, the study sought to establish the effects these institutions had on service delivery.

#### **2.3.4 Police Reforms in the Democratic Republic of Congo**

In the Democratic Republic of Congo, the police structural organization operates in a military style (Rauch & van der Spuy, 2006). Most of the Congolese senior police leaders were former army commanders. The operational culture fostered by this kind of leadership made the brutal and abusive behaviour of lower ranking officers all the more likely. Until 2007, the Congolese police force was headed by a brutal, corrupt crony of former President Laurent Kabila (Gambino, 2008: 15). His successor, former Air force Commander John Numbi, did not share the donors' understanding of the police and began reemphasizing military style training against the explicit recommendations by donor organizations (Davis, 2009).

The police were accused of abuse of powers and corruption for enrichment (Rauch & van der Spuy, 2006). Contributing factors to the bad morale of the police were the poor living and working conditions of ordinary policemen, such as very low, irregular pay as well as a lack of the most basic equipment (International Crisis Group, 2006). The state of the Congolese security institutions has been described by Gambino as minimally effective (2008: 6). The police, in its current state, are incapable of investigating crime and UN observers have encountered many officers sitting around their police stations instead of patrolling the district (Davis, 2009). The traffic police are known for systematically extorting bribes from private vehicles and public transport operators (International Crisis

Group, 2006). The low morale among the rank-and-file police is reflected in the lax political will to initiate change on a more senior level. This is no better here in Kenya, where the police had a culture of corruption, brutality and inaccessibility.

Davis criticizes not only the lack of political will amongst the Congolese political establishment but also the non-existence of an overall vision for security sector reform (2009: 18). It is a grave disillusionment that the government has taken no steps to visibly improve the overall performance of the army or police (Gambino, 2008: 15). Prior to the 2006 elections resistance to institutional reform may have stemmed from leaders of the diverse security institutions in order to preserve their ability to respond with force in case the results do not match their expectations (International Crisis Group, 2006). Due to the lack of coordination among donors and their problematic relationship with government officials, political leverage to overcome this politically motivated institutional inertia could not be gathered (Rauch & van de Spuy, 2006).

In the transition period, training focused heavily on election requirements like crowd control while basic investigation techniques were neglected (Davis, 2009). The responsibility for failure lies with the Congolese security institutions, as bilateral donors develop and decide on their police assistance strategies without joint strategic planning.

Police reform in the DR Congo can only be characterized as ad-hoc and policy measures follow each individual donor's preferences and willingness for commitment. Given the fact that the majority of local police have undergone no training for more than ten years with many never having received any kind of formal training, the training capacity of the international community is much too low (International Crisis Group, 2006). While training for senior level has proceeded somewhat efficiently, the capacity to comprehensively train the skills of lower ranks is highly insufficient. Due to the decision by the government to abandon the national integration of the police, the institution remained in a balkanized state (Gambino, 2008).

The disappointing outcome of police reform measures in the DR Congo was worsened by the standstill in rebuilding the justice and penal system. The deplorable state of the country's prisons and widespread corruption foster a climate of impunity (Davis, 2009).

Davis points out that police reform will remain unsuccessful if it is not integrated with improvements to the justice system (2009). The lack of a central coordinating organ for security sector reform might be one of the reasons why progress has been so limited eight years into the post-conflict reconstruction effort (Davis, 2009). In 2008, five years after the establishment of the transition government, a reform committee, was build to monitor and coordinate the police transformation (Davis, 2009). Office space, equipment and support for the preparatory work have been provided by the European Community. However, a year after the committee began meeting it is still trying to define its exact role in the complex web of reform efforts.

### **2.3.5 Police Reforms in Kenya**

The Kenyan police force was used to safeguard the interest of political leaders and those in power (Kagari 2006). As a result according to Kagari, a culture of corruption, impunity and violence pervaded the police force, undermining citizen trust and respect for the rule of the law. The need for police reforms was recognised by Kenyan government as far back as the early 1990s when Kenya amended its constitution to allow a multi party system. In 2001 the constitution of Kenya review commission acknowledged the public perceptions that police behaviour was corrupt and violent, with reference to the United Nations standards for exercise of police powers (Kagari 2001). Due to this the government took an initiative in the year 2003 by setting up of a police task force to examine the role and reform of the police. The task force introduced community policing program and negotiated for salary increment in 2004 (Kagari, 2001).

In Economic recovery and wealth creation strategy 2003-2007 the security priorities that required reforms was the introduction of codes of conduct, establishments of independent complaints and oversight mechanisms, improving police responses to corruption, improving police local service delivery through the shift from reactive to proactive policing and improving crime reporting procedures. These reforms were largely operational and administrative as they did not address the structural policy and legislative reforms that were fundamental in transforming the Police. In March 2002, the office of the president mandated the establishment of a national steering committee on community policing as an attempt to reform police. The Economic Recovery and Wealth Creation

Strategy for 2003-2007 outlines the following security priorities: Increase the police officer-to-population ration, Improve trust between the police and the population, Enhance police effectiveness through utilizing and training around modern technology and the need to operate within the law, Resource the police with modern technology and equipment, Improve conditions of service and housing provision of police officers, Review and enact appropriate laws to deal with modern crime challenges such as money laundering, cyber crime, terrorism and tax evasion, Develop and enforce a framework for cross border and territorial waters policing and collaborative security management.

The 2003 – 2007 Kenya Police Strategic Plan made provision for effective performance management through a range of structures and processes, including the establishment of a Police Service Commission and an independent police oversight body. The Plan also identified the need for a national policy on policing, clear operational guidelines and a finite period of service for the Police Commissioner. In addition to police governance issues, the Strategic Plan also made recommendations around the need for increased and improved resources and terms and conditions of service.

Following the 2007 elections, Kenya was on the brink of economic, political and social collapse as widespread violence broke out after the announcement of election results (Amnesty 2013). The National Peace Accord (2008) prioritized police reforms as a means of return to the rule of law. The inclusion of police reforms under ‘Agenda Four’ stemmed from a strong feeling that the level of post election violence and destruction would have been minimized had the police responded in a professional and in non-partisan manner. These feelings came out strongly in the Waki Commission Report (2012).

Prior to the passing of the new Kenyan Constitution, the Commission of Inquiry into the Post Election Violence in Kenya submitted an indicting report in 2008 regarding police conduct, as did a subsequent report by the UN Special Rapporteur on Extrajudicial, Summary or Arbitrary Executions. Both reports offered recommendations for the overhaul of the existing policing system. In pursuit of these recommendations, the government set up the National Task Force on Police Reforms in May 2009 headed by

Judge (Rtd) Philip Ransley, to recommend proposals for police reforms in the country. The task force came up with a report which categorized reforms issues into three key divisions; Institutional, policy and legal reforms; Police image, accountability and partnership; Operational preparedness, tooling and logistical capacity and terms and conditions of service (Ransley, 2009). Therefore the study sought to establish whether the recommended efforts have been implemented and their effects on service delivery.

Police Reform Implementation Committee (PRIC) was set up by the President to fast-track and coordinates the implementation of the 200 recommendations of the Ransley Task Force in line with the new Constitution. Significant reform affected the management of the Police Service, through the introduction of a single police command structure. The police, effectively transformed from a force into a service, to reverse decades of a police culture characterized by impunity, secrecy and brutality into one that is more transparent, humane, responsive and proactive rather than reactive (Ndungu, 2011). The reforms also addressed the issues of capacity within the police service. Gaps in terms of manpower and training fostered by years of malignant corruption, nepotism and lack of resources contributed to poor service delivery by the police (Ndungu, 2011). Police morale as a result of poor pay, deplorable living and working conditions and an unsympathetic public, (which finds it hard to appreciate some of the good work of the police) also challenged the efficient and effective police performance.

#### **2.4 Effects of Managerial Structure on Service Delivery**

The police reforms had an effect on the internal organization of the individual police authorities (Frevel, 2009). When developing an organizational structure for the police service, it is important to keep in mind the current difficulties, and what objectives an organizational structure should achieve (Dawnes, 2004). These can be summarized into, decentralizing decision making to the lowest possible operational level, depoliticizing the operational aspects of the service, clear organizational structure, chain of command and lines of responsibility, an organizational structure that maximizes resources and facilitates co-ordination of activities and emphasis on horizontal rather than vertical development. The structural police reforms are job descriptions that reconfigure policing role, definitions, incentives and structures that support reforms, and

management/leadership structures that facilitate the discretionary decision making required for restorative problem solving and widespread application of principles (Bazemore and Curt Griffiths, 2003).

Much can be learnt from organizational reform in other police services, where the emphasis has been on decentralizing local decision making, while centrally coordinating national crime issues that affect all regions. A flat, uncomplicated and adaptable structure has also become the norm in police services throughout Europe (Dawnes, 2004). The most important development in Latin American police reform was decentralization and re-centralization (Ungar, 2012). Since the transition to democracy, Latin American states have decentralized their police and other big state entities. That approach makes particular sense for security, since sub-regional governments are better positioned to respond to local concerns and distinct conditions. But those governments have been ill-prepared for their tasks, especially for the transnational crimes that spill across their borders. Along with wide divergences in policing quality, that ineffectiveness has spurred re-centralization in countries like Venezuela and Mexico, as well as attempts to impose federal programs, as in Argentina and Brazil.

As indicated by Barley (2003) key elements of effective police accountability system include, legislation specifying the functions and powers of the police, practical instructions based on the legislation, the lectures, publications and workshops that reflect both the spirit and the letter of the law, policies that set priorities on how to deploy police capacity, adequate police training, both basic and ongoing, equipment that is adequate for prescribed police functions, proper reporting procedures and facilities, adequate supervision that supports officers in carrying out their duties professionally by use of an independent body to oversee such procedures, scrutiny and oversight. evaluation and complaints procedures that contribute to the development of new policies, procedures and instructions, reliable statistics on police performance related both to effectiveness in dealing with crime and public order, as well as to their integrity and public confidence together with the procedures for overseeing the feedback, evaluation and complaints.

Police accountability ensures that the police service is ideologically prepared to combat organized crime by tackling the issue of officers' susceptibility to corruption or association with criminal elements (Barley,2003). In addition, through ensuring an open, transparent and impartial approach to public complaints of mistreatment, the police service can persuade the public of its intention to work in the service of the citizens, thereby enhancing the public's trust in and co-operation with the police service. For that reason, accountability and the development of an internal affairs capacity of the service must be the priority.

Accountability not only relates to internal disciplinary hearings or a thorough holding to account of those in breach of human rights standards, it also relates to how the police service conducts its business and how informed the public is about its activities. This to a large extent relates to how the police service works with the media in keeping the public informed and providing citizens with the necessary advice to enhance their personal security. This can be developed through local accountability initiatives. In South Asia particularly Philippines police accountability was in two levels: internal and external. An independent internal accountability mechanism, such as a police complaint authority was created and was accessible to both the police and the community (Aglipay, 1997).

In South Africa, it was made a requirement that the National Commissioner of Police should every year publish his plans, priorities and objectives for the year. This was intended to enhance transparency in police policy-making and to enable monitoring of the efficiency and effectiveness of the police service (Rauch, 2000). Rauch also observed that a statutory Community-Police Forums was created where local police station commissioners would liaise with, and account to, the local community. It was also created an Independent Complaints Directorate which would receive and investigate public complaints of police misconduct. The Directorate would be independent of the police and would report directly to the Minister of Safety and Security. All these efforts were aimed at enhancing police accountability.

Efforts made in Kenya to enhance police accountability includes, improving the capacity of government institutions to hold police accountable, improving the capacity of the police to collect and analyse information, creation of an oversight body to ensure that alleged wrongdoing by police is investigated effectively and supporting the development of research capacity and research access in relation to the activities of the police (Ransley, 2009). It became clear that the current structures can no longer sustain an efficient police service, taking into account the increased population, the state of insecurity in the country, the emerging security challenges occasioned by national and international threats, and the increasingly well-informed and sophisticated Kenyan community. The Task Force established that the structure of the Kenya Police is outdated and needs to be changed as a matter of urgency if police performance is to be enhanced. A centralized police management structure is inappropriate for the country (Ndungu 2012). It leads to inefficiency, bureaucracy and low morale. Policing structures must be designed to enable communities to constantly engage with the police in order to enable them to identify what they want from their police service, what they think about the service that is delivered, and how it can be improved. It is further important that the structures support a process in which there is a Policing Plan formulated from the national level and cascading to the lowest level of the country and vice versa. Therefore the centralised structure must be replaced with a devolved one at lowest level. They shall have operational and financial autonomy in carrying out their functions and responsibilities.

## **2.5 Effects of Police Culture on Service Delivery**

Police culture is the operational and ethical behaviour of police officers. It is the manner in which officers carry out their duties and as such represents for the public the greatest indicator of change within the police service (Ott,1989). Most police organizations are engaged in a continual purposeful attempt to make employees conform to and internalize the organizational culture and provide shared understandings of organizational interests (Trojanowicz and Bucqueroux, 1990). On the other hand, individual values strongly influence behavior taking place within the context of a police organization (Lipsky, 1980).

Individuals bring their own personal beliefs, policy preferences and ingrained attitudes to bear on police organization in very important ways (Muir, 1977; Brecht and Simons, 1987). In fact, the strength of organizational culture depends directly on the range and depth of shared values held among an organization's employees (Zhao et al., 1995; Wasserman and Moore, 1988). With respect to research on police organizational culture, most researchers in this area observe that human values are relatively stable and are inherently resistant to change (Rokeach and Ball-Rokeach, 1989). Researchers investigating the dynamics of organizational reform in police agencies have found that the bureaucratic model of policing is quite resistant to the change (Goldstein, 1987; Trojanowicz and Bucqueroux, 1990; Wasserman and Moore, 1988; Nowicki, 1998). In Kenya police culture has been dominated by the colonial systems, where brutality, torture, corruption has been the order of the day.

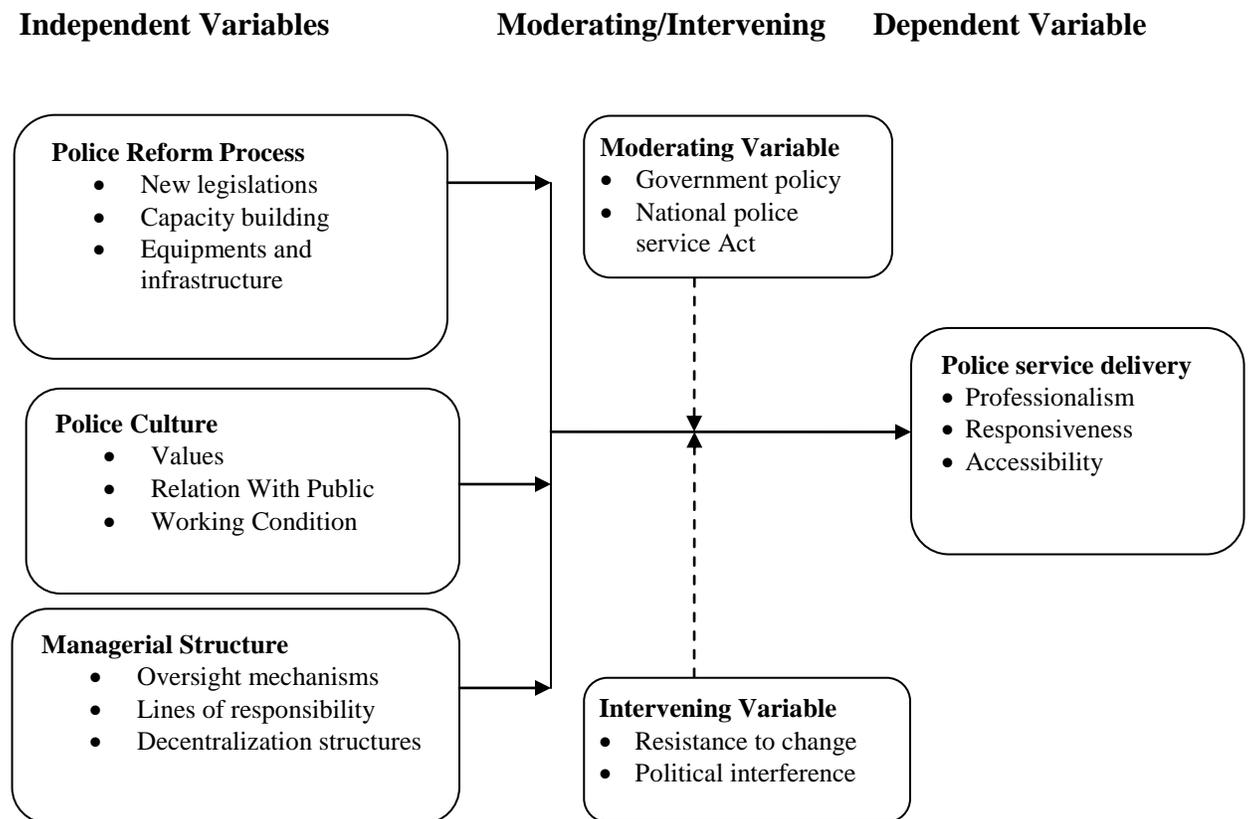
According to the Kenya Police Service Strategic Plan 2003-2007, it is important to acknowledge the difficulty of changing the culture of policing in Kenya. Ultimately, the long-term success of any programme of police reform depends to a great extent on the institutional culture that prevails within the Service. Where the prevailing culture is one of corruption and impunity, changing that culture must be one of the central goals of police reform. A transition from a "force" to a "service" is a fundamental transformation in the way the individual police officer applies himself/ herself to the work and conceives his relationship to the public, day in and day out. The Service must deal both at personal and institutional level with issues that bring disrepute. Such behaviour is manifested in, Apathy and lack of work ethics, Lack of commitment, defensive approach to issues, Blind loyalty to powers outside the service, and indifference approach in service delivery.

Service delivery is affected by various factors such as remuneration of its workforce, training and availability of resources, ICT, promotion procedures, and culture of the systems (Luis and Joana, 2005). The delivery of service in the Police Service has been and continues to draw attention from the external and internal environment. The East African Bribery Index Report (2011) put the Kenya police as the only corrupt institution in the top ten within EAC institutions member states. In the total of

115 institutions listed, Kenya had 35 including the Kenya police, the report said. The police index of corruption increased from 77.7 percent in 2010 to 81 per cent, although there was a reduction in the number of police asking for bribes. In all the five EAC countries the police ranked number one in corruption (The Star, 22 October, 2011). The World Bank Report (2011) ranked the Kenya Police with the highest number of complaints in Kenya. The number of complaints increased from 45% to 60% in the year 2011(World Bank, 2011). This in turn has not translated well in the police service's service delivery given the bribery indices, effectively dealing with security threats including the terrorism, organized criminal gangs and bringing down crime to minimal levels.

## 2.6 Conceptualization of variables

The relationship of variables is shown below in Figure 1.



**Figure 1: Illustration of relationship between variables**

Figure 1 shows the relationship that existed between the independent variables, moderating variables, intervening variables and dependent variables. To ensure police

respond promptly the necessary provisions were required. A good managerial structure ensures necessary requirements are available to enhance service delivery. The level of hierarchy is considered one that affects decision making; hence a flatter structure may speed up communication and enhance service delivery. The improvement of police culture to a more people-friendly, responsive service, improves trust from the community and this enhances the service delivery. By upholding integrity, professionalism will be portrayed which will improve the service delivery. Service delivery depends on the discipline portrayed by the officer in execution of their duty and also through institutions established to check on police accountability.

## **2.7 Summary**

This chapter addressed the literature reviewed in an attempt to show how Kenya Police reform affects the service delivery. The theoretical framework of the study was based on lewin's three-step model of change. The literature review looked into dimensions of police reforms globally, regionally and in Kenya. The chapter showed the relationship between variables in the conceptual framework.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explained the methods the researcher used during the collection of the information. The following elements were highlighted: research design, targeted population, sampling techniques and procedures, data collection instruments and procedures, ethical consideration and finally data analysis.

#### **3.2 Research Design**

The study employed the descriptive survey research design. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Orodho, 2002). Mugenda and Mugenda (1999) give the purpose of descriptive research as determining and reporting the way things are. The study fitted within the provisions of descriptive survey research design because the researcher collected data and reported the way things were without manipulating any variables.

#### **3.3 Target Population**

The target population consisted of police officers. The officers composed of all ranks both senior officers and junior officers present in the police division as indicated in the Table 3.1. The officers were drawn from Nyeri Police Division comprising of five police stations making a total of 114 officers (Inspection Report, Nyeri Police Division, 2012).

**Table 3.1: Population Size**

<b>RANK</b>	<b>POPULATION</b>
Senior Superintendent	1
Superintendent	3
Chief Inspector	6
Inspector	10
Senior/Sergeant	10
Sergeant	15
Corporal	20
Police Constable	49
<b>TOTAL</b>	<b>114</b>

### **3.4 Sampling and Sampling Procedure**

The study used both probability and non-probability sampling design in selecting the sample. Simple random sampling was used in probability design to sample junior officers consisting of Senior Sergeants, Sergeants, Corporals and Police Constables. Sample size of 82 junior officers was selected. In non-probability design purposive sampling was used to sample the senior officers involved in the management of the police operations in the division. A sample size of 7 was selected. The primary consideration in purposive sampling is deliberating who can best provide information to achieve the objectives of the study (Kumar, 2005). Out of 114 target population, a sample size of 89 was selected by use of a simplified formula provided to calculate sample size (Yamane 1967) with 95% confidence level.

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

Where n is the sample size, N is the population size, and e is the level of precision. Thus  $n = 114 / 1 + 114(0.05)^2$

$$n = 114 / 1 + 0.285$$

$n = 89$ . This formed 78% of the target population which shows the sample is representative enough above 50% to allow for generalization of the findings.

**TABLE 3.2: Sample Size**

<b>RANK</b>	<b>POPULATION</b>	<b>SAMPLE SIZE</b>
Police Constable	49	44
Corporal	20	18
Sergeant	15	12
Senior Sergeant	10	8
Inspector	10	3
Chief Inspector	6	2
Superintendent	3	1
Senior Superintendent	1	1
<b>TOTAL</b>	<b>114</b>	<b>89</b>

### **3.5 Data Collection Methods**

Questionnaire was used as a tool of gathering data from the field. The researcher used close ended and open ended questionnaire, which was administered to the officers. Questionnaires was used to enable the researcher obtain relevant information of the study. According to Kothari (2009) questionnaire are used due to its low cost and it is free from bias, respondents have adequate time to give well thought out answers and large samples can be made use of and thus the results can be made more dependable and reliable to give the overview of effects of police reforms on service delivery at Nyeri police division. Questionnaire is commonly used to obtain data about population, since each item is developed to address a specific objective, research questions or hypothesis of the study (Mugenda and Mugenda, 2003). The questionnaires were administered to the respondents through delivering them personally to the respondents and took them after they were appropriately and fully responded to.

### **3.6 Pilot Study**

A pilot study was conducted in the Kenya Police College where 30 police officers participated. The study was carried out to test the reliability and validity of the questionnaire which was done to ensure any irrelevant question in the instrument was

removed and focused so that the right information was obtained. The results of this study enabled the researcher to amend the questionnaire and ensure that all areas under study were adequately addressed.

### **3.7 Validity of the Instrument**

The instrument validity was measured by content validity test where it was determined by the experts and peers (Kothari, 2005). The supervisor examined and gave her recommendations on whether the questionnaire was appropriate enough. The researcher also gave an expert in crime research and requested him to assess what concept the instrument was trying to measure and determine whether the set of items represent the concept under study. According to Borg and Gall (1989), content validity of an instrument is improved through expert judgment. The pilot study assisted to confirm the degree to which data obtained from the questionnaire represents the theoretical concept under study.

### **3.8 The Reliability of the Instrument**

The pilot study done at Kenya Police College provided data that determined the reliability of the questionnaire items using the Split-Half technique, whereby the pilot questionnaires was divided into two equivalent halves and then a correlation coefficient for the two halves computed using the Spearman Brown Prophecy formula and found to be 0.68. The coefficient indicated the degree to which the two halves of the test provide the same results and hence describe the internal consistency of the test. According to Kiess and Bloomquist (1985) a minimum correlation coefficient of 0.65 is recommended as indicating that an instrument is reliable. The study established a coefficient of 0.68 which meant that the instrument was 68% reliable. Therefore, the research instrument was reliable and consistent to answer the research questions of the study.

### **3.9 Data Analysis and Presentation**

After raw data had been collected, it was first edited to detect errors and omissions and corrections done. This involved careful scrutiny of the completed questionnaires to ensure data was accurate, consistent with other facts gathered. The researcher coded the

data for efficiency and classified the data on the basis of common characteristics and attributes. The data was then tabulated in form of statistical tables to allow further analysis. The data was analysed by use of descriptive statistics, which included frequencies and percentages. For qualitative data, use of content analysis to identify patterns, themes and biases was used. The results were presented in tables that allowed for orderly arrangement of data and describe the results of statistical analysis. Statistical Package for Social Science (SPSS) was used to generate relevant statistics for analysis.

### **3.10 Ethical Considerations**

The researcher sought authority to collect data from the National Council for Science and Technology. Equally, authority was sought from the headquarter of Nyeri Police Division to allow the researcher gather the required data from the respondents in the division and was approved. The researcher adhered to the principle of voluntary participation of respondents by giving respondents free will to participate and contribute. Confidentiality was observed while undertaking this study by explaining the reasons for undertaking the study and the desire to maintain confidentiality by keeping the information confidential and using the information for research purpose only.

### **3.11 Dissemination Plan**

The audience of the study will be the newly constituted police reform committee, and the National Police Service Commission. The results will be presented to the audience through a publication in the Kenya Police Annual Journal, workshops, lectures, posting on the Kenya police website and by discussing it on a meeting with senior officers.

### 3.12 Operationalization of variables

Table 3.3 shows the operationalization of variables.

**Table 3.3: Operationalization Table.**

<b>Objectives</b>	<b>Dependent</b>	<b>Independent</b>	<b>Indicator</b>	<b>Measurement</b>	<b>Measurement Scale</b>	<b>Method of Data Analysis</b>
To establish how police reforms process affects service delivery in Nyeri Police Division, Nyeri County.	Service Delivery	Reform Process	New legislations Capacity building Equipments and infrastructure	Availability Courses Held Availability	Ordinal nominal	Quantitatively qualitatively
To assess how police culture influence service delivery in Nyeri Police Division, Nyeri County.	As above	Police Culture	Integrity Relationship With Society Police Welfare	Corruption Rate Complaints Against Police Attitudes	ordinal	quantitatively
To establish how managerial structure influence service delivery in Nyeri Police Division, Nyeri County.	As above	Managerial Structure	Lines of responsibility Delegation of duties Oversight mechanisms	Devolved structures Rate of delegations Presence at station level	ordinal Nominal	Quantitatively Qualitatively
Implementation of police reforms and its effect on service delivery in Nyeri Divisional Police,Nyeri County.	As above		Professionalism Responsiveness accessibility	Measures taken Rate of response Proximity and relation with public	Ordinal scale	qualitatively

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents the analysis and findings with regard to the objectives of the study. The data was collected from a sample of 89 respondents made up of 7 senior officers and 82 junior police officers at Nyeri Police Division. The first section of the presents the response rate of the study and the demographic data of the respondents. Section two covers data on implementation of police reforms and its influence on service delivery, managerial structure and its effect on service delivery and effects of police culture on service delivery. The analysis was done through descriptive statistics and findings presented in form of tables and percentages. Content analysis was used to analyse the qualitative data. The discussion of the findings is based on the outputs from Statistical Package for Social Sciences (SPSS) version 17.

#### 4.2 Response Rate

The response rate is shown by Table 4.1.

**Table 4.1 Response Rate of the sample**

Category	No. of officers	Percentage
Police officers	73	82

Table 4.1 indicates that the response rate was 82% which was acceptable since it is above 50% (Peil, 1995)

#### 4.3 Demographic Data

The study sought demographic data of the respondents including the gender, age, level of education and work experience. It was conducted in Nyeri Police Division in Nyeri County. A total of 89 officers were issued with the questionnaires.

### 4.3.1 Gender

The study sought to establish the gender of the respondents. Table 4.2 shows the gender representation.

**Table 4.2. Gender**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Male	53	72
Female	20	28
<b>TOTAL</b>	<b>73</b>	<b>100</b>

Table 4.2 shows there was good gender representation approximately in the ratio of 1:3 for female and male which shows that the police service has representative of both gender and is capable of delivering service with gender issue.

### 4.3.2 Age Level

The study sought data on age level of respondents. Table 4.3 shows the age level of senior officers and junior officers.

**Table 4.3. Age Level of Respondents**

<b>Age (years)</b>	<b>No. of Officers</b>	<b>Percentage</b>
18-28	8	11
29-39	35	48
40-50	26	36
51-60	4	5
<b>TOTAL</b>	<b>73</b>	<b>100</b>

Table 4.3 indicates that 65% of the respondents had experience in police work thus they are able to compare service delivered before reforms and after reforms as determined by the length of service.

### 4.3.3 Level of education.

The education level of police officers in the study is shown in Table 4.4.

**Table 4.4 Education Level of respondents**

<b>Education Level</b>	<b>Frequency</b>	<b>Percentage</b>
Masters	2	3
Bachelor	3	4
Diploma	8	11
Form IV	44	60
Others	16	22
<b>Total</b>	<b>73</b>	<b>100</b>

Table 4.4 shows that 78% were educated to secondary level thus were competent and understood the reforms requirements and were able to be transformed through capacity building.

#### **4.3.4 Work Experience**

The study sought data on work experience. Table 4.5 shows the respondents work experience.

**Table 4.5 Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage</b>
<5 Years	4	0
6-10 Years	19	14
11—15 Years	19	72
>16 Years	31	14
<b>Total</b>	<b>73</b>	<b>100</b>

Table 4.5 indicates that 86% of respondents had worked for more 10 years therefore they had experience in the police work and were in a position to give useful insights into implementation of police reforms and its influence on service delivery.

#### **4.4 Police Reforms Process and its Effect on Service Delivery**

Table 4.6 shows respondent's ratings on questions asked about the police reforms process and its influence on service delivery.

**Table 4.6 Police Reform process Findings**

Category	Strongly disagree		disagree		Not sure		agree		Strongly agree	
	No.	%	No.	%	No.	%	No.	%	No.	%
• There are notable improvements that have facilitated the service delivery	17	27	20	30	5	8	19	29	5	8
• There is need to restructure the existing organization structure at station level to be based on functions	2	3	2	3	3	6	34	52	25	39
• The new legislation in policing enhances good service delivery	6	9	19	29	11	17	24	36	6	9
• The provisions of National Police Service Act has been sensitized to officers through workshops and lectures	24	36	22	33	1	2	14	21	5	8
• There exists a committee to oversee reforms at station level	42	64	12	18	4	7	3	6	5	8

Table 4.6 indicates that 91% of the respondents agreed that there was need to change job description and functions. The study also indicated 82% did not agree that there was a unit that conducts the implementation of police reforms at station level. This shows that the police reform has not been initiated at the police station which explains why there are no notable improvements to alter the service delivery. The study also shows that the provisions of National Police Service Act have not been sensitized to officers with 69% disagreeing which indicates that capacity building need to be conducted to improve service delivery.

#### **4.5 Effects of Police Managerial Structure on Service Delivery**

Table 4.7 shows respondents’ ratings on questions asked on the effects of police managerial structure on service delivery.

**Table 4.7 Effects of Police Managerial Structure on Service Delivery**

Category	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree	
	No.	%	No.	%	No.	%	No.	%	No.	%
• There is frequent sensitization on accountability issues through lectures, workshops and publications at police station	0	0	2	29	0	0	2	29	3	43
• The rate of delegations of responsibility has increased	2	29	2	29	1	14	2	29	0	0
• The current organization structure is very clear	3	43	0	0	2	29	1	14	1	14
• The scope of responsibility and operations is well defined	2	29	1	14	2	29	1	14	1	14

The finding indicated that 72% of the respondents agreed that there was frequent sensitization to the officers on accountability issues. This indicates that officers were well informed on accountability issues. It is the responsibility of senior officers to ensure that officers working under him/her understand the scope of his/her duty. This is mostly done through issuance of publications, lectures and workshops. A police officer who is well informed will perform better than the one who has not. The study also indicates that delegation of duty has not been observed 58% which shows officers are not involved in decision making. The qualitative data established that funds were not invested at station level to implement the proposed changes. This showed that there was centralization of operations in the police service. Four main factors were identified that would hinder the realization of police reforms. These included lack of funds to cater for the implementation, lack of proper structures and proper planning of resources, politicization and corruption.

#### 4.6 Effects of Police Culture on Service Delivery

Table 4.8 shows respondents' ratings on questions asked on effects of police culture on service delivery.

**Table 4.8 Influence of Police Culture on Service Delivery**

Category	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree	
	No.	%	No.	%	No.	%	No.	%	No.	%
• The reform in police welfare have motivated officers	27	41	17	27	5	8	11	17	6	9
• Police perceives low corruption within the service	14	21	16	24	7	11	27	41	2	3
• There is improvement on police image from change of Kenya police force to national police service.	12	18	20	30	3	6	20	30	11	17
• There exists a strong community partnership in crime prevention at station level.	12	18	16	24	7	11	26	39	5	8
• The relationship between community and police has been strengthened by police reforms	10	15	9	14	5	8	32	48	10	15

The findings indicate that 68% disagrees that police reforms has motivated police officers that suggests that the reforms do not add value in motivating officers a component of good service delivery. This does not auger well considering the culture of corruption that had engulfed the police service. The study reveals that officer were of the equal opinion of disagreeing 45% and agreeing 44% that there was reduction in corruption. The study also found out that 63% agreed that police reforms have facilitated good relation with the public. This can be attributed to emphasis put on observance of human rights and community policing initiatives which enhances service delivery.

#### 4.7 Police Service Delivery Findings

Table 4.9 shows respondent’s ratings on questions asked on service delivery.

**Table 4.9 Service Delivery Findings**

Category	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree	
	No.	%	No.	%	No.	%	No.	%	No.	%
• Responsive rate to reported crime has improved	14	21	15	23	2	3	30	45	5	8
• The number of prevented and solved crimes has increased	15	23	16	24	1	2	31	47	3	6
• There is significant decrease on complaints against police officers	5	8	13	20	7	11	33	50	8	12
• The crime prevention has been intensified	12	18	25	39	27	17	11	17	1	2
• There has been improved professionalism among police officers	10	15	14	21	5	8	27	41	10	15
• There is sufficient infrastructure that supports police operations at station level.	23	35	16	24	3	6	14	21	10	15

The findings indicate that 53% agreed that there has been improvement in responsiveness. This results from the increase in accountability from officers and also the establishment of oversight mechanism. The study also indicates that 62% agreed to the decrease on complaints against police which suggests accountability and adherence to human rights. The study found out that to improve on service delivery, the police working conditions must be improved and police should be trained on reformed measures on top of equipping them with the necessary equipments. Presence of customer care desk was viewed to have enhanced accessibility.

## **4.8 Summary**

The chapter dealt with the analysis of the data. The findings on demographic information were presented in the first part of the chapter. The second part includes findings on effect of police reform process on service delivery, effects of police culture on service delivery and effect of managerial structure on service delivery. The chapter also shows the findings on police service delivery.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary of the findings of the main study, discussions on findings, drawn conclusions and recommendations arrived at. It also gives suggestions for further studies.

**5.2 Summary of Findings**

The objectives of the study were to establish how police reform process affects service delivery in Nyeri Police Division, Nyeri County, assess how police culture influences service delivery in Nyeri Police Division and to establish how managerial structure influences service delivery in Nyeri Police Division.

**5.2.1 Findings of Police Reforms process**

The finding indicates that 91% of the respondents agreed that there was need to change the job description and functions of various structures within the police department to conform to Ransley report recommendation. The study also indicated 82% did not agree that there was a unit that conducts the implementation of police reforms at station level which suggests that no noticeable effort has been made towards police reforms at station level.

**5.2.2 Findings on Managerial Structures**

The finding indicated that 72% of the respondents agreed that there was frequent sensitization to the officers on accountability issues. This indicates that officers were well informed on accountability issues. The study also indicates that 85% of respondents disagreed that there is a responsible unit that implements police reforms at station level. This suggests that the police reforms has not been devolved at station level thereby no effect could be established on service delivery due to police reforms. The qualitative data established that funds were not invested at station level to implement the proposed

changes. This showed that there was centralization of operations in the police service. Four main factors were identified that would hinder the realization of police reforms. These included lack of funds to cater for the implementation, lack of proper structures and proper planning of resources, politicization and corruption.

### **5.2.3 Findings on Police Culture**

The findings indicate that 68% disagrees that police reforms has motivated police officers that suggests that the reforms do not add value in motivating officers a component of good service delivery. This does not auger well considering the culture of corruption that had engulfed the police service. For police officers to perform better, the measures taken to reform the organization ought to improve on officers' morale and well being. The study also found out that 63% agreed that police reforms have facilitated good relation with the public. This can be attributed to emphasis put on observance of human rights and community policing initiatives.

### **5.2.4 Findings on Service Delivery**

The findings indicate that 53% agreed that there has been improvement in responsiveness. This results from the increase in accountability from officers. The study also indicates that 62% agreed to the decrease on complaints against police which suggests accountability and adherence to human rights. The study found out that to improve on service delivery, the police working conditions must be improved and police should be trained on reformed measures on top of equipping them with the necessary equipments.

## **5.3 Discussions of the Findings**

The following section discusses the study findings in reference to the studied literature. The discussion was based on the objectives of the study.

### **5.3.1 Effects of police reforms process on service delivery**

The study found out that there was no unit responsible in steering police reforms at station level. A decision to embark on large-scale reform involves internal organizational changes that demand marked different structures and performances from officers (Carey,

2001). There should be structures involved in the implementation process. These structures will enable the implementation of the required changes, to achieve the desired service delivery.

### **5.3.2 Effects of Managerial Structure on service delivery**

The sensitization of officers on accountability issues is a prerogative of senior officers. It is their mandate to ensure that officers adhere to the rule of law. The study found out that department at station level has not been restructured to conform to the recommendations made on decentralization (Ransley, 2009). A centralized police management structure is inappropriate for the country (Ndungu, 2012). According to Dawnes (2004) the structures must be designed to enable communities to constantly engage with the police in order to identify the service they require from them. There should be significant decentralization of decision making which facilitates greater local decision making in relation to issues that affect the community.

### **5.3.3 Effects of Police Culture on service delivery**

The findings indicated that morale of the officers had not been improved by police reforms thus continuation of culture of dissatisfaction and corruption, this impact negatively to service delivery. Public and police relations which had earlier long deteriorated was improving. Carey (2001) states that a good police culture is the one that has values that prioritize community partnership and promotes informal interaction and change of attitudes toward various community members and groups.

### **5.3.4 Service Delivery**

The findings indicated that there was improvement on service delivery in terms of responsiveness, professionalism and accessibility and views on ways to improve service delivery indicated that improving the working conditions, building capacity of officers and increasing salary were key factors. Police capacity-building programmes must be driven by the objectives defined under the reforms agenda and the approach taken should be in reference to organization priorities and sustainability (Downes,2004).

## **5.4 Conclusions**

The conclusions of the study are that police reforms process have not been devolved to station level thereby effects of these reforms on service delivery cannot be wholesomely deduced. Secondly, managerial structures need to be restructured in accordance with devolved systems and given autonomy on operations and use of resources. Thirdly, police culture need to be refined and new values inculcated to officers through efforts such as training on human rights, to enhance good public relation. Despite the little that had been achieved since reforms started, service delivery has improved in terms of responsiveness, accountability and professionalism and continued improvement of the officers working conditions and better pay will go a long way in ensuring good service delivery.

## **5.5 Recommendations**

Based on the analysis of the study, the researcher wishes to make the following recommendations;

- i. The Police Reforms Committee at police headquarter should establish units at police station that will be responsible for implementation of police reforms.
- ii. The National Police Commission should restructure the organization in accordance to function and should be highly decentralized and autonomous.
- iii. All police stations with the assistance of Police Training Colleges should build the capacity of the officers on new legislations, human rights, new technologies and public relations.

## **5.6 Suggestion for Further Study**

The researcher suggests that,

- i. A study should be conducted to establish the extent of police reform in other counties and its impact on crime rate.
- ii. Training Need analysis should be conducted to ascertain the training needs of the officers

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## APPENDICES

### APPENDIX A: LETTER OF TRANSMITTAL

**WANYOIKE PETER KIIHIKO  
UNIVERSITY OF NAIROBI  
COLLEGE OF EXTRA MURAL STUDIES  
NYERI CENTRE**

**OFFICER COMMANDING POLICE DIVISION NYERI  
P.O BOX 4578  
NYERI**

**23<sup>th</sup> JUNE, 2013**

Dear Sir,

**REF: ACADEMIC RESEARCH**

I am a student of University of Nairobi pursuing Masters of Arts in Project Planning and Management. I am conducting an academic research on Implementation of Police Reforms and Its Influence on Service Delivery in Nyeri Police Division, Nyeri County.

I request permission to administer questionnaire to 114 police officers from the police division to collect data for the above study. The information the respondents will give will be treated with confidentiality and will be used for academic purpose research only.

Yours faithfully,

**Wanyoike Peter .**

## APPENDIX B. LETTER OF AUTHORIZATION

REPUBLIC OF KENYA



### NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

Telephone: 254-020-2213471, 2241349, 254-020-2673550  
Mobile: 0713 788 787 , 0735 404 245  
Fax: 254-020-2213215  
When replying please quote  
secretary@ncst.go.ke

P.O. Box 30623-00100  
NAIROBI-KENYA  
Website: www.ncst.go.ke

Our Ref: NCST/RCD/14/013/1356

Date: 24<sup>th</sup> July, 2013

Peter Kihiko Wanyoike  
University of Nairobi  
P.O.Box 30197-00100  
Nairobi.

#### RE: RESEARCH AUTHORIZATION

Following your application dated 19<sup>th</sup> July, 2013 for authority to carry out research on "*Implementation of police reforms and its influence on service delivery in Nyeri Police Division, Nyeri County, Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Nyeri Police Division** for a period ending **31<sup>st</sup> December, 2013.**

You are advised to report to **the Officer Commanding Police Division, Nyeri Police Division** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**SAID HUSSEIN**  
**FOR: SECRETARY/CEO.**

Copy to:

The Officer Commanding Police Division  
Nyeri Police Division.

## APPENDIX C. QUESTIONNAIRES FOR POLICE OFFICERS

I am a student undertaking a master's program in Project Planning and Management at University of Nairobi. Am conducting a research on Implementation of Police Reforms and Its Influence on Service Delivery in Nyeri Police Division, Nyeri County, Kenya as part of my degree requirements. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for research purposes by the researcher herself. Do not indicate your name anywhere on this form.

### Section A. Demographic information

1. What is your Gender?
  - a) Male
  - b) Female
  
2. Indicate your age.

18-28	<input type="checkbox"/>
29-39	<input type="checkbox"/>
40-50	<input type="checkbox"/>
51-60	<input type="checkbox"/>
  
3. What is your highest level of education?

<input type="checkbox"/>	DOCTORATE
<input type="checkbox"/>	MASTERS
<input type="checkbox"/>	BACHELOR DEGREE
<input type="checkbox"/>	DIPLOMA
<input type="checkbox"/>	FORM IV
<input type="checkbox"/>	OTHERS

4. What is your rank in the Kenya Police service?

RANK	TICK (✓)
SENIOR SUPERITENDENT	
SUPERITENDENT	
CHIEF INSPECTOR	
INSPECTOR	
SENIOR SERGEANT	
SERGEANT	
CORPORAL	
POLICE CONSTABLE	

5. How many years have you served in the Kenya Police? .....





0-5 yrs

6-10 yrs

11-15 yrs

16 and above

**Section B. Police Managerial Structure (To be filled by Senior officers)**

(Choose your rating: 1= strong disagree, 2=disagree, 3=not sure, 4=agree,5=strongly agree)

	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. There is frequent sensitization on accountability issues through lectures, workshops and publications at police station					
2. The rate of delegations of responsibility and duties is very good					
3. The current organization structure is very clear					
4. The lines of responsibility are very clear					

5. Comment on the adequacy of funds allocated for the implementation of police reforms at station level.....

.....

.....

.....

.....

6. Highlight measures that are taken or should be taken to enhance professionalism on police officers when handling the members of the public.....  
.....  
.....  
.....  
.....
7. In your view how has accessibility to police officers at station been enhanced .....  
.....  
.....  
.....  
.....
8. What are some of factors that are likely to hinder the realization of police reforms in Kenya.....  
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.....  
.....  
.....
9. Comment on the capacity of managers in managing the change processes in Kenya police  
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.....  
.....  
.....  
.....
10. Does the management personnels seek the opinion of other officers in decision making, if yes state the scope of consultation.....  
.....  
.....  
.....  
.....

**Section C. Police Reforms Process**

**(Choose Your Rating : 1= Strongly Disagree, 2=Disagree, 3=Not Sure, 4= Agree, 5= Strongly Agree)**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. There are notable changes from police reforms effort that have facilitated the service delivery					
2. There is need to be change on the existing roles and responsibilities of key structures					
3. The new legislation in policing enhances good service delivery					
4. The provisions of National Police Service Act has been sensitized to officers through workshops and lectures					
5. There exists a committee to oversee reforms at station level					

**Section D. Police Organization Culture**

**(Choose your rating : 1= strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. The reform in police welfare have motivated officers					
2. Police perceives low corruption within the service					
3. There is improvement on police image from change of Kenya police force to national police service.					
4. There exists a strong community partnership in crime prevention at station level.					
5. Police reform will improve the relationship between community and the police.					

6. In your own opinion what can police do to improve the good relations with the public?.....  
 .....  
 .....  
 .....

**Section E. Police Service Delivery**

**(Choose your rating: 1= strong disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)**

	<b>Strong disagree</b>	<b>disagree</b>	<b>Not sure</b>	<b>agree</b>	<b>Strongly agree</b>
1. There is prompt response to reported crime					
2. There is an increase in the number of solved crimes					
3. There is significant decrease on complaints against police officers					
4. The crime prevention has been intensified					
5. The reforms has improved professionalism among the police officers					
6. There is sufficient infrastructure that supports police operations at station level.					

7. Suggest other measures that can be taken to improve service delivery among the police officers.

.....  
 .....  
 .....