

**INFLUENCE OF IMPLEMENTATION OF EVALUATION APPROACHES
ON PERFORMANCE OF KENYA POLICE SERVICE IN NAKURU
COUNTY, KENYA.**

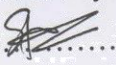
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DECLARATION


This research report project is my original work and has never been presented for the award of any degree in any other university or institution, to the best of my knowledge.

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This research project report has been submitted for examination with my approval as the university supervisor

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DEDICATION

This research report is dedicated to my parents Sydorniuise and Merine onyango. My brother Peter oduor on their unwavering support and mentorship through my life and their dedication in constantly reminding me to ensure that I finish masters education as soon as I could. I likewise dedicate this work to the police leadership at Nakuru County Headquarters for providing me with information on the personnel and my classmates, Yvonne sammoei and Chol Ajith for their availability for constant consultation and Meshak Kipsiwa for his unyielding support.

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ABBREVIATIONS AND ACRONYMS

AP	Administration Police
COPS	Community Oriented Policing Service
CHRP	Center for Human Rights and Peace
GOK	Government of Kenya
IAU	Internal Affairs Unit
IGP	Inspector General of Police
IPOA	Independent Policing Oversight Authority
JICA	Japan International corporation Agency
KNHCR	Kenya National Commission on Human Rights
NARK	National Rainbow Coalition
NPSC	National Police Service Commission
NPS	National Police Service
NTFPR	National Taskforce on Police Reforms
PRSP	Poverty Reduction Strategy
SRC U-	Salaries and Remuneration Commission
F E	Utilization focused evaluation
UNDP	United Nations Development Programme
UNODC	United Nations Office for Drugs and Control

ABSTRACT

Evaluation is a tool for performance enhancement and many organizations are adopting a results based management as a form of improving organizations output .This study examined the influence of implementation of evaluation approaches on police performance. The police reforms program document (2015-2018) sets the first mid-term evaluation to be conducted in December, 2016 but prior to that evaluation of police performance was continuous process done with key stakeholders using different approaches. The objective of the study was to assess the influence of evaluation approaches on performance of Kenya police service in Nakuru County, Kenya; the main approaches under study being , goal oriented approach, management oriented approach, customer oriented approach and expert oriented approach on the performance of Kenya police service in Nakuru County. The study adopted a descriptive research design and the target population was 1150 Kenya police officers within Nakuru County. A sample of 345 respondents was drawn from the population using stratified sampling with simple random and purposive sampling techniques in which a total of 283 responses were received from Police officers and 21 from key informants. 10 key informants were drawn from County Community policing committee, 5 from Monitoring and inspection Unit of Independent policing Oversight Authority, 5 from Police Reforms Directorate, 3 from Kenya national Commission on Human Rights and 4 from National Police Service Commission. Secondary data was retrieved from Kenya police annual reports, Nakuru county police annual reports, Ransley report , IPOA reports , United nations Rapporteur report on extra judicial killings, Police strategic Plan 2003-2007 and police reforms programme document 2015-2018 and the contents was analyzed. Data collection was done using questionnaire and scrutinized to eliminate questionnaires with errors to ensure reliability, and the key informants were interviewed. Reliability test was done using split half technique where spearman's brown reliability coefficient was .81. Data analysis was conducted with the aid of statistical package for Social Sciences (version20) to record frequencies, percentages and spearman's rank correlation coefficient. Likewise, Qualitative data retrieved from key informants provided insight on the various evaluation approaches. The findings revealed that implementation of goal oriented approach to evaluation and police performance had a moderate positive correlation with a coefficient $r=0.499$, implementation of management role in evaluation had a low positive correlation with police performance with a coefficient $r=0.246$., Implementation of customers oriented approach to evaluation had strong positive correlation with police performance with a coefficient $r=0.562$, hence the greatest positive influence on police performance . Implementation of experts oriented approach to evaluation had low positive correlation with police performance with a coefficient $r= 0.068$. The study recommended that an audit and enhancement of police management training, police officers should be treated as internal customers and emphasis should be given to their needs the same way emphasis is placed on performance aspects that focus on security needs of members of the public, The evaluation functions of IPOA, NPSC, IAU in regards to police accountability should be decentralized a long police administrative structures.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

United Nations sustainable development goal number sixteen agitates for promotion of peaceful and inclusivity in societies for enduring development, access to justice for everyone and building of effective, accountable and inclusive institutions at all levels (UNDP, 2015). Among the specific targets set which underscored the need to enhance police performance globally and specifically in Kenya are ; to significantly reduce acts of violence and related deaths everywhere, to end torture of children, all forms of exploitation , abuse and trafficking , promotion of the rule of law at global and national levels and ensuring equality in access to justice for all , sustainable reduction of corruption and bribery in all its manifestations , develop at all levels effective transparency and accountability in institutions and ensure public access to information , protect fundamental freedoms in accordance with the rule of law and internationally ratified treaties(Report of Inter-agency Task Force on financing for Development ,2016).

New public management paradigm which is consistent with transformation in public institutions focuses on the consumers wants, strengthening management autonomy, performance measurement and utilization of dynamic technology to enhance performance and embracing the spirit of competition. This approach to enhancing organizational performance places emphasis on professional management, target based performance and control systems which include monitoring , directing , evaluation and influencing employees to internalize the organizations culture (Islam ,2015).

In the United States measures taken to evaluate performance in public institutions were historically anchored in human resource management legislations, being The Pendleton Act 1883 , Civil rights act of 1964 and Civil service reforms act 1978 , these acts established systems of professionalization of public service to ensure limited dependence on the executive arm of the government , there was more diversity in the workforce , there was establishment of public service management boards whose function was to ensure that there is independent periodic assessment of the federal personnel . A radical reforms approach in which policies, procedures that were counterproductive and did not offer job security to the workforce were abolished (Grosii, 2012).

After attaining independence Tanzania was plagued with myriad socio- economic problems; ignorance, diseases and poverty being the key one, the nation had a vital task of building its nation so as to spur its development in a holistic way . The government initiated a socialist approach to development and later shifted to an economic development undertaking that is market oriented that is led by the private sector and a centralized public sector planning and later on, because of the challenges this approach faced the economy was liberalized , in the year 2000 the Government started a performance management system that created a shared vision , results based approach to management ,and an operational framework that embraced continuous improvement in quality and standard of service delivery in the public sector (Benson 2010).

Project monitoring and evaluation has its origin in antiquity, Japan International Corporation Agency (2010) defined evaluation as a tool to improve implementation or project supervision , it provides the project team and other participants with information regarding the recipient societies needs, assist in organized project implementation , assessing impacts on the recipients and factors that influence the implementation process. Scriven (1991) views evaluation as a judgment on the worth or merit of something, or product of the process. Guskey (2000) defined evaluation as a systematic process utilized in determining the merit or worth of a specific program, curriculum or strategy in a given context. Similarly Wholey and Newcomer(2007) views evaluation as being utilized by organizations to check their procedures, processes, outputs and impacts. The evaluation approaches provided various ways through which performance of the organizations could be assessed so as to conduct informed enhancements.

Worthen , Sanders and Fitzpatrick (2004) postulate an emerging trends that would influence in a great way the state of evaluation with the aim of improving performance in organizations now and in the future, that is ; an increase in prioritization and legitimization of in-house evaluation ,expansion of use of qualitative methods , a combination of both quantitative and qualitative approaches, increased acceptance of evaluation triangulation, use of theory based evaluation, emphasis on ethical concerns in the evaluation process, the increased utilization of evaluation in private and public sectors , use of evaluation to empower stakeholders , program evaluators assuming the role of advocating for the projects they evaluate, enhancement of testing methods and

modification of strategies of evaluation to march increasing government trends of decentralization and duty delegation to regions and localities

Porter (2013) sees an increasing demand for evaluation because of dismal levels of performance in organizations in Africa , most governments initiated monitoring and evaluation systems ; in south Africa, Uganda and Benin . Evaluation is used to give deeper analysis of donor projects as compared to narrow analysis of results bases management that places focus more on control than overall development, there is still an increasing demand for evaluation and this postulation is based on review of case studies of countries presented at monitoring and evaluation workshop held in march 2012, this workshop brought agencies from Kenya, South Africa, Ghana,Benin and Uganda .

The clamor for constitutional reforms in Kenya was influenced by myriad factors including the need for a reformed policing agency whose performance was not satisfactory as per internationally accepted human rights standards and which was not responsive to customers' needs . National Task Force on Police Reforms (2009) also known as Ransley Report build a historical development of Kenya police having inherited a colonial legacy and was associated with corruption, abuse of human rights, ineffective policies and impunity (Ndung'u,2011). This was epitomized during the 2007-2008 post general elections violence where police were perpetrators of massive human rights abuses which led to the formation of a task force to investigate the systemic failures and police excesses and make recommendations to improve performance in the policing sector.

The report was largely used to establish Police reforms implementation committee which was coordinating the reforms projects whose scope included; Placing the two forces under one command, improving its independence from political influence, strengthening accountability –by creation of check units such as IPOA, NPSC through legislations; National Police Service Act 2011, Independent Policing Oversight Authority Act 2011, and National Police Service Commission act 2011(Safer World briefing, June ,2015).

Police reforms program document (2015-2018) lays the planning of police reforms projects as anchored on four pillars ; legislative , policy and institutional reforms , police accountability Reforms , police professionalism reforms , administrative , operational preparedness , logistical capacity , strengthening community policing through nyumba kumi initiative ,police kitting and tooling reforms .The objective of these police reforms was to enhance police performance. Performance evaluation by

key stakeholders using different approaches in light of the reforms projects is useful because it informs configuration of policing philosophy hence impacting positively on the state of policing in the Kenya.

1.2 Statement of the Problem

Conducting evaluation using different approaches enriches the findings as different perspectives by stakeholders are factored into the exercise, this can be useful in having a baseline upon which subsequent organizations performance objectives are set, however in the Kenya police service evaluation is conducted periodically internally and by key stakeholders but the outcomes do not show significant improvement in service provision.

Safer World Report (2015) portrays police service in Kenya as riddled by many problems regardless of implementation of the reforms projects whose aim was to improve Police performance, it advocates for a consumer approach to developing the criminal justice sector and ensuring that reforms projects in police are customer based so that security needs of the citizens are met (Esther, James & Achilles, 2015). However, recurrent evaluation findings display perennial dismal performance by Kenya police hence questioning the utilization of performance evaluation findings to enhance service delivery.

Transparency international report on bribery index trends and analysis (2015) depict the national police service as the most bribe prevalent institution at national and east African regional level, in the year 2012 the fall in bribe prevalence level was 27% and in 2013 bribery index in national police service stood at 43.5%. The approach to evaluation by TI is consumer oriented because their focus is on advocacy with the desire to ensure that service delivery in sectors of the economy such as security and judiciary is enhanced.

Human rights standard which is supposed to improve as a performance indicator hasn't. In the year 2014 human rights abuses as documented by; Independent –medico legal unit stood at 237 cases of torture and 275 cases of extra judicial killings (KNHCR, 2016). The approach to evaluation used by KNHCR is goal oriented with emphasis on ensuring that there is enhancement in performance in Kenya police.

The researcher was interested in establishing in light of the reforms program, the influence implementation of these evaluation approaches have on performance of Kenya police service in Nakuru County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to assess the influence of implementation of evaluation approach on performance of Kenya police service Nakuru County, Kenya.

1.4 Objectives of the Study

The study was guided by these key objectives;

- a) To assess how implementation of goal oriented approach influence performance of police service in Nakuru County, Kenya
- b) To establish the extent to which management oriented approach to evaluation influence performance of Kenya police service in Nakuru county , Kenya
- c) To establish the extent to which implementation of customer oriented approach to evaluation influences performance of Kenya police service in Nakuru County, Kenya
- d) To assess the influence of implementation expert oriented approach to evaluation on performance Kenya police service in Nakuru County ,Kenya

1.5 Research Questions

The study was guided by the following research questions;

- a. How does implementation of goal oriented approach to evaluation influence performance of Kenya police service in Nakuru County, Kenya?
- b. To what extent does implementation of management oriented approach in evaluation influence performance of Kenya police service in Nakuru County, Kenya?
- c. To what extent does implementation of consumer oriented approach to evaluation influence performance of Kenya police service in Nakuru County, Kenya?
- d. How does implementation of expert oriented approach to evaluation influence performance of Kenya police service in Nakuru County, Kenya?

1.6 Significance of the Study

The study provides more knowledge to all the stakeholders in the security sector on the shortcomings of the police service in Kenya, how to utilize evaluation findings to configure the performance objectives of the organization in future phases of police reforms program so that policing in Kenya can be enhanced to global standards by improving effectiveness, efficiency responsiveness of the police reforms program to customers' needs. It also provided more insight to police service in Nakuru on the influence of conducting evaluation using various approaches on performance in organizations; it also provides a platform for broader stakeholders' engagement because evaluation is also a tool for improving transparency.

1.7 Delimitations of the Study

The study focused on the influence of evaluation approaches on police performance and was conducted in all the nine administrative Kenya police service divisions in Nakuru County that is ; Njoro, Molo, Kuresoi, Nakuru North, Cental ,Naivasha, Gilgil and Rongai .It incorporated the stakeholders in the security sector; individual police officers , Members of the Community Policing Committees and key informants were from the NPSC, IPOA, KNHCR and Police reforms directorate .

1.8 limitations of the study

The study was affected by apprehension by some of the respondent's especially individual police officers who are bound by codes of conduct and were unwilling to be part of the research; this was mitigated by seeking authorization at Nakuru county headquarters and assuring the respondents that the study was being conducted purely for academic purpose.

Limitations was also occasioned by some of the respondents' inability to comprehend the research topic and questions well and this was mitigated by administering the questionnaires in person so that insight as to what the research requires can be provided verbally to the specific respondents. Performance assessment is national in nature and it is done by NPSC and the police service and other stakeholders, however it was not explicitly possible to generalize the research findings nationally

because of the uniqueness of security needs in different areas but the findings could be indicative of the expected outcome especially in cosmopolitan areas that share similarity in characteristics with the study site.

1.9 Assumptions

The key assumption of this study was that the sample selected was representative of the population and its heterogeneous nature. The researcher also assumed that the respondents answered the questions in all honesty without being biased.

1.10 Definition of Significant Terms

Evaluation approach: Evaluation approach is an incorporated set of ways used to do some or whole of tasks involved in evaluation undertaking; they address definite evaluation challenges or concerns.

Community policing: It refers to an approach to policing which acknowledges the need for partnership between the policing agencies and the public, it focuses on active stakeholders' engagement in fighting Crime and social disorder.

Consumer oriented approach: An evaluation method which focuses primarily on the consumers interests in project, the key question is does the project satisfy the interests of the consumers.

Expert oriented approach: an evaluation method which enlists the services of a professional evaluator to check the merit of the project i.e. is it serving its intended purpose, have the goals been met and the cost benefit analysis.

Goal oriented approach: this is an evaluation method which focuses on precise project objectives to determine the extent to which the objectives have been met

Management oriented approach: means an evaluation method which focuses on the role of project managers in decision making, it assesses the quality of decisions made and the availability of data to aid the decision making process.

Police Division: Police division is geographical administrative unit consisting of many police stations and is managed by an officer commanding police division.

Police performance: How police accomplish core functions of addressing crime, community engagement, satisfaction of human rights standards , inspiring public confidence and being accountable in the course of service provision.

Police reforms projects: These are temporary undertakings geared towards transformation in policing and they are based on these pillars; Training Reforms, accountability Reforms,

Professionalism reforms, Legislative Policy and institutional reforms, Logistical reforms (tooling and Kitting, enhancing capacity), community Policing.

Professionalism reforms: Professionalism reforms refers enhancement of integrity and accountability in the National Police Service , it encompasses legal and Administrative measures taken to ensure that there is fair administration of the law and reduction in job mal practices.

1.11 Organization of the study

Chapter one is introductory and it provided the background of the study, statement of the problem, study purpose, objectives, and key research questions, significance of the study, delimitation of the study, limitations of the study, assumptions and definition of significant terms. Chapter two discussed literature reviewed and the theoretical orientations that guided the study, conceptual framework, knowledge gap and summary of the literature reviewed. Chapter three is composed of study site , research design, target population, sampling procedure and sampling size, data collection and research instrument , validity and reliability , data collection procedure , data analysis procedure , ethical consideration and Operationalization of variables. Chapter four has data analysis, presentation and interpretation. Chapter five has summary of findings, discussion, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter illustrates reviewed Literature which will be on introduction to police reforms projects, theoretical framework the relationship between the evaluation approaches and police performance, police performance enhancement undertaking globally and in Kenya, correlation of variables in the conceptual framework knowledge gap and summary of the chapter.

2.2 Introduction to Police reforms.

Police reforms is a total conversion of an police institution to offer it services to the public in a professional manner focusing on addressing the needs of the communities they serve and embracing spirit of being accountable . The police transformation in kenya is anchored on institutional, managerial, legislative and policy parameters (Kenya Police ,2014).

The factors that drive police reforms operate in different contexts that are specific to different countries and major historical structural failure within police as an institution played a key function in propelling the quest for police reforms (Chtalu,2014). In the United Kingdom the reforms agenda was anchored on the need to enhance skills of individual officers, engagement between the law enforcers and the communities, improve the accountability standards and enhance overall performance in addressing disorder in the communities (Sitienei,2015)

This concept of reforming the police focuses on a reconstruction of the principles that underpin the performance or service provision by the local security apparatus (Kihiko, 2014) , the reforms programme also focuses on sustainable structural changes mainly transparency , overall work ethics with a desire to have policing institution that meet the globally accepted standards of human rights , legal and constitutional framework and accountability standards that adhere to the free system of checks and balances , this therefore necessitates the need to have Independent institutions to watch over police services operations including complaints investigations (Common wealth human rights Initiative, 2017)

In Kenya police reforms begun with the clamor for institutional reforms in Kenya and the reforms projects were anchored into four perspectives; legislative reforms, accountability reforms, professionalism perspective , tooling and kitting , managerial, logistical capacity and operational preparedness (Revised Police Reforms program document ,2015-2018) . The projects included creation of Independent policing oversight authority through an act of parliament, housing projects and tooling which were financed through public private partnership and by the government.

2.3 Theoretical Framework

Theoretical framework provides philosophical underpinning of the study, and the key theories that guided this study were evaluation theory of change and behaviorism evolution theory.

2.3.1 Theory of change

Theory of change offers ‘‘Explanation on how activities are understood to produce a series of results that contribute to achieving the final intended impacts, it can be developed for any level of intervention –an event, a project, a programme, a policy, a strategy of an organization and can also be used in reference to a process which indicates a results chain form inputs-outputs-outcomes to impacts (Rodgers,2014)

The use of Theory of change is to generate knowledge on the effectiveness of projects and it’s also the foundation of impact evaluation especially in cases where the intention is to draw lessons which are supposed to be replicated in another field (Rodgers, 2014).

This theory provides an explanation to the reforms process in Kenya which begun with the Clamour for Multiparty democracy and concurrent clamour for major institutional reforms ; police being a primary target because it was perceived to be regime based (Uk essay ,2013). Key focus of change will be the performance of the personnel, transformation in so far as close linkage with the executive has been historically and the changes that have occurred in attempts to ensure accountability in the police which come with the establishment bodies like IPOA, NPSC and IAU and other legislative reforms to offers checks and balances .all these initiatives had a primary goal of enhancing performance in the Kenya police service.

2.3.2 Behavioral evaluation Theory

Behaviorist BF Skinner (1948) studied operant conditioning and suggested that behavior can be reinforced to get the desired results and the types of responses to a stimuli were; neutral which produces no response, Reinforcers which is an environmental response that enhances the likelihood of the behavior occurring again and Punishers which is an environmental response which undermines the likelihood of the reoccurrence of the behavior (Mclead 2015)

McLead (2015) writing about operant conditioning states that once behavior has been reinforced then the stimuli can be withdrawn because the human mind is a tabula rasa at birth and as learning progresses the experiences that are rewarded positively are reinforced and those that are rewarded negatively by unpleasant stimuli are discarded

This theory is a learning theory and its important in assessing if there's transformation in the Police Service due to the reforms projects which offers a new regime of police training that is customer focused, the implication of having institutions like IPOA, NPSC and IAU because they provide stimuli by exercising disciplinary control over individual officers and this is supposed to have an influence in antecedent behavior, being the systematic inhuman behavior exhibited by law enforcement agencies before reforms process.

2.4 Empirical Review

Myriad researchers and state institutions have studied police reforms with a view of enhancing performance, studies have also been conducted globally on police performance evaluation, the traditional approach to police evaluation and the challenges dynamism in the modern society bring to traditional police performance evaluation standards. The researcher was interested in influence of evaluation approaches on police performance.

2.4.1 Goal Oriented Approach to evaluation and police performance

The primary focus of goal oriented approach is the outcomes, the changes that occur at the objective level , it does not question the processes and its judged to be suitable for projects whose objectives are tight and supportable (Stufflebeam, 2007) . Church , Chyne and Rodgers (2006) suggested that such studies can be enhanced by judging the objectives of the projects vis a vis the target beneficiaries' already assessed needs , unintended effects , the outcomes as well as the processes

.Goal oriented approach focuses on these key factors; the occurrence of the intended outcomes ,the consistency of the outcomes with the expectations, the critical part of the project that enhances change in performance , the processes (be they environmental) that catalyzed the change and the changes that were needed before the evaluation intervention .

Rodgers (2012) held the view that “ The objective based study has been the most prevalent approach in programme evaluation .It has commonsense appeal ;Programme administrators have had a great amount of experience with it and it makes use of technologies of behavioral objectives both norm –referenced and criterion Referenced testing , and performance assessment . common criticism are that such studies lead to terminal information that is neither timely nor pertinent to improving program's processes ; that information is often too narrow to constitute a sufficient basis for judging the objects' merit or worth ;that the studies do not uncover positive and negative side effects ;and they may credit unworthy objectives”(P, 17).

Worthen ,Sanders and Fitzpatrick (1997) held the view that goal – oriented approach was easy to use because once that objectives were set in a smart way then in the evaluation process measurements as to whether the set objectives were achieved would be straightforward and the duty of the evaluator using this approach was to identify if there are discrepancies between the set goals and achieved goals.

A study by Martz(2013) views goals and goal setting as baseline for planning in organizations regardless of the dynamism in the environment , goals are accepted as organization culture which forms an important component of evaluating performance, this approach to performance evaluation views the process of setting performance goals as rational and deliberate ; the goals must be specific, realistic , measurable , relevant to organizations cardinal purpose and they should reflect in the

outcomes .The relationship between goal orientation and performance in organizations is positive while those undertakings that are not goal based have negative correlation with performance outcomes (Walle,Cron & slorum, 2001) .

A study by Roberts (2006) acknowledges the increasing demand for policing institutions to examine the impact of their performance and to have performance measures as part of the organizations management strategy, having set goal advances the understanding of all employees' hence better service delivery. Performance evaluation is not a onetime undertaking but rather a holistic strategic approach that can be utilized as a core management component in police organizations and it can enhance performance.

In the United States a move by police bodies towards technology was believed to be the solution to performance shortcomings, this did not anticipate that modernization project could not exclusively be the solution to policing problems because the uptake took longer , it was costly and it had some unintended impacts which necessitated the need to have a performance measurement , continuous assessment , effective management of the program and configuration after evaluation .There was need to have clearly defined and measurable goals before hand so that implementation of the projects that would enhance performance which would be in tandem with the agencies broader mission and objectives (Roberts , 2006).

The United States police in the city of New York measure specific performance goals ,these are occurrence of serious crimes such as robbery, murder, rape, felonious assaults and general crime rates, public confidence in the security apparatus response rate and efficiency of the agency in response to calls. This approach is significant in that it assist police organization to build effective management for its performance program through ensuring that its administration paradigm is wide-ranging; by having clearly defined and measurable goals, incorporating regular and clear-cut measures of initiated processes , outcomes and impact of the organizations activities and to conduct monitoring and evaluation on the impact of staff and managers responses to the set goals and the influence it has on performance(Roberts ,2006) .

The significance of utilization of this goal bases approach to performance evaluation and broader organizations management is its ability to enable appraisal of the projects initiated to enhance

performance, to justify the financial input in the organization and to demonstrate accountability to the public through regular reporting of performance results to funding authority, the public, all staff and other key stakeholders (Roberts, 2006).

A study by Malcolm (2015) stressed on the inadequacies of using crime rate as an indicator in goal oriented approach to evaluation, in his view this indicator is not full proof because there is underreporting of criminal cases especially those that occur within the family and consensual crimes such as bribery , this approach did not consider the cost effectiveness of policing programs and it does not consider the impact of specific crime like murder of a child would have on the sense of safety of the community regardless of the number of other cases .

The goals of personnel performance evaluation could not be limited to reduction of crime and productivity of the security personnel but a holistic approach which incorporated public satisfaction, integrity, community relations, management efficiencies and staff satisfaction (Malcolm, 2015).

A study by kiraithe , Waititu , Gakure and Were (2011) identifies Kenya police performance goals as maintaining law and order and ensuring that peace prevails in the wider Kenyan society , securing money transit services , guarding inner communities and business premises and enforcement of the traffic rules , the study also acknowledges the unsatisfactory performance in enforcement of traffic rules and situations where criminal gangs extort money from the citizens .

The Kenya police service charter (2015) sets performance goals as general provision of assistance to the public , preservation of peace , maintenance of law and order , investigations of criminal cases , protection of both human life and all properties , apprehension of criminal offenders and enforcement of all laws and regulations which fall under its purview , the scope of police performance in Kenya has since been broadened due to the emerging trend where policing is not exclusively the responsibility of the police but a concerted undertaking with the communities occupying a central position in community approach to policing .

In Kenya crime rates is treated as a cardinal performance evaluation goal(Kenya police crime situation report ,2015) this directly influences measures taken by the police to enhance its performance which included broadening intelligence collection through community collaboration , expedition of prosecution of ongoing cases ,instant prosecution of traffic offenders , beefing up security of government and private installations, and utilization of modernized equipments such as

Armored personnel carriers which were procured through public private partnership as a mode of financing the national police service reforms program.

2.4.2 Management Oriented Approach to Evaluation and police performance

Management oriented approach focuses on the needs of those at the management level in projects and organizations; it helps in provision of vital information which informs decision making at all the stages of projects development, it has been most widely used in institutions to manage their systems; for accountability purposes and planning, and its most contribution is in meta evaluation and institutionalization of evaluation (Worthen , Sanders & Fitzpatrick, 2004).

The basis of management – oriented approach is that evaluation exercise provides valuable information and data that is required for informed decision making. The evaluation models under this approach include Alkins model, Stufflebeam’s CIPP model (context, input, process and product) and utilization – Focused evaluation (Patton, 2012) . Alkin (1969) viewed evaluation as a process of ascertaining concerns and areas where one needs to make decisions, suitable information selection , collection and analysis of the data so that decision makers have myriad options to choose from .

Stufflebeans’s CIPP model and Alkins model have shown similarities in their approach as illustrated in the steps below ; systems assessment in which information about the whole system is sourced and its parallels context evaluation as articulated in the CIPP model which is diagnostic in nature in that it analyses the environment and identifies the gap that exists between the situation , the desired objectives and rational approach towards improving project performance; project planning and selection which would best address the needs already identified and this shows similarities with input evaluation whose main objective is to avail relevant information on resource utilization and the design of how to meet the already identified project goals , project implementation information which questions whether the project intensions and the target group were rightly selected, project improvement which shows marked similarities with Process evaluation in CIPP model and it questions the functionality of the project and the manifestation of the unintended outcomes , and finally the certification of the projects which avails information on its value and its replicability (Worthen , Sanders & Fitzpatrick, 1997).

Utilization focused evaluation which also falls in this category is anchored on the premise that evaluation should be judged on their goodness of use and actual use and therefore the design and process of an evaluation approach should consider all the factors that would affect its use, U-FE is thus deemed to be a process with no key focus on the content, data collection methods and analysis (Rodgers, 2012). Rodgers (2012) formulated principles that underpin utilization focused evaluation and stated that evaluation process had to respond to situations, be negotiated among all stakeholders, have a decision making orientation on the issues at stake and a view that involvement would positively influence uptake of the findings in evaluation.

Evaluation is process that begins from the readiness assessment to meta evaluation and this include ; assessing and building organizational readiness for the evaluation, assessing the competence and readiness of the evaluator , stakeholders identification and engagement , analysis of the situation in corporation with the target beneficiaries , stakeholders classification, building in a process use which will infuse changes from the process of evaluation not the findings, formulate and focus on priority questions , ensuring that vital areas of the evaluation exercise are addressed ie attribution questions, implementation questions and outcome questions, determine if theory of change or the model of intervention is a subject of evaluation , negotiations with stakeholders on the appropriate methods to use , enlighten the intended users on the implications and controversies of the methods , simulation of the findings, data collection , data analysis and presentation, preparation of evaluation report , follow up with the beneficiaries on the uptake of the findings, and meta evaluation which is assessment of an evaluation(Patton ,2012) .

In organizations, any undertaking requires stewardship of management in such organizations ,according to Alford (2010) in his study about evaluation of performance in Ohio county high school observed that management oriented approach is systematic in its approach to program evaluation ; it provided structure and organization for conducting the evaluation exercise and is complementary to the leadership in institutions . Stufflebeans CIPP model and Alkins UCLA model enabled the schools administrators to make inquiries and also enabled them to have the latitude in getting support from experts to enrich the solutions to the questions.

Management of police organizations played central role in improving organizations performance ; they were accountable to the taxpaying citizens and their representatives on the levels of police

performance which was considered in key four key evaluation measures being; reported crime rate, overall arrests, clearance rates and police response time .These measures were not just used to measure performance of a single city but was used to conduct comparative performance analysis of police work for different cities (Albert and Moore, 1993).

A study about performance measurement by Behn (2003) lays the managerial purposes served by this exercise and their indicators; key concerns to managers that are answered by measuring performance are ; the extent of excellence in performance by the organization , adherence of organizational standards by employees in their work , the projects , programs or people to prioritize in financial allocation, motivation of all stakeholders to act right so that overall performance is enhanced , how attain support from broader society about success of the organization , what works for the organization and what should be done differently to transform the outcomes .

Marx (2005) identify the mode of evaluation being used by police managers as duly filled forms of individual officers ratings on globally acceptable standards such as how well they can take initiatives , their appearance , promptness to work and their conformity to regulations . Marx held that this approach to evaluation was limited in scope because it ignored quality of work done by officers like being able to deescalate a violent situation using non violent means .this fixation with using measures such as crime rates was inaccurate in evaluation because a majority of officers perform other duties like responding to emergency calls than responding to crime situation, in this case primacy was placed on what the police spend less time doing (Jasson ,2005).

Police organizations are bureaucratic in nature with emphasis placed in unity of command thus measuring police performance is influenced management approach more so when evaluating junior officers performance would(Jasson 2005) .Bureaucratic emphasis on performance evaluation using quantitative measures such as enumerating the number of traffic tickets one officer writes to offenders or the number of interrogations the officer conducts as a yardstick to gauge productivity would encourage the officers to write more tickets, make more arrests , the key concern now would be the quality of the arrest decisions rather than the volumes of tickets or numbers of arrests made.

In south Africa performance management practices of police stressed on the role management plays in transforming organizations performance, managers have to recognize and motivate their staff. The

study also acknowledged junior staff disapproval of management annual evaluation which laid foundation for improvement in the subsequent years, despite this endeavors performance of South African police was still not satisfactory because of unclear instructions by the managers and inadequacy in provision of career developmental training (Mafanya and Matsiliza , 2016).

Koech (2016) in study about influence of internal factors on service delivery by Kenya police notes that compassionate leadership which is task oriented, relationship leaning and change oriented is a pre-requisite for enhanced performance . Kenya police has bureaucratic structures with centralized decision making this requires investment in management training of leaders for the organization to perform satisfactorily, this study stresses on the central role Kenya police senior staff play in endeavors to enhance police performance in policy and in evaluation of performance by the junior staff.

2.4.3 Consumer Oriented Approach to Evaluation and police performance

This approach is mostly used by consumers of services and products, government agencies, and advocates of consumers to judge factors like performance, cost effectiveness and reliability of projects. Stufflebean ,Madaus and Kellingan (2000) viewed a competent expert who is enabled with requisite resources to conduct evaluation as a key success factor in consumer oriented approach

.Scriven (1991) pioneered this approach to evaluation and he separated the roles of evaluation formatively and summatively in which formative evaluation focused on improvements on projects quality at the development stage and its alignment with the set objectives (Beyer, 1995).

Summative evaluation on the other hand targeted information needs of the customers and decision makers about the quality and merit of the projects in set criteria (Brown&Gerhardt, 2002). The main tool in conducting this evaluation is a checklist which is relevant in rating the consumer products as per set standards or the criteria of merit (COM), so in planning of projects and programmes the fundamental questions will be about the criteria that define performance of the projects, priorities of the projects and its qualities.

Scriven (2001) stressed the focus of the customers of projects and programs:

... Customers by and large have no interest in whether the programme or product designer's Goals have been met, and only a secondary interest in improving the programme (ie Formative evaluation), being mainly interested in whether their own needs are met

(a different definition of success) (P,27).

A study by Jasson (2005) on performance management of police in America show that traditional indicators such as number of arrests made and number of tickets issued to traffic offenders on the road were used , the police conception of customer focus was; ensuring that public safety is managed, their actions while enforcing laws would deter potential law breakers . Jasson acknowledges that police are responsible to the customers they serve and any system of performance assessment has to be consumer oriented with measurement indicators such as partnership relations, reduction in fear by communities and improvement of community confidence in the law enforcement agencies .

The simplest way consumer oriented approach to evaluation would influence performance of law enforcement agencies is through conducting surveys in the communities and getting feedback on the quality of service they get from the police department, utilization of findings of consumer oriented approach to evaluation would inform the police in fundamental ways how to configure their actions so as to yield higher level of consumer satisfaction (Jasson ,2005).

Juliette (2013) critically analyzed customer orientation and quality management initiative by Mauritius police force and acknowledged that there were earnest efforts to move towards service economy, this would directly affect the behavior of the consumers and in turn demand a paradigm shift in approach to policing. A move towards total quality management is anchored on customer focus among other pillars and Mauritius police recognized both internal customers and external customers they acknowledged the need to work as a team in harmony and respect as this would help them realize the goal of offering the best service to the communities they serve .

Mauritius police launched community policing project in 1994, this approach to policing inculcated democratic principles, values that embraced human rights and customer based service, this information on customers is gathered through complaints analysis, critically analyzing incidences, selecting a customer sample and conducting critical survey on them, conducting in depth and focus group customer interview. This police service formed police coordinating committee to implement and conduct monitoring and evaluation of ISO 9001:2008 quality standards (Juliette, 2013).

A study by Njiri , Ngari and Maina (2014) about the implementation of community policing in Nakuru police division recognizes a move away from traditional models of policing to a customer based model which was necessitated by the realization that an exclusionist approach to addressing crime and anomie in the society by the police which did not yield the desired outcomes . A customer oriented approach to performance evaluation of Chicago police department which was one of the successful cases of implementation of community policing program found that crime did not reduce significantly due to the program but there was reduction in cases of police abuse and the approval ratings of police increased (Reid, 2006).

The dynamic nature of the Kenyan society compelled Kenya police to be flexible in its approach to fighting crime and to adopt a more proactive strategy in response to the needs of the customers, this understanding led to the adoption of community policing program (Njiri , Ngari and Maina ,2014) .

Implementation of community oriented policing program was challenged by the fact that it lacked a specific legal framework that indicated the duties of the communities and other stakeholders in security provision , the program has since been operationalized by the nyumba kumi initiative which was characterized by service orientation; the community is viewed as the customer while policing agencies are the service providers and their performance evaluation standards are efficiency, effectiveness and accountability . The Nyumba kumi initiative was structured along police, county government and provincial administration systems with members being drawn from government policing agencies , one representatives from the county government , one representative from the youth , one from persons with disabilities, one from the women , one from religious groups , and three general member from the public , (Gok, 2015) .

2.4.4 Expert oriented approach to Evaluation and police performance

This was the first approach to evaluation to be used and it's also used broadly ranging from its use in institutions, review of academic writings. According to Hogan (2007)the evaluators using this approach do enlist the services of area specific experts to pass judgment on the projects and offer recommendations based on their opinions, this process of conducting the project reviews can be approached in a formally or informally.

Usun(2016) writing about review on program evaluation strategies in distance education suggested that expert oriented strategy is mostly used by agencies that conduct accreditation and depended on the professional judgment of the program. Worthen ,Sanders and Fitzpatrick (1997) described a review system that is formal as one having a structures put in place to conduct the reviews periodically , preplanned schedule of review , having myriad experts judging the ultimate value of the projects, and impact that relies on the evaluation outcomes. Other forms of evaluation that lacked any of the attributes of a formal review system are regarded as informal (Hogan, 2012).

Rovai (2003) critiqued this approach in the sense that the evaluators used are likely to make different recommendations on the projects. The key limitation of experts' strategy is the leeway that permits the experts to give opinions that may be influenced by personal biases and are not anchored on the overall objectives of the program ,these apprehensions about the objectivity of the experts were addressed by Christopher &James when they defended this approach and that the overwhelming desire of the experts is to improve services , they acknowledged that experts have competing views and out of the experience a consensus that produces quality knowledge will always emerge (Usun ,2016)

A study by Tiwana(2015) on Independent institutional evaluation of police performance in India yielded public disapproval of quality of policing in India. There was need to have a monitoring and evaluation system that was broad based and that did not merely utilize crime statistics but looked into resource utilization, accountability , realization of set objectives and projection of future performance measurement .

In India National police commission made the following recommendations ; creation of state of security commission whose membership would be composed of academicians and social scientists to constantly review and monitor how Indian police work , appointment of police director of inspection , establishment of an independent monitoring and evaluation unit whose membership excluded police officers but included independent experts , the role of this unit is to assess police performance in all dimensions , establishment of police accountability commission to ensure that Indian police adhered to the law (Tiwani, 2015).

Establishment of kerela police performance and evaluation commission in 2003 was a decision by the Indian government to respond to calls by the public and advocacy groups for assessment of efficiency

and accountability in the Indian police .The commission was headed by a retired judge and other members were from various professional bodies, it identified parameters to consider when conducting police performance evaluation which were ; crime prevention and investigations, management of traffic , enforcement of existing laws , police response to calls and emergencies , police integrity and proactive collection of intelligence (Tiwani ,2015)

A study by Ogada (2016) about the policy implications of police reforms in Kenya acknowledged the creation of National Police Service Commission and Independent Policing Oversight authority to assist in furthering and sustaining police reforms in Kenya , these institutions have monitoring and inspection units to inject expertise in police performance oversight functions . IPOA has impacted positively in police performance through their actions in holding police officers accountable and in monitoring and evaluating their performance, while NPSC is in the process vetting of all officers to determine their suitability using human rights standards and financial probity as unit of measure, so far sixty two senior officers have been declared unfit to serve and dismissed.

2.4.6 Police reforms projects in the United States of America

Policing in America had undergone tremendous changes in the early twentieth century. Walker (1999) formulated three doctrines that informed the transformation: movements within policing institutions that worked towards its professionalization, technological changes and the civil advocacy movements. Walker (1977) summarized the historical development in American policing as coming from a background of bribery, ineptitude and low standards of personnel within the institution.

An investigation by United States Department of Justice Civil Rights Division and United States Attorney's office Northern District of Illinois (2017) found out that the Chicago police department had a tendency of using deadly force even on unarmed suspects without justification, the department did not effectively use techniques in crisis mitigation especially in cases involving individuals suffering from mental health crisis and they did not document and review patterns of police use of force accurately .In attempts to reform this trend the department initiated projects like the use of body worn camera to improve transparency , training on how to de-escalate conflict situations and a robust and sustained policy review on how police handle conflict situation .

The Chicago police department lacked an accountability mechanism which was vital in lawful policing and this aided a systematic practice of unprofessional conduct (United States Department of Justice Civil Rights Division and United States Attorney's office Northern District of Illinois, 2017). Robust answerability mechanisms would help in addressing cases of police misconduct with counseling, discipline and further teaching identified as appropriate courses of action. The study acknowledges efforts that Chicago police department made to reform its accountability structure by creating Bureau of Internal affairs (BIA), Chicago police department district office and Independent Police Review Authority (IPRA) whose mandate was to investigate complaints arising out of police officers; disproportionate use of force, duress, verbal abuse, domestic violence and serious injury or death to an individual in lawful custody.

Based on the study the United States Justice Department (2017), recommendations were made that Chicago police department to reorient officers on the use of force, adopt an accurate reporting mechanism on cases involving use of force, develop and implement training policies on interaction with people in disaster , ensure that police structures , instruction and resources are put in place to guarantee expected performance , enhance disciplinary mechanisms, improve in data collection and transparency and adopt community policing approach as a strategy . These changes would assist the Chicago police department offer its services to the people within the confines of the law, improve collaboration with the community and work effectively.

A study by the president's taskforce on 21st century policing (2015) which comprised of member of the community, police, advocates, and researchers acknowledged that trust between the police and the communities was necessary in a free society. The task force recommended a structured approach to police reforms under these pillars; officers' wellness and safety, community policing and reduction in crime, education and training reforms, social media and technological reforms, oversight and policy reforms and trust building and legitimacy.

To enhance police reforms, Austin (2016) in his address in the future of the police reforms efforts in the United States focused group discussion suggested that all stakeholders should have a thorough debate about police performance in enhancing community based approach to policing. Austin further suggested that the prime objective of police reforms should be public safety and he acknowledges

reforms projects already initiated such as; violence reduction networks (VRN) which brought stakeholders to find out a less violent approach to policing, law enforcement assisted diversion program (LEAD) which had an objective of reforming minor crimes offenders by placing them under community service rather than incarceration and the body worn camera (BWC) project which would enhance transparency across police departments.

Baiko (2016) in a study of Dallas police department reforms which had become a national model for community policing project recons that the department had completely reformed its application of force in conflict situations and this policy was informed by the desire to preserve human life no matter the cost . Its accountability mechanisms led to the firing of 70 police officers due to misconduct, it enhanced its transparency policy by releasing to the public all data on contested incidences of the use of force by officers, improved in patrols within the communities and appreciated the right of free expression including demonstrations.

In the Kenya the police reforms program is also projectised into five pillars namely ;legislative reforms, policy and institutional reforms, accountability reforms, Professionalism reforms , administrative , operational preparedness and logistical capacity reforms , tooling and kitting reforms (police reforms Program document ,2015-2018).

2.4.6 Police Reforms projects in Sierra Leone

This is one of the post conflict societies in Africa where rebel attacks persisted till 2001(Beker ,2010). Study by Chtalu (2014) recognizes that prior to institutional reforms in Siera Leone there was degradation in all sectors of the economy and the police in Sierra Leone was serving the interest of autocratic government, the subsequent transformation underscored the significance of developing a democratic system in which all institutions served the needs of the people. Being a British colony and upon independence in 1961 the new order was established as constitutional democracy and a member of British Commonwealth with a justice system which mirrored the legal system in the United kingdom and Sierra Leone's own tribal traditional practices (Chtalu ,2014) .

Backer (2010) in the study about the role of United Kingdom in Sierra Leone police reforms acknowledges that Sierra Leone continued to receive support in reforming her police from the British

government through its commonwealth community safety and security Project , by 2004 the operational capacity of police had been improved by building barracks and more than 700 vehicles provided but the challenges still persisted due to the existence of armed groups who still had arms . These efforts notwithstanding the police still lacked capacity to establish monopoly in delivering security to the population (Albrech & Jackson, 2009)

The key concern was sustainability because even with support by the British in training, increased recruitment and provision of equipments the state police could still not dominate the whole nation and monopolized security ,they adopted a community Policing approach; local needs policing (Grips policy research Center, Discussion paper no.10-06) with the aim of involving neighborhoods in policing and also to enhance police answerability and image , this project was slow in effecting change at the local commanders level because it was reliant on the dedication of the activists at the local level (Becker, 2010).

Research conducted by Joseph, charley and Mc Cormack (2011) documents the success in Sierra Leone police reforms programme and attributes the outcomes to appointment of the police Inspector general who had no political inclination, embracement of reforms by police units, conducive societal environment for transformation, financial and technical assistance from development partners and the reforms agenda itself which focused on local needs thus become sustainable.

Planning and Research department of Sierra Leone police adopted an active participatory approach when engaging police officers; they sought to know their concerns and factors that affected their performance and the feedback formed a critical aspect of reforms strategic plan, this strategic plan was communicated to all stakeholders including the media and NGO's to enhance transparency and accountability (Joseph, charley & Mc Cormack,2011)

The initiative to infuse security into development strategy was implemented with involvement of key stakeholders like customs and immigration, Military, Police, Prisons department, Judiciary and the Intelligence agency and it also acknowledged the oversight role played by parliamentary committee for Defense and human rights , Anti corruption agency ,Truth and Reconciliation Commission , Civil society and Non Governmental Organizations unfortunately the security review ignored the vital

role played by the private security companies and customary chiefs who provided for the rural population (Becker, 2010) .

Further reforms program was developed in 2005 to improve the ability of the Sierra Leone Police to conduct operations, gather intelligence and contain public disorder and this run concurrent with other projects including media training , community cooperation and management of physical assets (Becker, 2010) .Most of these police reforms projects were funded by the united kingdom government .

Proper planning of the reforms in Sierra Leone entailed external oversight, proactive community relations department, human rights unit, media and public relations, complaints divisions , office of the ombudsman and a parliamentary oversight committee to offer checks to police operations(Joseph, charley & Mc Cormack ,2011)

Evaluation study findings of Sierra Leone police reforms projects by Becker (2010) provided positive outcome as public perception survey which indicated that 46% of the respondents felt that the attitude of the police had changed positively compared to 15% who felt that no positive change had been realized .The success of the reforms of Sierra Leone police can be attributed political leadership especially that of the president.

2.4.7 Police reforms projects in Kenya

Policing in Kenya has been regime based historically; police in the colonial are were agents of repression and this policy persisted endured even after independence they had squads that were used for containment purposes rather than focusing on service delivery and massive police institutional energy was focused on preserving the existing order (Uk essay, 2013). The colonial command structure of the police in Kenya was dualistic. There was Kenya police (KP), whose existence was anchored in the police Act Chapter 85 and Administration police (AP) under Chapter 86 Administration police act with both being headed by the Commissioner of police and Administration police commandant respectively, their functions were also separate in that Kenya police focused on civil law while administration police functions focused on customary matters but this has since been repealed (Furuzawa ,2011) .

The clamor for institutional reforms in Kenya parallels the developments in political process and with the election of the NARK government, one of the key areas of focus was Police reforms (Uk essay ,2013) which were operational and managerial in nature but did not focus on legislative policies and existing structures being the core basis of reforming policing in Kenya. The government of Kenya recognized that “better governance, improved security and restoration of the rule of law” as a “starting point “for economic recovery and improving the lives of Kenyans (poverty reduction strategy paper, 2003, 8) this was in Kenya’s Economic Recovery Strategy for Wealth and Employment Creation for 2003-2007(Furuzawa,2011,P.57) .

The government underscored the vital role efficient security apparatus plays in law enforcement and safeguarding of public safety (Furuzawa, 2011).The government in its Economic Recovery Strategy for Wealth and Employment Creation prioritized reforms in the police and this included; enhancing ratio of police to the Population from 1:850 to 1:450,build up an educational program to improve police-public trust, enhancement of police effectiveness through training on contemporary technology and emphasizing on the police operations to be grounded in the rule of law, provision of up to date equipment and technology, improve terms of conditions of work , housing beginning with completion of stalled housing projects within the period of recovery plan, review and enactment of appropriate laws to handle advancements in crime such as terrorism, money laundering , corruption related crimes , cyber crime and Develop a regional law enforcement mechanism and security management in collaboration with the neighboring nations (KNHCR & CHRP, 2015).

The 2008 Post election Violence in Kenya laid bare the operational inefficiencies in the Kenya police after investigations which focused on the timeframes before the elections, during the violence and how the police handled the aftermath (Sitienei,2010). The Waki report (2008) portrays the police as being overwhelmed and powerless to contain the violence and it could not also establish whether there was intelligence which was disseminated to the lower command structure of the police and provincial administration.

Professor Philip Alston a special Rapporteur for the United Nations (2009) conducted investigation in Kenya and acknowledged that there were areas that required to be addressed ; the police hit squads , the killings and torture of police and the military in operation Okoa maisha in mount Elgon area, and

lastly he recommended the prosecution of the individuals responsible by commission or omission for the deaths of close to 1,300 persons during the post election violence period.

The performance enhancement agenda then focused on institutions including police reforms and a national task force on police reforms established from the recommendations of the Waki commission and it identified particular reforms concerns that needed to be addressed; institutional reforms, policy and legal reforms; police accountability, operational preparedness, tooling, kitting and logistical capacity; professionalism and terms of service (NTFPR, 2009).

The Task Force subsequently made recommendations as to how the reforms projects could be implemented in the reforms projects that focused on the institutional, policy and legal perspectives the task force recommended an establishment of the National police service commission whose core functions was recruitment of personnel, reviewing terms of service in collaboration with salaries and Remuneration Commission(SRC) , exercising disciplinary controls , and liaising with IPOA in identification of patterns of police misconduct , The creation of this body was to insulate police From control of the executive and other forms of political interference, it also recommended an establishment of a security council whose function was to determine policing guiding principle and promote functional relations between the two policing units in Kenya (National Task Force on Police Reforms ,2009) .

An audit of the status of police reforms in Kenya by Kenya national Commission on Human Rights and Center for Human Rights and Peace (2015) gave a report on the status of reforms as follows; Legislative reforms come with the enactment of National Police Service Act 2011, National Police Service Commission Act, 2011 and Independent Policing Oversight Authority Act, 2011. Administrative enhancements stood at performance contracting of the inspector general of police and his two deputies ,draft national police service standing orders (pending at the IGs Office) ,Sensitization of officers on the newly enacted laws, relocation of the NPS offices from Kenya Police Headquarters and review of riot training manual (KNHCR &CHRP, 2015, 19)

Table 2.1 State of Policy Reforms

Institution	Status
National police service commission	Established
Appointment of commissioners and chairperson of NPSC	Done
Establishment of office of inspector General and two deputies	Done and office holders appointed
Independent policing oversight authority (IPOA)	Established
Creation of fresh ranking arrangement	Done and officers to those ranks appointed
Internal Affairs unit	Established and investigators partially recruited
Sensitization on corruption prevention	Done in collaboration with Ethics and anti-corruption agency
Appointment of IPOA board	Done

(KNHCR&CHRP,2015,2015)

The Final aspect of Police performance enhancement Project Focused on Operational Preparedness, tooling and Kitting , Logistical capacity ,Professionalism and Terms and Conditions of service (Furuzawa, 2011) and major projects to improve operational efficiency of police have been planned , Daily nation ,Monday January 25,2012, explains that ;The President pledged sophisticated weapons for police to fight insecurity , among the pledges were Augustawestland Aw139 Helicopter which was financed by the Government to the tune 683 million shillings, command and control communication centre , MI-17 helicopters , Armoured personnel carriers which will be financed though public private partnership to the tune of 3.8 billion shillings , night vision goggles and the government had already acquired 2,200 more vehicles to increase their visibly in the communities. Muinde (2016) elaborates a boost for security as the president launched Armoured Personnel carriers; this measure was to assist in the war on Terror and to wean Police reliance on the military for operational support in the northern areas.

Each division and in Nakuru county received vehicles and the first police housing project with a capacity of eighty units in Nakuru County was handed over having been financed through Public Private Partnership which is a cofounding approach to development of public investments such as infrastructure projects or provision of services and it involved partnership between government bodies and private sector, Non –governmental organizations, Foundations and institutes (Shaw, 2015).

2.5 Conceptual Framework

The relationship of variables is shown in figure 1.

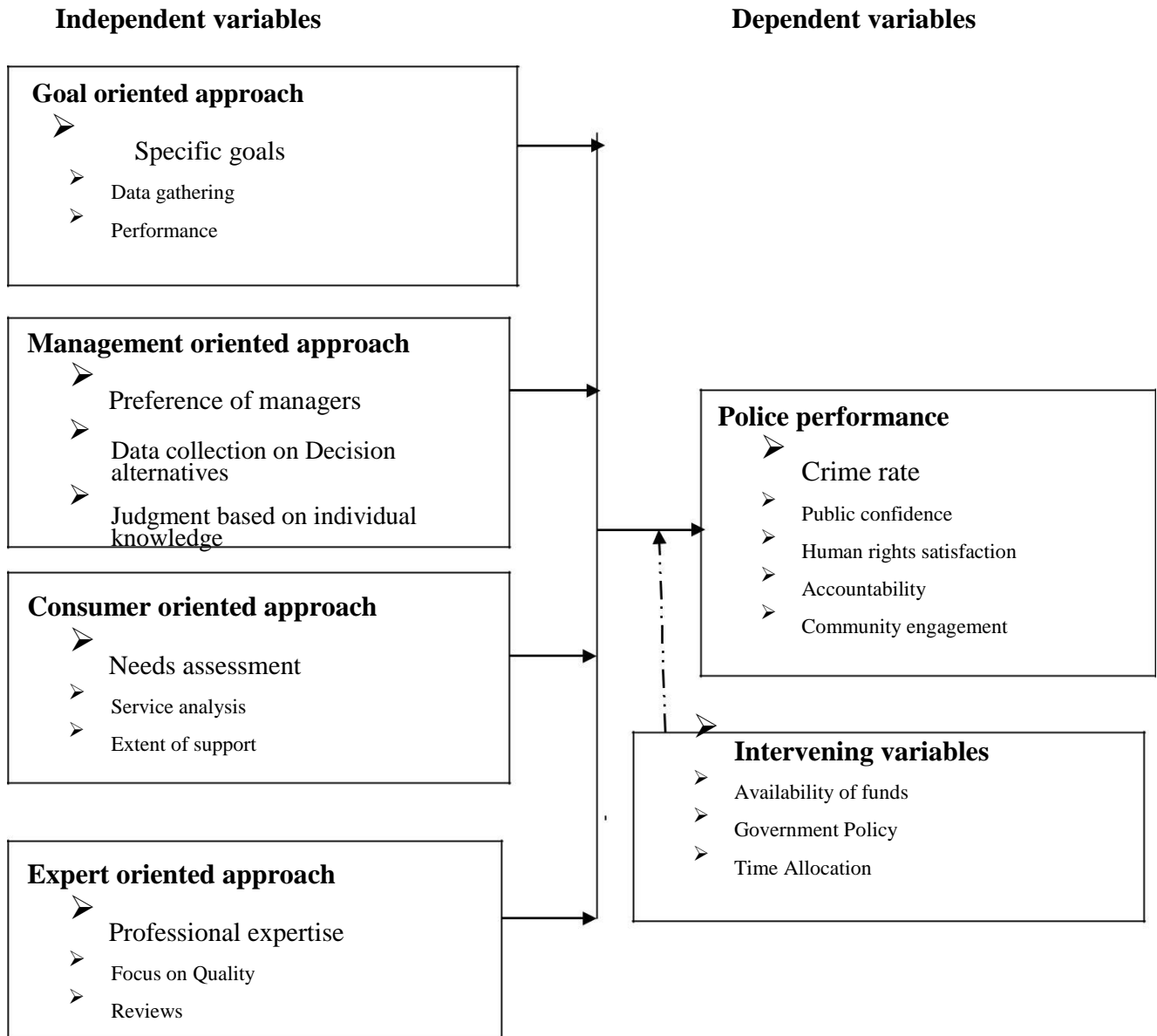


Figure 1: Conceptual framework.

Figure 1: illustrates the linkage among the variables

Independent variables, intervening variables and dependent variables link in the following ways; a goal based approach to evaluating performance of police would entail assessing performance on factors such as crime rate, human rights satisfaction and accountability standards over a period of time. Managers in the police service rely on the evaluation findings to make decision and the quality of decisions they make should be based on evaluation data which should be informed by performance indicators like crime rate. Consumers of security services are never interested in the quality of the decisions the managers make or the objectives but they are interested in having their needs met, which will manifest in reduction in crime rate, better community engagement in policing matters and accountability in the police this is why there is need to conduct a needs assessment before performance evaluation is conducted. Experts oriented approach is the enlistment of professional evaluators to assess the quality of the project or programme by conducting reviews, all these approaches are affected by factors like government policy on evaluation in security institutions, availability of funds for conduction the exercise and time allocation.

2.6 Knowledge Gap

Police reforms program document (2015-2018) sets a mid- term evaluation of the reforms projects to be carried out by December 2016, however endeavors to enhance institutional performance in Kenya begun with the clamor for multiparty democracy in Kenya .The central role reformed security was emphasized in Economic Recovery Strategy for Wealth and Employment Creation (GoK ,2003) and in police strategic plans (2003-2007) . Public hearings were conducted, research from stakeholders and benchmarking done globally on the best standards of policing , this led to myriad recommendations how to enhance performance police but there were little attempts to incorporate evaluation approaches by different stakeholder in checking if the intended performance impacts were being realized .

Study by Chtalu(2014) reported that progress report on police reforms and the hindrances in its implementation in Kenya was scanty ,this was against the principles of stakeholders engagement in reforms project performance evaluation . The evaluation exercise required identification of

stakeholders; those involved in the implementation, those affected by the projects, primary users and subsequently having a robust engagement. UNDP (2009) stresses on the need for project ownership as a key factor in projects implementation so as to achieve the intended outcomes, ownership is important in conducting monitoring and evaluation so that knowledge can be generated for improvements of performance in organization.

A study by Kimaru (2012) on out sourcing operational performance by Kenya police service identified ; maintenance and management of vehicle fleet , collaboration between police and the private premises within the cities in utilization of close circuit television to fight crime , provision of insurance and medical cover , specialized personnel training and provision of housing which is being financed through public private partnership , however there is need to go further and examine outsourcing of experts in other key performance areas in Kenya police service and how that influences performance in the Kenya police service .

Sitienei (2010) studied the nature and scope of police reforms and covered challenges facing implementation of the reforms and disparity in understanding of police reforms between police management and civil society. The researcher made recommendations that identified the vital role management plays in the reforms process and institutionalization of the reforms process so as to ensure sustainability, there is need to go further and evaluate police performance in respect of the reforms inputs.

A study by Chtalu (2011) recommended that research be conducted on how police service is correlating with constitutional institutions which offer checks to police performance such as IPOA and National police service commission , however there is need to examine how evaluation approaches utilized by IPOA and NPSC influences police performance so as to qualify the importance of these institutions .

Performance evaluation of police in light of the reforms projects in Kenya require consensus by stakeholders in planning and implementation of the various evaluation approaches and how the findings will be used for continuous improvement . Hence the gap in knowledge which sought to make recommendations on the influence of the evaluation approaches on performance of Kenya police in Nakuru County, Kenya.

2.7 Summary of the Literature Reviewed

In light of the police reforms program, many studies have been conducted on implementation of police reforms, factors affecting the reforms and the nature and scope of police reforms. This chapter reviews approaches to conducting evaluation, which is a periodic process conducted by stakeholders and by the police service annually on performance of projects, programs initiated and on personnel performance. The chapter explores theoretical perspectives namely; theory of change and behavioral evaluation theory, in the conceptual framework there is Independent, dependent and intervening variables with respective indicators. The study also identifies knowledge gaps and seeks to address them , evaluation is intentioned to enhance police performance in line with sustainable development goals number sixteen which advocates for promotion of peaceful and all inclusive society , access to justice for everyone and building effective , accountable and people centered institutions at all levels (UNDP, 2015). The literature covers police reforms globally, Africa and Kenya, it explores through these specific objectives ; assessing the influence of goal oriented , management oriented , expert oriented and consumer oriented approaches to evaluation on performance of Kenya police service in Nakuru county , Kenya .

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology adopted by the study and it shows the study site, research design, target population, sampling procedure used, sample, research instruments, data collection procedures and data analysis and ethical considerations

3.2 Research Design

Research design is a blue print for conducting a study with maximum control of the factors that may interfere with the validity of the findings (Burns & Groove, 2009). This study used descriptive survey research design which allows for information about the influence of evaluation approaches on police performance to be gathered, presented and interpreted for purposes of clarification. This method is used to study the current practice, identify problems with a view of making improvements (Burns & Groove, 2001). The design was appropriate because there was no manipulation of variables. The study design is intended to obtain information that is particular and relevant in regards to the status of phenomena and if possible draw conclusions from the specifics discovered (Kothari, 2004).

3.3 Target Population

Target population is the larger group from which the sample is taken (Fraenkel & Wallen, 2009). It's the entire study subject that a researcher is interested in investigating and from it the sample was drawn, in this study the Target population was one thousand one hundred and fifty (1150) police officers working in all the nine police divisions in Nakuru County. 5 persons from Monitoring and inspection unit in IPOA, 4 persons from NPSC, 3 from KNHCR, 10 from community policing committee, 5 from Police reforms directorate at police headquarters who were key informants in the study . Table 3.1 illustrates the target population.

3.1 Target population

Category	Frequency	Percentage
Nakuru Central Division	426	37
Nakuru North Division	59	5.1
Naivasha Division	163	14.2
Gilgil Division	92	8
Rongai Division	90	7.9
Molo Division	84	7.3
Njoro Division	96	8.3
Kuresoi Division	75	6.5
Subukia Division	65	5.7
Totals	1150	100

3.4 Sample Size and Sampling Procedure

Descriptive research design requires a representative sample of 10-30 % (Mugenda and Mugenda 2003). For this study the researcher used 345 police officers which were 30% of the study population as a sample. Sampling design was stratified sampling to represent the administrative divisions in the County then within the strata simple random sampling was used for non-management officers while purposive sampling technique was applied for officers in the management level. A total population of 27 respondents was selected as key informants selected using purposively. The informants were interviewed to provide in-depth insight on their respective approaches to evaluation implemented in evaluating police performance so as to have a holistic view of the state of stakeholder's engagement in police reforms.

Table 3.2 Distribution of Sample size

Category	Frequency	Percentage (%)
Nakuru Central Division	127	36.8
Nakuru North Division	18	5.2
Naivasha Division	48	14.0
Gilgil Division	28	8.1
Rongai Division	27	7.8
Molo Division	25	7.2
Njoro Division	29	8.4
Kuresoi Division	23	6.6
Subukia Division	20	5.8
Total	345	100

3.5 Data Collection and Research Instrument.

Questionnaire was used to gather data from police officers. It is convenient in collection of data from a sample size that is large and respondents have time to think out their answers and it is free from bias (Kothari, 2009). This data was important because it focused on a critical success factor in evaluating police performance in light of the reforms projects in the police service. The questionnaires were administered to the respondents through personal delivery and they were taken back after being responded to.

Data collection from key stakeholders that is; IPOA,KNHCR ,N.P.S.C, Reforms department at vigilance house and county community policing Committee was conducted using interview schedule. Interviews are useful because they not only build a holistic view, analyses what informant say, report on the details; but also because it enables those being interviewed to “speak in their own voice and express their own thoughts and feelings” (Berg, 2007:96).

3.6 Validity of the Instrument

Validity as defined by Kombo and Tromp (2006) as a measurement of whether the data collection instruments would yield a result that was expected, pilot testing was done among 14 police officers stationed at regional police headquarters rift valley population in Nakuru because of the similarity in characteristics with the target population, this informed corrections to deficiencies in the data collection instrument and clarity of questions. Mugenda and Mugenda (2003) views validity of an instrument is the extent to which it tests the intended measure. The instrument was improved by review by supervisor and peers.

3.7 Reliability of the Instrument

Reliability is the measure of freedom of a unit from variable error and is always attained when repeated measure of the similar variable have narrow variation (Kombo & Tromp, 2006) .The instrument was pilot tested to get data that will be used to gauge its consistency, split half technique was used where by questionnaire variables are separated into two same halves and the outcome brown coefficient correlated by use of spearman's correlation to test its internal consistency. The study established a coefficient of 0.81 which meant the instrument was 81% reliable, therefore the instrument was consistent and reliable tool for seeking answers to the research questions.

3.8 Data Collection Procedure

Before going to the field to collect data the researcher sought permission and authorization from The Police County commander Nakuru and The National Commission for Science , Technology and Innovation in which both requests were granted . Primary data collection was collected by administering the questionnaires either personally or with the assistance of field assistant to the sample from the study population which were police officers in Nakuru County within police lines ; places of residence or work stations and conducting key informant interviews with the evaluators from KNHCR, N.P.S.C, IPOA, Police reforms directorate and members of Nakuru County community policing committee .in the case of KNHCR and IPOA the interview was conducted through telephone while in the case of NPSC , police reforms directorate and Community policing committees the interview Was conducted on one on one basis where further clarification was sought on the extent to which stakeholders are engaged in evaluation of police performance . The collected data was checked to detect any errors made by the respondents and ensure its general accuracy.

3.9 Data Analysis Procedures

Prominence was on the influence of evaluation approaches on police performance and after collection of raw data, it was edited so as to ensure that detected errors are corrected or if the omissions were grave then the questionnaire was not used in data analysis, data was then coded, categorized into variables and entered in Statistical package for social sciences(SPSS version 20) , then analyzed using descriptive statistics mainly frequencies , percentages and Pearson's correlation to aid in determining the correlation coefficient of the independent variables and the dependent variable . The content of qualitative data from stakeholders was analyzed to have a general overview of the evaluation approaches used by the stakeholders and to enrich the findings of the study. SPSS was used to generate appropriate information for analysis.

3.10 Ethical Consideration

The researcher sought permission from the National Council for Science and Technology and Nakuru county police headquarters to enable data to be collected from the respondents. The fundamental principles of research was adhered to i.e. the principle of confidentiality where the information was strictly used for the purposes of the research, the principle of voluntary participation in which the respondents were persuaded to participate out of their own free will.

3.11 Operationalization of variables

Table 3.3: Shows the Operationalization of the Variables

Objectives	Dependent	Independent	Indicator	Measurement	Scale	Method of data analysis
To assess how implementation of goal oriented approach influence performance of Kenya police service in Nakuru county, Kenya	Police performance	Goal oriented approach	Specific goals Data gathering Performance	Crime rate Human rights satisfaction, Public confidence	Ordinal	Descriptive (frequencies , percentages , Karl Pearson's correlation
To establish the extent to which management role in evaluation influences performance in Kenya police service in Nakuru County , Kenya	As above	Management oriented approach	Preference to managers, Data collection on decision alternatives, Judgement Bases on individual knowledge	Accountability Crime rates , Community Engagement	Ordinal	Descriptive (percentages, frequencies ,Karl Pearson's correlation
To establish the extent to which implementation of consumer oriented approach influences performance in Kenya police service in Nakuru County , Kenya	As above	Consumer oriented approach	Service Analysis , Needs assessment, Extent of support	Community engagement Public Confidence , Human Rights satisfaction	Ordinal	Descriptive (frequencies, percentages , Karl Pearson's correlation
To determine the influence of implementation of	As above	Expert oriented approach	Professional Expertise , Focus on	Human rights satisfaction , Accountability,	Ordinal	Descriptive (frequencies, percentages ,

expert oriented approach in evaluating police performance in Nakuru County, Kenya			quality ,conducting Reviews	Public confidence Community policing		Karl Pearson's correlation
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter illustrates analysis of data, presentation of the data in tables, it undertakes presentation of the data collected on the objectives of the study from 283 respondents who are police officers selected representatively in all the nine divisions in Nakuru County. The first section presents analyses demographic information of the respondents and the frequencies and percentages of the response rate the, the second section presents correlation analysis of the key variables, which was conducted with the aid of Statistical Package for Social Sciences (SPSS) version 20.

4.2 Questionnaire return rate

The questionnaire return rate is shown in Table 4.1

Table 4.1: Number of Respondents involved in the study

Category	Frequency	Percentage
Female	92	32.5
Male	191	67.5
Total (N)	283	100.0

The findings in Table 4.1 show that 191 (67.5%) of the total respondents were male while 92 (32.5%) of the respondents were female this is indicative of the strides the national police service has taken to Address the Gender parity which required all state institutions to progressively do affirmative action in employment and promotions to positions of responsibility . According to Mugenda and Mugenda (2003), a response rate of above 50% is sufficient to draw analysis, 60% response rate is good as a rate of above 70% is excellent, and in this case the response rate was 82%, making it sufficiently representative of the study population

4.3 Length of service of the respondents

The respondents were asked the number of years they have served in the National police service and the findings are indicated in Table 4.2.

Table 4.2: Years of service

Category	Frequency	Percent
1-15 years	137	48.4
16-30 years	90	31.8
31-45 years	32	11.3
46-60 years	24	8.5
Total (N)	283	100.0

The results of the study in Table 4.2 show that 137 (48.4%) of the total respondents had served in the Kenya Police for between 1-15 years. 90 (31.8%) had served for between 16-30 years while 32(11.3%) and 24 (8.5%) had served in the Kenya Police for 31-45 years and 46-60 years respectively.

4.4 Current ranks of the respondents

The respondents were asked the current position they hold in the national police service and their responses are illustrated in Table 4.3.

Table 4.3: Current rank in service of the respondents

Category	Frequency	Percent
Commissioner of police	1	.4
Senior superintendent	10	3.5
Superintendent	8	2.8
Chief Inspector	14	4.8
Inspector	20	7.0
Senior sergeant	6	2.1
Sergeant	22	7.8
Corporal	51	18.0
Constable	151	53.4
Total (N)	283	100.0

The findings of the study in Table 4.3 indicate that a majority of the respondents, 151 (53.4%) were serving in a ‘Constable’ position while 51 (18%) were Corporal. 20 (7.0 %) of the respondents were inspectors while 22 (7.8%), 8(2.8%) ,10 (3.5%) and 14 (4.8%) were Sergeant, Superintendent, senior superintendent and chief inspectors respectively.

4.5 State of awareness of police performance goals

The researcher wanted to find out the extent to which the respondents were aware of police performance goals and the findings are shown in Table 4.4.

Table 4.4: Awareness on Performance goals

Category	Frequency	Percent
No	6	2.1
Yes	277	97.9
Total (N)	283	100.0

The findings of state of awareness of police performance goals is shown in Table 4.4 and 277 (97.9%) of the respondents were well aware of performance goals (core functions) of Kenya Police while 6 (2.1%) of the total respondents were not aware of performance goals of the Kenya Police.

Table 4.5: Management rank

The researcher asked the respondents the rank in which they considered police officer is to be in management position.

Category	Frequency	Percent
Commissioner of police and above	12	4.2
Senior superintendent	6	2.1
Superintendent	10	3.5
Chief inspector	49	17.3
Inspector	64	22.6
Senior sergeant	8	2.8
Sergeant	8	2.8
Corporal	74	26.1
Constable	52	18.4
Total (N)	283	100

From Table 4.5, a majority of the respondents, 74 (26.1%) considered a Corporal Officer to be a manager, while 64 (22.6 %) considered an inspector to be a manager. 52 (18.4%) considered a constable to be in a managerial position while 49 (17.3%) thought a chief inspector would be a managerial position in the police force ranks. 12 (4.2%) attributed a managerial position to the Commissioner of police while 10 (3.5%) attributed the same to a superintendent officer. In addition, 8 (2.8%) thought a senior sergeant or sergeant rank qualified for a managerial position while 6 (2.1%) thought senior superintendent officer was in a managerial position.

4.6 Customers of police functions

The researcher wanted to know the respondents awareness of the consumers of police functions and the findings are stated in Table 4.6.

Table 4.6: Consumers of police functions

Category	Frequency	Percent
Police officers	2	.7
Members of the public	258	91.2
The government	2	.7
Civil society	2	.7
All the above	19	6.7
Total (N)	283	100.0

The findings on Table 4.6 show in figures (N) that; members of the public were mostly identified as the major consumers of police functions 258 (91.2%). 2 (6.7%) of the total respondents said police officers, the government and civil society were all consumers of police functions while 19 (6.7 %) felt that Police officers, The government and Civil society were consumers of police functions .

4.7 Police focus on consumer needs

The respondents were asked about their opinion of the consumer needs that police performance have focused on, the findings are shown in Table 4.7

Table 4.7: Consumer needs that Police performance have focused on

Category	Frequency	Percent
Police welfare	4	1.4
Police tools and equipment	18	6.4
Security of members of the public	259	91.5
Neither	2	.7
Total (N)	283	100.0

Results from table 4.7 indicate that a majority of the respondents 259 (91.5%) said that police performance had focused on the security of members of the public, while 18 (6.4%) thought the performance had focused on police tools and equipment. 4 (1.4%) of the total respondents claimed that the performance had focused on police welfare while 2 (0.7%) said the police performance had not focused on neither of the said objectives.

4.8 Return rate on experts evaluating police performance

The respondents were asked if it was necessary to have expert evaluator's access police performance periodically, the responses are indicated in Table 4.8.

Table 4.8: Need to have experts in evaluation assess police performance

	Frequency	Percent
No	56	19.8
Yes	221	78.1
Do not know	6	2.1
Total (N)	283	100.0

From the results in Table 4.8, 221(78.1%) of the total respondents thought it were appropriate for Kenya police to invite experts to be involved in the evaluation assessment of police performance, while 56 (19.8%) of the respondents thought it was not necessary at all. 6 (2.1 %) were unsure whether or not, inviting experts would assist improve police performance.

4.9 Influence of implementation of goal oriented approach to evaluation on police performance

Table 4.9 indicates percentages results for the responses on questions on the influence of implementation of goal oriented approach to evaluation on police performance.

Table 4.9: Goal oriented approach to evaluation and police performance

Category (N=283)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total (%)
Setting goals on crime rate	35.3	51.9	5.7	2.8	4.2	100
Setting goals to improve human rights standards	24.0	49.8	12.0	9.2	4.9	100
Setting goals on police accountability	31.8	39.9	15.5	7.8	4.9	100
Setting goals on police performance in community engagement	35.0	47.3	7.1	5.7	4.9	100

From the study cumulative 245 (87.4%) of the respondents agreed and strongly agreed that police performance should be judged based on crime rate as a performance goal, 208 (73.8%) were also positive about setting goals with the aim of improving human rights standards, 203 (71.7%) agreed and strongly agreed that police performance goals should be based on accountability and 232 (82.3%) of the respondents supported community engagement goal based evaluation , hence evaluation based on police performance goals influences performance .

4.10 Influence of management oriented approach to evaluation on police performance

Table 4.10 Indicates results for the responses on questions on the influence of implementation of management oriented approach to evaluation on police performance.

Table 4.10: Management oriented approach to evaluation and police performance

Category (N=283)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total (%)
Managers making decisions on accountability of officers	18.0	40.3	17.0	18.4	6.4	100
Managers making decisions on how to address crime rate	29.7	38.9	9.5	17.0	4.9	100
Decisions on how work is done should be based on managers individual knowledge	10.6	31.8	15.9	17.3	24.7	100
Managers decide on how to engage communities	29.0	41.3	11.3	12.7	5.7	100

Cumulatively 164(58.3%) of the respondents acknowledged that evaluation can be based on manager's role in ensuring accountability of the officers, 194(68.6%) of the respondents strongly agreed and agreed that evaluation should be based on managers role setting up strategies on how to fight crime , 120 (42.4%) of the respondents agreed and strongly agreed that work based decision making should be based on managers individual knowledge while 119(42%) of the respondents cumulatively disagreed and strongly disagreed on managers having express authority to make work based decisions solely on their judgment , this is a reflection of attempts to decentralize institutional performance on matters that relate to individual performance of personnel . Lastly 199(70.3 %) of the respondents cumulatively agreed and strongly agreed that evaluation should be based on managers steering ability on community engagement.

4.11 Influence of implementation of customer oriented approach to evaluation on police performance

Table 4.11 indicates the respondents' opinion on influence of customer orientation when conducting evaluation on police performance

Table 4.11: customers oriented approach to evaluation and police performance

Category (N=283)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total (%)
Assessing human rights satisfaction	19.4	39.6	19.8	11.3	9.9	100
examining customers satisfaction with police accountability	24.4	46.3	18.7	8.5	2.1	100
Analyzing public confidence in police work	29.7	42.0	18.4	7.1	2.8	100
Assessing community satisfaction with their engagement in security needs assessment	26.1	55.5	8.5	5.7	4.2	100

The findings indicate that 167(59%) of the respondents agreed that evaluation should be based on customers' human rights satisfaction, 200 (70.7%) of the respondents agreed that a evaluation based on customers satisfaction with police accountability influences police performance and 231 (81.6%)

of the respondents agreed that evaluation of police performance should be based on appraisal of how police engage the communities during their needs assessment to yield a positive influence on performance.

4.12 Influence of expertise evaluation on police performance

Table 4.12 show scores of respondents’ opinion on the extent to which having expert evaluators access police performance influenced performance in the Kenya police service.

Table 4.12: Expert oriented approach to evaluation and police performance

Category (N=283)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total (%)
Use of experts to check standard of change in the extent to which police observe human rights	26.9	37.1	14.8	9.2	12.0	100
Use of experts to check if police accountability has improved	25.4	44.5	14.5	8.5	7.1	100
Use of experts to gauge if public confidence in police have improved	26.5	41.0	12.0	4.3	9.2	100
Experts examining the success of community engagement	36.8	34.3	13.4	9.9	6.4	100
Experts conduction reviews on patterns of crime	34.3	31.8	14.1	13.4	6.4	100

On the influence of utilizing experts in evaluation 181 (64%) of the respondents agreed on having experts evaluate police observance of human rights, 198(69.9%) of the respondents approved of experts examining police accountability , 191 (67.5 %) of the respondents agreed that its right to have experts evaluate public confidence in police ,201 (71.1%) agreed that its appropriate for experts to examine success in implementation of community policing projects and 187(66.1%) of the respondents agreed that experts should conduct review on patterns of crime to have a holistic influence on police performance .

4.13 Status of Police Service Performance

The researcher inquired about the status of police performance in Nakuru County and the responses are shown in Table 4.13.

Table 4.13: Status of Police Service Performance

Category (N=283)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total (%)
There is reduction in occurrence of crime	27.2	54.8	8.8	5.7	3.5	100
There is improvement in public confidence in police	18.0	50.5	16.6	9.9	4.9	100
Police try to satisfy human rights standards	18.0	49.1	12.7	13.8	6.4	100
Police officers are accountable in the course of their work	28.3	48.4	12.0	7.8	3.5	100
Police officers work with members of the public through community policing (Nyumba kumi initiative)	30.7	50.2	12.0	5.7	1.4	100

The findings indicate that, 232(82%)of respondents agreed that there is reduction in occurrence of crime, 194(68.5%) agreed that public confidence in police is on the rise , 190(67.1%) of the respondents acknowledged that police try to satisfy human rights standards, however 57(20.2%) disagree ,217 (76.7%) of the respondents agreed that police are accountable and 228 (80.9%)of the respondents felt that communities are engaged through community policing , this is an indication of positive overall approval of police performance

4.14 Correlation Analysis

A correlation measures the strength of relationship between two variables; it expresses the degree that on average, two variables change correspondingly. A negative correlation value implies an inverse association while a positive value of correlation implies that increase in value x implies an increase in value Y hence positive association. The study assessed the influence of implementation of goal oriented approach, management oriented approach, experts' oriented approach and customers' oriented approach on police performance, and the correlation matrix is illustrated in Table 4.14

Table 4.14: Correlation Matrix

		Goal oriented approach	Management role in evaluation	Customers oriented approach	Experts oriented approach	Police performance
Goal oriented approach	Pearson Correlation	1				
	Sig.(2-tailed)					
	N	283				
Management role in evaluation	Pearson Correlation	.371**	1			
	Sig.(2-tailed)	.000				
	N	283	283			
Customers oriented approach to evaluation	Pearson Correlation	.610**	.374**	1		
	Sig.(2-tailed)	.000	.000			
	N	283	283	283		
Experts oriented approach	Pearson Correlation	.198**	.315**	.326**	1	
	Sig.(2-tailed)	.000	.000	.000		
	N	283	283	283	283	
Police performance	Pearson Correlation	.499**	.246**	.562**	.068**	1
	Sig.(2-tailed)	.000	.000	.000	.000	
	N	283	283	283	283	283

** Pearson's correlation is significant at 0.01 level (2-tailed)

From the analysis, the study findings showed that there is a moderate positive linear relationship between Implementation of goal oriented approach to evaluation and police performance , where coefficient of correlation was $r = 0.499$ and a P value of 0.000. The study also revealed that implementation of management role in evaluation and police performance correlate positively but moderately low with a coefficient of $r=0.246$ and significant at p value 0.000. Further, the study revealed a strong positive linear correlation between implementation of customers oriented approach to evaluation and police performance with a coefficient of $r=0.562$ and P value of 0.000. Finally, the study established that there was a weak positive correlation between implementation of experts oriented approach to evaluation and police performance with a coefficient of $r=0.068$ and P value =0.000.

The results also imply a positive correlation among independent variables , Implementation of goal oriented approach has a positive correlation with implementation of management oriented approach with a coefficient of $r= 0.371$ and significant at $P=0.000$, implementation customers oriented approach positively correlates with implementation of goal oriented approach and management oriented approach with coefficients $r=0.610$ and $r=0.374$ respectively . Implementation of experts oriented approach to evaluation correlates positively with implementation of goal oriented approach , implementation of management oriented approach and customers oriented approach with coefficients' $r= 0.198, 0.315$ and 0.326 respectively at P value 0.000 .

From the findings we can deduce that implementation of goal oriented approach to evaluation had significant influence on police performance , implementation of management role in evaluation had moderately significant influence on police performance , Implementation of Customers oriented approach to evaluation influenced police performance significantly and implementation of experts oriented approach to evaluation which had the least influence on police performance.

The findings indicate that implementation of customers oriented approach to evaluation showed the most significant influence on police performance, influence of implementation of goal oriented approach to evaluation on police performance was second, influence of implementation of management role in evaluation on police performance was third and implementation of experts oriented approach to evaluation had the least significant influence on police performance. Finally there is a positive linear correlation among implementation of goal oriented approach , management oriented approach , customers oriented approach and experts oriented approach hence to yield higher positive results in police performance a mixed approach to performance evaluation should be implemented .

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the finding of the study, discussion of the findings, conclusions drawn and recommendations prepared. It also makes suggestions on areas for further study, specifically the study will highlight how implementation of goal oriented approach influences police performance , it will show the extent to which management role influences police performance , to indicate the extent to which implementation of customer oriented approach in evaluation influences police performance , show how incorporation of experts in evaluation influences police performance and make recommendations for potential studies .

5.2 Summary of Findings

This section scrutinizes the summary of the research findings in respect of the study objectives

5.2.1 Influence of Implementation of goal oriented approach on police performance

The study sought to establish the influence conduction evaluation based on set goals have on performance in Kenya police service. The study revealed that, 277(97.9%) of the respondents were aware of the police performance goals this makes goal oriented approach a potent approach in conducting police performance evaluation. The study revealed that 100(35.5%) and 147(51.9%) of the respondents respectively strongly agreed and agreed that it was necessary to set goals on how to address crime rate,68(24%) and141(49.8%)respectively appreciated the necessity to focus on human rights standards when conduction evaluation , there was a 39.9 % positive concurrence on necessity police accountability as a unit of goal oriented approach to evaluation and 99(35.0%) and134(47.3%)of respondents strongly agreed and agreed respectively on having community policing engagement as an evaluation goal when accessing police performance . Significantly the study indicated a moderate positive linear correlation between implementation of goal oriented approach to evaluation and police performance with a coefficient of $r=0.499$ and was significant at $P(\text{two tailed}) < 0.01$.Hence implementation of goal oriented approach to evaluation positively influenced police performance .

5.2.2 Influence of implementation of management oriented approach on police performance

Most respondents had a divided opinion on the rank at which a police officer qualifies to be a manager with 73.8 (26.1%) considering the rank of corporal to be a manager, 64 (22.6 %) considered the rank of inspector and 49(17.3%) considering the rank of chief inspector to be a manager. On the specific variables of management role in evaluation51 (18%) and 114 (40.3%) of the respondents strongly agreed and agreed respectively on the influence of managerial decision making role on police performance ,84 (29.7%) and 110 (38.9%) respondents responded positively on management role in making decisions how to address crime ,82 (29%) and 117 (41.3%)of the respondents strongly agreed and agreed on the central role managers occupy in community engagement in service

provision and evaluation and the influence that have on the police performance .However ,50 (17.5%) and 70(24.7%) of the respondents disagreed and strongly disagreed respectively on conduction evaluation on the basis of having work done based on managers individual knowledge . There was a low positive correlation between implementation of management role in evaluation and police performance with a coefficient of $r=0.245$, p (two tailed) < 0.01 , this indicated that implementation of management role in evaluation had low positive influence on police performance.

5.2.3 Influence of implementation of customers oriented approach to evaluation on police performance

On the influence of customers orientation when conduction police performance evaluation, 259 (91.5%) of the respondents felt that emphasis was put on security needs of members of the public, 4 (1.4%) felt that focus was on police welfare and 6.4% felt that focus was placed on police boosting police operational capacity in a bid to enhance police performance generally. On specific variables of customer orientation 144 (51%) of respondents agreed on accessing human rights satisfaction as a unit of conduction performance evaluation ,198 (70%) responded positively to examining customers satisfaction with police accountability as an evaluation standard , 235 (83.2 %) respondents agreed on conducting evaluation by accessing satisfaction in community engagement in security needs assessment . The correlation between implementation of Customers oriented approach to evaluation and police performance had a $r=0.562$ significant at $p < 0.01$ this approach had the highest positive correlation at 31.6% coefficient of determination Hence, implementation of customers oriented approach to evaluation directly influences police performance .

5.2.4 Influence of implementation expert oriented approach to evaluation on police performance

221 (78.1%) respondents indicated that it was necessary to have experts evaluate police performance. 181 (64%) were positive on having experts evaluate satisfaction police performance on human rights standards, on influence of expert evaluating police accountability 72 (25.4%) and 126 (44.5%) strongly agreed and agreed respectively that this influences police performance, 198 (69.9%) respondents supported utilizing experts to evaluate state of police accountability and a review of patterns of crime occurrence by experts had 184 (65.1 %) positive response. The study findings indicated that involvement of experts in police performance evaluation showed a coefficient of $r = 0.068$ and was significant at $p < 0.000$. Despite the positive correlation between implementation of experts' oriented approach to evaluation and police performance, its influence was least significant on police performance.

5.2.5 Findings on police performance

When asked about the status of police performance, 77 (27.2%) respondents strongly agreed that occurrence of crime had reduced and 155 (54.8 %) agreed on the same. On public confidence a

cumulatively 190 (67.1%) respondents agreed that there was an improvement in public confidence while 93 (32.9%) disapproved of the existence of public confidence in policing institution, The study also found out that there is an improvement in community engagement through community policing program , however despite 194 (68.5%) respondents approval of police attempt to satisfy human rights standards there was 89 (31.4 %) respondents who were neutral, who disagreed and who strongly disagreed that police strive to satisfy human rights standards in the course of service provision , finally on police accountability 67(23.8%) and 138 (48.4%) respondents strongly agreed and agreed respectively that police are accountable , 34 (12.0%) were neural and 32 (11.2 %) disagreed with variable that sought to measure status of police accountability .

5.3 Discussion of the findings

This section discusses the findings of the study in reference to the reviewed literature and the study objectives

5.3.1 Influence of implementation of goal oriented approach on police performance

The study found out that there was an overwhelming awareness of police performance goals primarily being addressing security needs of the society by addressing the occurrence of crime, the study also acknowledged that traditionally police performance evaluation has primarily focused on crime rate as a primary unit goal of evaluation (GoK ,2015) , however there is a moderate positive correlation between implementation of goal oriented evaluation approach to evaluation and police performance . A robust identification, implementation and evaluation of performance goals would enhance police performance.

5.3.2 Influence of implementation of management oriented approach on police performance

Most police officers acknowledged that being a manager is attached to official position of responsibility, according to Ransley (2009) there was need to decentralize management and decision making in the police service, From the study there is moderately low positive correlation between implementation of management oriented approach to evaluation and police performance , this is a cause for concern as management in any organization is central in steering performance standards to the required level .

5.3.3 Influence of implementation of customers oriented approach to evaluation on police performance

The findings indicated that emphasis was put mainly on the security needs of the citizens with less effort made in regard to improvement critical success factors like remuneration, adequate housing and proper medical scheme that would consider police officers as internal customers, hence improving their performance rate. According to Scriven (2001) customers are not interested in whether the design of the projects or programs that would enhance performance meet the required specification, their primary goal is the satisfaction of their needs. However implementation of customer orientation in evaluation had the highest correlation with performance compared to other approaches in the study.

5.3.4 Influence of implementation of expert oriented approach to evaluation on police performance

The findings indicated that the respondents appreciated the need to have expert evaluators to assess police performance, Ogada (2016) acknowledged the legislative reforms in Police department which created the National Police Service Commission which has monitoring and evaluation departments to conduct performance evaluation in the National Police Service , to determine suitability of personnel and the Independent Policing Oversight Authority which has a monitoring and inspection unit staffed expert evaluators to conduct overall oversight of police performance with the interest of the customers . The study also found out that evaluation from experts' perspective had insignificantly low positive correlation with police performance hence the need to decentralize the functions of IPOA, NPSC, The Internal affairs Unit and police reforms directorate.

5.4 Conclusion

The conclusion of the study are ; that there is a general awareness of the performance goals of the police service and goal oriented approach to evaluation is mainly conducted using crime statistics as a solitary unit of evaluation , hence the need to broaden police performance goals . Secondly management plays vital role in evaluation , they steer the organizations performance objectives and implement policies and programs , most of the respondents were however felt that Police management role in evaluation had insignificant influence on performance , its thus imperative that

emphasis be put on management training programs that inspire confidence among personnel in Kenya police service ,

The respondents felt that overwhelming emphasis is placed on the security needs of the external customers so National police service and the government need to place parallel emphasis on the needs of internal customers as this would impact more positively on their performance .

The study also revealed that more respondents agreed to utilization of experts in evaluation; however there is need to decentralize the services of experts in Police service to impact positively on performance. Despite an overall improvement in police performance a significant number of respondents still recorded high disapproval in police performance in human rights standards and accountability standards hence the need to re-evaluate the service training standards and to have a decentralized performance monitoring and evaluation policy.

5.5. Recommendations of the Study

Based on the analysis from the study the researcher wishes to recommend that, Kenya Police service should place equal emphasis on police accountability, human rights standards and police performance in community engagement and broaden police performance goals rather than focusing more on crime occurrence as a primary unit of goal orientation in evaluation. Secondly, Kenya police service should conduct robust training on management to officers at management level to inculcate a culture of consensus building on work related decisions and on accountability standards of individual personnel they manage.

Thirdly ,the government should place emphasis on the welfare of police officers, being internal customers the same way emphasis is placed on aspects that enhance the need to address security needs of the citizens and finally in line with devolution the services of expert evaluators from National Police Service Commission and Independent Policing Oversight Authority should be decentralized along police administrative units to enhance broader engagement with the Police and other Stakeholders in police performance evaluation .

5.6 Suggestions for Further Study

The researcher suggests that, a study should be conducted to determine influence of decentralization a line evaluation operations of oversight institutions being IPOA and NPSC on Police performance as the current study findings from key informant interview from the Independent policing oversight authority , National police service commission and Internal affairs unit found out that these evaluation services are still centralized.

A study should be conducted on the effectiveness of the government policy on stakeholders' engagement in police performance evaluation and community policing in general because it's evident that implementation policy of community policing philosophy is still not effective and is government driven rather than people driven and finally, a study should be conducted to determine the suitability of police management training and the adequacy of the funds allocated for such training because from the findings most of the respondents felt that decisions on performance evaluation should not be based on managers knowledge .

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

OTIENO STEPHEN ONYANGO
UNIVERSITY OF NAIROBI
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES

COUNTY POLICE COMMANDER
NAKURU COUNTY
PO BOX 41
NAKURU

17TH FEBRUARY, 2017

Dear Sir ,

REF: ACADEMIC RESEARCH

I am student at The University of Nairobi pursuing Masters of Arts in Project Planning and Management .I would like to conduct academic research on the Assessment of influence of Evaluation Approaches on Kenya police performance in Nakuru County, Kenya.

I Request your permission to administer Questionnaire to 351 Police Officers from the county to collect data on the above study. The information from the Officers will be handled with utmost confidentiality and will be used exclusively for academic purpose.

Yours Faithfully

Stephen Otieno Onyango

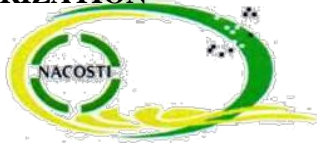
APPENDIX II: MAP OF NAKURU COUNTY



RETRIEVED FROM:

https://www.google.co.ke/search?q=nakuru+county+administrative+divisions+map&biw=1366&bih=601&noj=1&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwjY_YG58KDSAhUiKcAKHe06CgkQsAQIKA.

APPENDIX III : LETTER OF AUTHORIZATION



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

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NAIROBI-KENYA.

Ref. No. **NACOSTI/P/17/26303/17743**

Date: **4th July, 2017**

Stephen Otieno Onyango
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of evaluation approaches on performance of Kenya Police Service in Nakuru County, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **3rd July, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

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


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

APPENDIX IV: LETTER OF INTRODUCTION

STEPHEN OTIENO ONYANGO,

P.O. BOX 41 – 02000,

NAKURU.

TEL: 0723817061

E-MAIL: stevotieno5@gmail.com

Dear Respondent,

My name is Stephen Otieno Onyango and I am a Master of Arts in Project Planning and Management student at the University of Nairobi. The attached questionnaire is aimed at assessing influence of evaluation approaches performance of Kenya police in Nakuru county, Kenya. This study is for academic purpose but will provide knowledge on the importance of Kenya police service and stakeholders collaborating in evaluating the progress of security sector reforms and a wider engagement in steering and sustaining the reforms agenda so as to yield required performance standards.

The result of this study will be treated with utmost confidentiality and no data that will reveal your identity will be collected. If you are not comfortable answering any question, please feel free to say so or seek further explanation where you do not understand.

Thanks in advance for your participation. Your genuine response will be appreciated. Yours faithfully,

Stephen Otieno Onyango

APPENDIX V: QUESTIONNAIRE FOR POLICE OFFICERS

INTRODUCTION

Dear Respondent,

This questionnaire is meant to collect data for a Masters Degree program in Project Planning and Management at the University of Nairobi .Am undertaking research on influence of evaluation approaches on performance of kenya police service in Nakuru County, Kenya .you are requested to answer the questions freely .The information you give will be treated with utmost confidentiality and will only be used for purposes of the academic research. Do not write your name anywhere in this form

Section A. You are kindly requested to answer the following questions on demographic information

1. Gender

- A. Male ()
- B. Female ()

2. For how long have you served in the Kenya police service ?

- A) 1-15 yrs ()
- B) 16-30yrs ()
- C) 31-45yrs ()
- D) 46-60yrs ()

3. What is your current rank in service?

Rank	Tick
Commissioner of police	
Senior superintendent	
Superintendent	
Chief inspector	
Inspector	
Senior sergeant	
Sergeant	
corporal	
constable	

SECTION B: GOAL ORIENTED APPROACH

4. Are you aware of performance goals(core functions) of Kenya police?

Yes ()

No ()

5. Indicate to what extent you agree or disagree about judging performance based on set goals in the police service ? (Please tick on appropriate scale between 1-5 where 1 means strongly agree , 2 agree , 3 means neutral, 4 means disagree and 5 means strongly disagree)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A. Setting goals on crime rate					
B. Setting goals on improving human rights standards					
C. Setting goals on police accountability					
D. Setting goals on police performance in community engagement					

SECTION C: MANAGEMENT ORIENTED APPROACH

6. From which rank do you consider a police officer to be manager?

Rank	Tick
Commissioner of police and above	
Senior superintendent	
Superintendent	
Chief inspector	
Inspector	
Senior sergeant	
Sergeant	
Corporal	
Constable	

7. Give your opinion on extent to which you agree or disagree the following statements regarding management role in evaluating performance of employees in the Kenya police service ? (Please tick on appropriate scale between 1-5 where 1 means strongly agree , 2 means agree, 3 means neutral, 4 disagree and 5 means strongly disagree)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A. Managers making decisions on accountability of officers					
B. Managers making decisions on how to address crime rates					
C. Decisions on how work is based on managers Individual Knowledge					
D. Managers decide on how to engage the Communities					

SECTION D: CONSUMER ORIENTED APPROACH TO EVALUATION

8. Who are the consumers of police functions ?

- A) Police officers ()
- B) Members of the Public ()
- C) The government ()
- D) Civil society ()

9. What are the consumers' needs that police performance have focused on?

- A) Police welfare ()
- B) Police tools and equipments ()
- C) Security of Members of the Public ()
- D) None ()

10. To what extent do you agree or disagree with the following statements about judging performance based on customers satisfaction in Kenya police service? (Please tick on appropriate scale between 1-5 where 1 means strongly agree , 2 means agree, 3 means neutral, 4 disagree and 5 strongly disagree)

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
A. Assessing the human rights satisfaction					
B. Examining customers satisfaction with police accountability					
C. Analyzing public confidence in police work					
D. Assessing community satisfaction with their engagement in security needs assessment					

SECTION E: EXPERT ORIENTED APPROACH TO EVALUATION

11. Is it appropriate for Kenya police invite experts in evaluation assess police performance?

- A. Yes ()
- B. No ()
- C. Do not know ()

12. To what extent do you agree or disagree with having professionals(expert evaluators) checking how personnel work in your organization (Please tick on appropriate scale between 1-5;where 1 means strongly agree , 2 means moderately agree, 3 means neutral, 4 means disagree and 5 means strongly disagree

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A. Use of experts to check standard of change in the extent to which police observe human rights					
B. Use of experts to check if police accountability has improved					
C. Use of experts to gauge if public confidence have increased					
D. Experts examining the success of Community engagement (Nyumba kumi)					
E. Experts conducting reviews on patterns of crime					

SECTION F: STATUS OF POLICE PERFORMANCE

13. In your opinion, state to what extent you agree or disagree with the following statement regarding performance in the Kenya police service? (Please tick on appropriate scale between 1-5 where 1 means strongly agree, 2 means agree, 3 means neutral, 4 disagree and 5 strongly disagree)

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
A. There is reduction in occurrence of crime					
B. There is Improvement public confidence in police					
C. Police try to satisfy the human rights standards					
D. Police officers are accountable in the course of their work					
E. Police officers work with members of the public through community policing (Nyumba kumi initiative)					

Thank you for your assistance.

APPENDIX VI: INTERVIEW GUIDE FOR THE KEY INFORMANTS

INTRODUCTION

Dear participant

This interview will assist in data collection for a Master of Arts program in Project Planning and Management being undertaken at The University of Nairobi. The study topic is “Assessment of influence of Evaluation Approaches performance in kenya police service in Nakuru County, Kenya. You are chosen to be one of the respondents, if you consent to contribute, you are kindly requested to be honest with your answers , note that any information obtained from you will be treated with utmost confidentiality , and will only be used for academic purpose , your participation is voluntary .

Thank you.

INTERVIEW QUESTIONS

1. In what ways have your institution been engaged in police performance evaluation?.....
.....
.....
.....

2. What are some of the noticeable areas of police performance that have improved in light of the reforms projects?
.....
.....
.....
.....

3. Is police performance adequately evaluated?.....
.....
.....

4. In your opinion, how does evaluating police performance goals influence how they work ?

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

5. How does management role in evaluation influence performance in the Kenya police service ?.....

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

6. To what extent does focusing on consumers needs during evaluation influence performance in the Kenya police service

?.....
.....
.....
.....

7. Does the Kenya police service utilize expert evaluators (professionals) in performance assessment?

.....
.....

If yes how do this influence performance?

.....

Thank you for your assistance.

APPENDIX VII: ORIGINALITY TURNITIN REPORT



Turnitin Originality Report

INFLUENCE OF IMPLEMENTATION OF EVALUATION APPROACHES ON PERFORMANCE OF KENYA POLICE SERVICE IN NAKURU COUNTY, KENYA by Stephen O. Onyango

From INFLUENCE OF IMPLEMENTATION OF EVALUATION APPROACHES ON PERFORMANCE OF KENYA POLICE SERVICE IN NAKURU COUNTY, KENYA (Innovative resources)

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