UNIVERSITY OF NAIROBI

HARMONIZATION OF THE SECURITY STRUCTURE OF THE NATIONAL POLICE

SERVICE AS A STRATEGY FOR ADDRESSING SECURITY CHALLENGES IN

KENYA

BY

JOSEPH OKONYA MAPALE

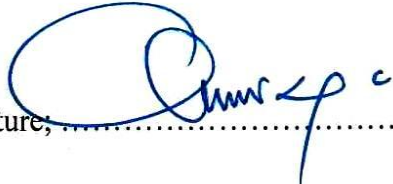(R51/33681/2019)

RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF DIPLOMACY AND

INTERNATIONAL STUDIES IN PARTIAL FULFILMENT OF THE DEGREE OF

MASTER OF ARTS IN DIPLOMACY

OCTOBER, 2021

DECLARATION

The work contained herein is my original work and has not been submitted for the award of a

diploma or degree in any other institution/ university

Signature; .... Date; ...... 26\11\2021 ......

JOSEPH OKONYA MAPALE

R51/33681/2019

Declaration by the Supervisor

As a supervisor at University of Nairobi, I have submitted this research project for review.

Signature .... Date: ...... 27/11/2021. ......

DR. MARTIN OUMA

Lecturer, Institute of Diplomacy and International Studies

University of Nairobi

DEDICATION

The study is dedicated to my late father Gerald Okonya Mapale, my wife Marion Muthoni

Mwangi and my children Mylah and Gael for their forbearance, backing, and reassurance amid

my absence.

ACKNOWLEDGEMENT

Firstly, I want to thank the Almighty God for enabling me to begin and finish this research project despite the numerous challenges I faced along the way. It has not been an easy journey, but He made it an easy load for me to carry.

Secondly, many thanks to Dr. Martin Odhiambo Ouma, my supervisor, who made it possible to undertake the research within the stipulated time. I also want to thank the Institute of Diplomacy and International Studies of the University of Nairobi for admitting me into their Master's program and, accorded me the pleasure of being a student within this great university. Finally, I also want to thank all my lecturers for their guidance and preparing me to undertake this project.

ABBREVIATIONS AND ACRONYMS

AP   Administration Police

APS   Administration Police Service

CCTV   Close Circuit Television

IGP   Inspector General Police

IPOA   Independent Police Oversight Authority

NIS   National Intelligence service

NPSC   National Police Service Commission

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Kenya, like the rest of the globe, is undergoing tremendous changes in all aspects of society, and security, which is a critical facet of progress, has not been overlooked. Following independence, the Kenya police force was divided into two groups: administrative police and general police. Despite the reorganization of the National Police Service (NPS), public complaints against police personnel have increased, and performance remains unsatisfactory, as extrajudicial killings by police officers continue to rise. In light of this, the purpose of this study was to determine the efficacy of unifying the National Police Service's (NPS) security structure as an approach for tackling security challenges in Kenya. The study was guided by the following research objectives: to examine the prospects for harmonization of the security structure in Kenya's National Police service, to assess the impact of harmonization of Kenya's national structures on the country's security, and to investigate the critical challenges faced in harmonizing Kenya's national security structure. Kurt Lewin's change model, McKinsey's 7-Step Model, Theory of Planned Change, and the Three-Phase Model were all used in the research. The Administrative Police Service, the Kenya Police Service, and the Criminal Investigation Department provided data (CID). The Independent Police Oversight Authority (IPOA) and members of the public were among the other responses. The study stated that the Kenyan government must work quickly to capitalize on the current momentum in order to achieve long-term harmonization of its security organs. Harmonization must be integrated into a larger endeavor of state renewal because it will not operate in isolation. Despite the progress made over the last six years, study shows that substantial barriers remain in the way of Kenya's security services harmonizing smoothly. Despite the fact that harmonization is a laudable aim and much work has already been done on paper, it still faces significant acceptance hurdles. Even while the rules, law, policies, and laws guidelines are new, nothing has changed in terms of the police mindset and institutional culture. The former police force is still in place. Opposition to police reforms remains strong on the ground, despite what appears to be backing at the top. This chasm between the police and the public is harmful. The cops must communicate in the same language. As a result, firm decisions must be made and enforced, including defined timetables for the transition's completion and the creation of a unified National Police Service for Kenyans. The public is yet to be persuaded that the police have changed, as they continue to act in the same manner as before. The old guard may not love the harmonization process, but it will be advantageous in the long run. As a result, haste should be made. In order for the police harmonization effort to progress, The new constitution should be strictly followed, as it requires police officers to be accountable, competent, and professional at all times, while also safeguarding human rights and fundamental freedoms. In addition, increased political goodwill and fewer meddling in the police harmonization process are required. This will ensure genuine participation in the process and that the whole thing isn't a waste of time. The following suggestions are provided based on the preceding findings.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

Security is a crucial function of any government since one of the essential functions of any given government is to provide safety for of its citizens[1]. As such, states employ various mechanisms aimed at ensuring safety at their best for their citizens. This has led to various changes and reforms aimed at making the security agencies effective and efficient. In this regard, security research has taken center stage in Kenya and around the world. This is because of the importance of security within and outside the state. Therefore, there have been numerous reforms undertaken to make security more effective in different countries[2].

Therefore, this study looked into the harmonization of the National Police Service in Kenya to address the security challenges. The critical research question concerns how the recently undertaken harmonization of the national police service addressed the security challenges in Kenya. In doing this, the study will be premised upon the following theories, Kurt Lewis's theory, models and theory of planned change, McKinsey 7s model, and three-phase model. The following topics were discussed in this chapter: study background, problem statement, research

---

[1] Savage, S.P., Police reform: Forces for Change. (USA: Oxford University Press, 2007)
[2] Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of kenya." PhD diss., University of Nairobi, 2016.

questions, study objectives, literature review, research hypothesis, justification, theoretical framework, research technique, and chapter outline.

1.2 Background to the study

Any government aims to create a conducive environment to stimulate socio- political and economic development for the welfare of its citizens[3]. However, an efficient efficiency, well harmonized harmony, and structured security system must be implemented to achieve this. Police around the globe are therefore changing tact and their operational structures due to the challenges that have been brought about by some of the emerging security issues such as terrorism. As a result, it's difficult to find a police force anywhere in the globe today that isn't aware of the need for change.

 American policing underwent a dramatic change in the twentieth century that was driven by three forces. These included the civil rights struggle, the police professionalism movement, and the adoption of contemporary technologies. These three forces have since become the key pillars of most police reforms the world over, as many governments are now benchmarking with the US as the best model for police reform adequate and appropriate to deal with some of the emerging security challenges bedeviling the world today.

---

[3] Savage, S.P., Police reform: Forces for Change. (USA: Oxford University Press, 2007)

Many African countries have also endured long periods of insecurity and civil war. Conflicts can be ended by international intervention or exhaustion, but the fighters in those conflicts are left with limited skills for reintegration and survival in civic society. Despite having weaponry, these combatants frequently resort to crime as a means of survival. Majority of the observers believe that the demobilization of soldiers, children, and adults resulted in an increase in violent crimes as well as armed robbery crime in many states, and that this occurred not only in countries that had bloody conflicts[4], but also on the African continent, with the exception of South Africa, where structural and cultural reforms of the South African Police (SAP) were required due to political necessity after the apartheid system fell apart.

Kenya, like the rest of the globe, is going through substantial changes in terms of development in all aspects of society, and security is no exception. Increased democracy, combined with the effects of globalization[5], have prompted the reforms. This, therefore, occasioned the need for security reforms which is the focus of this study.

The Kenya police force history runs deep from the period between 1887 and 1902[6]. During the year 1896, the British colonial office began to take over. The British colonial government had taken over the region's administration from the Imperial East Africa Trading Company, where

[4] Rauch J. & van der Spuy, E. (2006). *Recent experiments in police reform in post-conflict Africa: a review.* IDASA. Institute for Democracy in South Africa. Retrieved from www.idasa.org.za on 11/7/2021.

[5] Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of kenya." PhD diss., University of Nairobi, 2016.

[6] Murunga, Godwin R., and Shadrack W. Nasong'o, eds. Kenya: The struggle for democracy. Zed Books, 2007.

they were given the go-ahead to establish the police or other forces for the defense of the protectorate, where their main aim then was to provide security to the European property and persons. With the police service being the second oldest public institution after the Kenya railways, the police were primarily serving as a tool of the colonialist hence referred to as 'a punitive citizen containment squad' serving the interest of the colonialist. However, the Imperial East African company needed protection for their businesses, and therefore police guard unit was to be formed thus in Mombasa to protect IBEACO stores and shops. This force was constituted mainly by the Indian personnel with a skeleton workforce of "Askaris"[7], a group of Africans. The gazetted officers were primarily whites, with junior police mainly Africans and some few Asians. In 1925, there were 79 European officers while Africans and Asians were 2145.[8] The Kenyan police force was formally founded in 1906 by the police ordinance, and an inspector general's office was established. However, a proper modern Kenya police force was formed after World War 1 in 1920 when Kenya became a colony from a protectorate. In 1926, the clever criminal unit and the railway police unit were established, and another police training depot was established in 1946. In 1948, the general service unit (GSU) was formed for fast deployment. [9]

The Kenya police force, after independence, therefore, emerged with two formations which were the administration police service and the general police service. Even though the two internal

---

[7]Sommer Hans-M (2007) The History of The Kenya Police with a Focus on Mombasa, Hans
[8]Opolot S.E (2001) Police Administration In Africa, University Press Of America, Maryland pp79
[9]Richard, W.,Towards a Contextualization of Policing in Colonial Kenya (*Journal of Eastern African Studies,2010).*

security formations were meant to work in collaboration to enhance security services in the country, it was observed that they somehow operated as parallel entities with distinct goals, hence jeopardizing the state's national security.

The general duty officers were mainly charged with the internal security duty of arresting and presenting offenders to court. It was primarily the role of KPS to detain the suspect in custody, draft the charge sheet, prosecute the cases before courts, and subsequently escort the remanded and jailed persons to prison. On the other hand, the APs were doing similar tasks of maintaining law and order. The arrests made by the APs were handed over to the general police for custody and onward prosecution. The other primary role for the APs was to assist the Provincial Administrators as their guards, assist in discharging administration duties, and guard vital government installations and buildings as well as border patrol duties. They paramilitary wing of the police, were mainly deployed in the remote areas of Kenya. They were considered more trained in armed conflict than the law[10]. Their counterparts viewed them as inferior and those meant to serve the members of the defunct Provincial Administration.[11]

The above division of duties more often brought conflict among police officers, as their counterparts perceived the APs as inferior. This necessitated the police reforms intending to

---

[10] Richard, W.,Towards a Contextualization of Policing in Colonial Kenya: (Journal of Eastern African Studies,2010).
[11] Achoki E. A., challenges of strategy implementation in the ministry of state for provincial administration. (*Unpublished MBA Project*, School of Business, University of Nairobi,2010)

address some of the existing challenges and concerns. Dr. John P. Mutonyi chaired a Task Force on Police Reforms (2002–2005), which was the first attempt to overhaul the internal security structures. The then-Kenya Police and Administration Police Force.[12] Following the reforms, the National Police Service was established, and the Administration Police Service was included as one of its constituent agencies. Despite performing standard functions, the Administration Police Service is now required to provide unique services such as assisting government agencies in enforcing administrative procedures and exercising lawful duties, improving border patrol and security, preventing stock theft, protecting government property and vital installations and strategic points, and conflict management and peacekeeping.

On paper, the reform process appears remarkable, but there is still a lot of ground to cover in practice. The anticipated merging of the Administration Police with the Kenya Police, for example, is not yet operational. Police patrols, roadblock manning, traffic control, uniform color, operating bases, mission statements, vehicle color, recruitment procedures, as well as promotion are just a few of the areas where the units work differently. Even the appointment of County Commanders has failed to increase service cohesion because each service retains its original leadership structure. On the ground, opposition to the merger is stronger because one service claims to be superior to the other. This study, therefore, intends to delve deeper into examining

the efficacy of the harmonization of the security structure of the national police service as a strategy for addressing security challenges in Kenya.

1.3 Statement of the Problem

The police, more than any other security organization in Africa, continue to pay close attention to the harmonization of security structures. This is due to the police's high visibility in terms of preserving peace and order, which forces them to contact with the public on a regular basis, unlike the military or intelligence services. Several laws have been passed in Kenya to promote constructive police reforms. The Kenyan Constitution of 2010, the (IPOA) (i.e. Independent Police Oversight Authority), the (NPS) (i.e National Police Service Act of 2011), and the (NPSC) (i.e. National Police Service Commission) are among the most important of these. In addition, the Kenya Police Service has undergone significant improvements in terms of fair recruiting, remuneration, and improved performance measures. However, based on reports of police misconduct and an increase in the crime rate[13], efficiency does not appear to be keeping pace with these changes.

Despite the restructuring in the National Police Service (NPS), public complaints against police officers have heightened, and performance remains unsatisfactory, as a result of the rise in extrajudicial executions by police officers. As a result, the deterioration of security

---

[13] Kingori, J.K., Factors influencing police officers' perception of police reforms: a case of Kenya Police Service, Nairobi Area. (Unpublished MBA Project, School of Business, University of Nairobi, 2013)

circumstances has been blamed on the inconsistent performance of certain of the country's security agencies, who are frequently accused of being operationally inept, corrupt, and politically compliant. However, some policymakers and analysts link the country[14]'s high crime and violence rates to economic and social inequity.

Furthermore, allegations of impunity, disproportionate use of force and violence, disdain for human rights, violation of due process, and malignant corruption have destroyed public trust in Kenya's police force. As a result, the purpose of this study was to determine the efficacy of unifying the security structure of the National Police Service (NPS) as a solution for tackling Kenya's security concerns.

1.4 Research Questions

1) What are the prospects for the harmonization of the security structures of the National Police service in Kenya?

2) What has been the influence of harmonization of the Kenya National Security structures on the state of security in the Country?

3) What are some of the challenges faced in the harmonization of security structures in Kenya?

1.5 Objective of the Study

The study aimed to examine the harmonization of the National Police Service structure to address the security challenges that have often rocked the country.

1.5.1 Specific objectives

1) To examine the prospect for harmonization of the security structure in the National Police Service in Kenya.

2) To evaluate the influence of harmonization of Kenyan National Security structures on the state of security in the Country.

3) To investigate the key challenges faced in harmonizing the National Security structure in Kenya.

1.6 Literature review

This section reviews both theoretical literature as well as empirical literature relating to the efficacy of the security sector structure harmonization and its implications to state security. Being one of the critical concerns in the 21st century, by using some of the vital security theories, this section also examines some critical debates by scholars and security experts as far as reform and harmonization of the national security structures are concerned. To establish the knowledge gap around this debate, the section also shows detailed analysis of the whole aspect of the

efficacy of the security structure harmonization by cascading it from the global perspective to the

national context (Kenya).

1.6.1 Theoretical Literature Review

This section presents the key debates by scholars on the whole concept of harmonization of the

security structure of the National Police Service as a strategy for addressing security challenges.

This study adopted Kurt Lewin's Model of change and McKinsey's 7 Step Model of change

management within an organization. The rationale for the researcher adopting these two theories

is underscored in that no theory can exhaustively explain the change process within an

organization. Kurt Lewin's model emphasizes people, whereas there are several other variables

at play when it comes to change management within an organization. Where Lewin's model is

inadequate in explaining the change process within the National Police Service, the 7 Step model

will offer complimentary explanations.

McKinsey 7s model

Waterman and Peters first proposed this theory in the 1980s, and it has since been used to

strategy execution. The McKinsey 7s- This Model argues that seven elements ought to be

integrated for an organization to perform effectivelyShared values, staff, skills, strategy, style,

organization, and systems are among the seven criteria taken into consideration. As a result, in order for a company to achieve its objectives, the seven aspects must be effectively . aligned.[15]

McKinsey's 7s Model, therefore, argues that for the implementation of strategies like harmonization to be effective, the 7 essential elements should be put into utmost consideration. Its implication to this study is that the harmonization as a strategy was meant to combine the shared values, staff, skills, strategy,style, structure, and systems of the National Police Service. As a result, this idea can be used as a foundation for ensuring effective police harmonization implementation procedures.

Kurt Lewin's theory

Kurt Lewin was the first to propose the theory of change, which drove this study's examination of the National Police Service's harmonization and explanation of the findings. According to Lewin's theory, change occurs in three stages, each of which is influenced by factors that push it towards equilibrium or the status quo.. Lewin compares the three phases of change to the shape of a block of ice: unfreezing, moving, and refreezing.[16] These are the driving forces and the restraining forces.

---

[15] Burke, W. W. and Litwin, G. H. A causal model of organizational performance and change. (Journal of Management, 1992)

[16] Lewin, K., Action Research and Minority Problems. (Journal of Social Issues,1946)

This idea is relevant given the occurrence of police reforms, and harmonization is generally defined as the maintenance of a high status in which driving forces change within the organization are equivalent to forces resisting change. The key aspects of police reforms have been recognized at this level, which are equivalent to the forces driving change, according to Kurt Lewis' thesis. Lewis' theory was important in describing the interaction between dependent variables, which are barriers to harmonization, and independent variables, which are factors that influence harmonization.

Kurt Lewin postulated a three-step model of change management within an organization. This process was summarized as unfreeze, change and refreeze. A key element in Kurt Lewin's change management model is the advancement of the idea that change is a process and not a one–time event. Lewin advocates for the creation of favorable or right conditions for effecting change. The model asserts that the members of the organization must have an inherent motivation to change. The reason for this, according to Lewin, is to alleviate the possibility of resistance to change due to a lack of attachment to the new environment.

The NPS needs to create a favorable environment for its members to accept the change process of harmonizing command structure within the service. This could involve soliciting support from the members for the change process, creating novel ways of operation, and fostering a change in

attitude amongst the members of the service. These three elements are of paramount significance in effecting any change process within an organization (Lewin, 1951).

Transition brings confusion within an organization, and therefore movement from unfreezing to change should be a gradual process. In this stage, members of the service should be informed that change is imminent, but still, there is bound to be a lack of clarity as to why members should abandon their old ways of doing things and adopt the new or the suggested one. Therefore, members of the service should be given time to internalize and acquaint themselves with the proposed changes. To achieve this, the Inspector General adopted conducting meetings and consultations with officers in the NPS units, components, and field commands to educate them on the change process in harmonizing the command structure within the service. Towards this endeavor, the IG produced and distributed information resource packs for officers to read and acquaint themselves with the expected changes. Additionally, the IG also communicated through established police media on the changes and their benefits to policing in Kenya.

Finally, in the last stage of the process, change takes shape. During this stage, members of the service begin to realize the expected changes within the organization. For the NPS, this came as a break from the old command structure into adopting the new structure where police command was aligned to the National Government Administrative structures. Further, the new command structure also took cognizance of the devolved administrative units in structuring police

commands. This change saw doing away with the positions of the Provincial Police Officer –

PPO, Officer Commanding Police Division, popularly known as OCPD, and the Officer

Commanding Station, previously known as OCS. Instead, the new command structure adopted

Regional Police Commander in place of PPO, a new position of the County Police Commander,

Sub – County Police Commander instead of the OCPD, and Ward Commander instead of the

OCS.

Theory of Planned Change

The Wendel organization development is a planned organization set to change an organization

context. These models of planned change facilitate the development of an organization. There

are two ideas that Lewis introduced about change management that have remained influential.

His first idea stated that whatever occurs at any point in time is resultant in opposing force. That

means that whatever goes by is a result of forces pushing in opposite directions. This theory is

developed from Lewin's theory of change as it explains how planned change can lead to desired

development. As such, Harmonization, an intentional change, can lead to the desired outcome of

addressing security challenges.[17]

The fact that it (an organization) does not live in a vacuum untouched by its environment is a

crucial feature of the emergent approach to change in an organization. Furthermore, unforeseen

---

[17] Wendell L., Organisation Development: Behavioral Science Interventions for Organizational Improvement. (Washington: Prentice Hall, Upper Sanddle River, New Jersey, 1999)

external external circumstances may create the necessity for an emergent shift, which may occur instantly and influence an organization's failure or success. As a result, National Police Service might utilize this framework as a suggestion rather than a definitive solution when deciding on a change strategy.

Three Phase Model

Change is a three-step process eliminating the old behavior and moving into new behavior. This is a powerful tool for understanding the process of change. Schein elaborated on this concept by detailing the psychological mechanics involved in each level. In stage one, he said that conforming tends to bring discomfort and pain, which causes guilt and anxiety. This then causes a person to change. He, however, said that change doesn't occur unless one is willing to drop the old behavior. In stage 2, the subject acquires information that change is positive, desirable, and possible. In stage 3, the subject is then required to integrate new behaviors in the personalities and attitudes. Drucker insisted that the organizations should change the status quo for successful change. This can be achieved by moving to a new state, and refreezing the recent change thereby making it permanent.

1.6.2 Empirical Literature Review

According to Hart, an empirical literature review applies ideas in the previous studies to justify a particular approach adopted by the researcher, selecting appropriate methodology and demonstrating that the proposed research will add a novel idea to the field under investigation.

Therefore, this section of the study presents an empirical literature review of previous studies drawn from published journal articles, theses, books, conference reports, and peer review works on the study area. It will not only make a presentation of the empirical literature review. Still, it will also critically analyze the reviewed works to establish research gaps for future studies.

1.6.2.1 The prospect for harmonization of the national security structure

The absence of effective security structures under civilian and democratic control forms a considerable obstacle to sustainable development. Therefore, security studies scholars, practitioners, and researchers generally agree that a harmonized security structure is critical as a part of a new security management paradigm that emphasizes the important role of security in providing a secure environment favorable to poverty reduction, growth, and democracy [18].

With an estimated 14,000 police departments across the country, the United States appears to have one of the most decentralized police systems in the world. Sheriff Departments at the county level and Federal Police Agency in the federal states make up these police agencies. The

US police apparatus, on the other hand, is a very complex and multidimensional network of collaborating and competing interests. Integration of policing with other law enforcement agencies such as customs, immigration, intelligence, and security agencies interacts with the construction of fusion centers.

There is a link between law enforcement and professionalism, according to empirical investigations. According to Bayley[19], a two-year college degree was required for police officers in Minnesota starting in 1982. According to presidential conclusions, law enforcement should be treated more like a vocation. Professional employment had one of the most basic requirements: education beyond high school. As a result of this reasoning method, their educational requirements, which had previously been a high school diploma, had to be upgraded to a college degree. The general idea was that if law enforcement agents become more professional, they would be less likely to engage in unprofessional behavior. This approach appeared reasonable, but the results and recommendations of the commissions were based on anecdotal evidence since they presumed correlations between education and improved police officer behavior[20].

In Africa, the harmonization of security agencies has taken center stage in the 21st century. In Nigeria, for example, successive civilian and military governments have attempted to restructure the Nigeria Police Force (NPF). The outcomes of these declared objectives, on the other hand,

---

[20] Bruce, David. "Democratic reform of police any lessons for Kenya from South Africa." Johannesburg, South Africa: Center for the Study of Violence and Reconciliation (2003).

were realized. The transfer to civilian government in 1999 was the first true attempt or opportunity for the Nigerian Police Force to reform. Olesegub Obasanjo's government announced their intention to restructure the NPF in 1975. Its goals were to train and promote officers, expand the workforce through a huge recruitment drive, and raise pay scales. Another goal was to increase the number of employees and improve their working conditions. Several anti-crime campaigns were begun in 2002 under the supervision of a new Inspector General, and reform attempts were accompanied by a considerably more active policing posture. The program included a high-profile Operation Fire-for-Fire, which was described as a huge attack against violent crimes and the formation of community policing[21].

The present government intended to rebuild the National Police Force, boost staff through a huge recruitment drive, inspire officers through promotions, provide training, and raise wage scales. In 2002, a new round of initiatives was launched with the goal of increasing the workforce and improving working conditions. Reform attempts in 2002, led by a new Inspector General, combined multiple anti-crime programs with a far more active policing posture. The program included a high-profile Operation Fire-for-Fire, which was described as a huge attack against violent crimes, as well as the formation of community policing[22] partnerships.

---

[21] Neild, Rachel. "From national security to citizen security." Rights and democracy: International Centre for Human Rights and Democratic Development (1999): 1-29.
[22] Neild, Rachel. "From national security to citizen security." Rights and democracy: International Centre for Human Rights and Democratic Development (1999): 1-29.

In Kenya, Bruce[23] discusses and propose the following key areas in which police harmonization and reforms in Kenya need to focus on: good governance based reforms; depoliticizing the police service; ethno-regional diversity and police reforms; reforms related to police personnel; police reforms training and development; human rights; the rank structure and system; development of the management and supervisory levels; accountability and transparency; oversight mechanisms; the need for research capacity; addressing corruption as part of police reform; brutality and torture; responding to crime reports and; community policing innovations.

Bruce[24] posits that democratic harmonization and reforms within the police entail concentrating police efforts on identifying and satisfying the public's requirements in terms of policing services, as well as inspiring and assisting officers in meeting these needs[25]. Second is the depoliticizing of the police service, which entails good leadership committed to the principles of policing services that will support democracy while remaining non-partisan? Third, has the sector's ethnic-regional diversity due to the multi-ethnic nature of police service in Kenya within the police been noted as paramount? Police must represent the broad ethnic diversity to promote

[23] Bruce, David. "Democratic reform of police any lessons for Kenya from South Africa." Johannesburg, South Africa: Center for the Study of Violence and Reconciliation (2003).
[24] Ibid
[25] Garland, David. "Limits of the sovereign state: contemporary crime control strategies." British Journal of Criminology

chances of establishing legitimacy, a public trust that may influence their actions to be more impartial[26].

Capacity building is a critical component of successful police service. Bruce[27] posits that a developmental approach to ensure the basic training system can help to improve the quality of newly hired staff. Training is essential for it introduces the new working ethos and skills that allow people to fulfill tasks adequately and advance in their careers. African police face an assortment of problems, including selection, recruitment, professionalism, development of change management skills, and adaptation of policing models. These problems also range from matters of strategic planning, operational planning, and organizational culture. In Kenya, the transition must encompass the move from forces to services which the Kenya government has provided in the 2010 constitution. In addition, it must also contain a much more complex organic change from a law and order approach to a rule of law approach in its maximalist sense[28].

Draft Report on Training Needs Assessment for the National Police Service Curriculum Review presented to the IGP on 12th March 2016 recommended for a Comprehensive Training Policy to be developed to guide quality assurance and standardization, coaching, and mentorship, recruitment- learning, continuous professional development, curriculum review, institutional linkages, qualification for training and placement among others. The National Police Service Act

---

[26] Hahn, H. D., and J. L. Jeffries. "Urban American and its Police: From the Post-Colonial Era through the violent
[27] Ibid
[28] Lundman, Richard J. Police and policing: An introduction. New York: Holt, Rinehart and Winston, 1980.

Section 79(1) talks of training policy as well as curriculum. The Commission's responsibilities include: (a) improving a training policy; (b) approving training curricula; and (c) monitoring their execution. The above sections show training policy is essential for police reforms and transformation and should take preeminence as found in the curriculum review. Six is on human rights given the centrality of bills of ownership and a fundamental right in Chapter Four of the Constitution[29].

Harmonization of the rank structure and system must be directed toward producing a scenario in which rank is determined by one's function and performance in the organization. As a result, in terms of the rank structure, promotions should not be linked to strong performance and duration of service. The police reform process will stall until adjustments are made in this manner, as unclear boundaries of authority and responsibility make it difficult for managers and supervisors to exert their authority.

Both police behaviour and adherence to human rights standards, as well as police performance, require accountability. Research is imperative in the police department, for it will enable the police managers to know the needs of their customers. This calls for partnerships between universities, civil society, police, independent security think tanks, and public research bodies. These collaborative research initiatives need to be mutually beneficial to the police and the other

---

[29] Wambui, K. "An Introduction to the Institutional Reform Agenda: Project for Police Reform in the Justice."

partners. Achoki[30] comments that the Kenya police have not been prompt in responding to crime reports and even visiting crime scenes. To improve police response to crime, reforms need to focus on identifying these cases, which implies strengthening the radio control room to identify these cases[31].

Community policing has been defined as a community engagement method that allows residents to feel as though their problems are being heard and addressed by the police. This should be seen as an opportunity for police to learn about community perceptions and issues, communicate their worries and perceptions to the public, and resolve unreasonable police expectations. To close the gap in implementation, the police must establish a community consultation forum[32].

The Kenyan Constitution of 2010 outlines some of the institutional and legal issues for the police reform agenda. The National Task Force on Police Reforms of 2009 proposed minimum academic entry requirements. This was because the task force found police officers who were illiterate and could not comprehend issues. With the preparation of new reforms and transformation, higher education was viewed as a sufficient compliment to the reforms. The foregoing shows that recruiting educated police officers helps the officers become professional but does not necessarily implicate those without higher education as poor performers. The harmonization of Kenya's police system has yet to take place. For example, the units differ in

---

[31] Bayley, David H. Forces of order: Policing modern Japan. Univ of California Press, 1991.
[32] Ibid

terms of police patrols, roadblock manning, traffic control, operational bases, uniform color, vehicle color, mission statements, recruitment methods, and promotion, among other things. In addition, the Kenya Police Service and the Administration Police Service continue to function as separate entities. Even the designation of County Commanders has failed to bring the services together because each service continues to operate under its prior authority.

1.6.2.2 The prospects for the harmonization of the national Security structures

Several reform efforts in Kenya have had an impact on the internal organization of separate police agencies in the country. The internal organization of individual police authorities was changed by the police reforms. As a result, it is critical to address current difficulties and organizational objectives while establishing an organizational structure for the police force.

Decentralization and re-centralization were the most important developments in Latin American police reform on a worldwide scale. Because sub-regional administrations are better positioned to respond to local issues and situations, this strategy makes sense for security. However, such governments were unprepared for their job, particularly when it came to transnational crimes that crossed their borders[33].

In Switzerland, the primary influencer of police force restructuring the sole purpose of establishing established reporting lines, procedures, controls, authority, and decision-making

---

[33] Wendell L., Organisation Development: Behavioral Science Interventions for Organizational Improvement. (Washington: Prentice Hall, Upper Sanddle River, New Jersey, 1999)

processes Despite the fact that organizational structure is a vital component of a successful implementation of police reforms, developing a structure that supports changes was difficult. As a result, a vertical organizational structure now characterizes the police service. We have the IGP at the top of the system, who has the ultimate ability to approve or validate decisions made at lower levels in the department's hierarchy[34].

Internal and external police accountability existed throughout South Asia, particularly the Philippines. Every year, the National Commissioner of Police in South Africa was obligated to disclose his goals, priorities, and objectives. This was done to increase transparency in police policy-making and to allow for better monitoring of the police force's efficiency and effectiveness. Rauch further mentioned that local police station commissioners were required to communicate with and account to the local community through statutory Community-Police Forums. It also established an Independent Allegations Directorate to receive and investigate complaints of police wrongdoing from the public. The Directorate would be separate from the police and report to the Minister of Safety and Security directly. All of these actions attempted to improve police accountability[35].

In Africa, the beginning of civil war in Sierra Leone in 1991 largely devastated the police force, but the gradual return of calm allowed for police reorganization. While several challenges

---

[35] Chtalu, K.A., The challenges that were affecting implementation of reforms within Nairobi County. (Unpublished MBA Project, School of Business, University of Nairobi, 2014)

remain, the post-conflict reform program has largely been successful, thanks to, among other things, the appointment of an Inspector General of Police who is perceived to be neutral and above political machinations, as well as long-term external technical and financial assistance and a conducive political environment for change[36].

The National Task Force on Police Reforms established in 2009 that the Kenya Police structure is obsolete and urgently needs to be overhauled if police performance is to be improved. A centralized police administration system is likewise inappropriate for the country, according to the task team. Inefficiency, bureaucracy, and low morale are the results. Communities must be able to communicate with the police on a regular basis in order to determine what they want from their police service, what they think about how it is delivered, and how it might be improved. It is also critical that the structures enable a process in which a Policing Plan is developed at the national level and cascades down to the lowest level of the country, and vice versa. As a result, at the lowest level, the centralized structure must be replaced with a devolved one. In carrying out their roles and responsibilities, they will enjoy operational and financial autonomy.

---

[36] Savage, S.P., Police reform: Forces for Change. (USA: Oxford University Press, 2007)

Omeje and Githiaro[37], in their study on challenges facing state policing and its strategy execution in Kenya, the empirical research noted: Transport deficiencies, human resource capacity deficiencies, budgetary deficits, poor terms and conditions of service, the rise in transnational and organized crimes, corruption, and political interference as the major obstacles to policing and strategy implementation. Though the creation of the national police service commission and the office of the IGP in the new constitution has brought immense benefits to state policing in Kenya, the lack of clearly spelled out functions of the commission and the inspector general of police has at times brought confusion where the commission has been accused of overstepping the operation functions of the inspector general. This has slowed decision-making and times legal battles leading to waste of time and loss of public confidence.

According to Njuguna,[38], the Kenyan National Police Service (NPS) loses about 1,500 policemen each year. The National Police Service Commission recently ordered that new cops be bonded for ten years to prevent brain drain. A cybercrime, fraud specialist, or forensics analyst costs the Directorate of Criminal Investigations Sh10 million to train, yet most are employed by private companies. Helicopter and fixed-wing pilots are more expensive, and many of them end up working for private companies before the service uses them.

---

[37] Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of kenya." PhD diss., University of Nairobi, 2016.
[38] Njuguna N., Michuki, G. &Wanjiru, R., Police Reforms in Kenya: Perception and Expectations of Key Stakeholders. IPAR Discussion Paper No.116/2013, Nairobi, 2016)

The projected harmonization in the security sector, particularly in the National Police Service, is either moving slowly or has come to a halt. As a result, the police lack the required equipment, information, abilities, and attitudes to successfully carry out their security tasks. This has resulted in a greater militarization of internal security functions, with the military being judged more suited and increasingly deployed to carry out internal policing and law enforcement functions. Understanding the nature of police work and the issues they face is critical to comprehending the effects of harmonization reform. This will help people who are working on police reform.

1.6.2.3 The challenges faced in the harmonization of the National Security structure

Despite some early gains, the restructuring effort still confronts a number of obstacles. 'An organization that is evolving into a criminal enterprise where tribalism, partiality, and the search for bribes has replaced the celebrated motto of delivering service to all,' top commanders said. Reforms to the organization, such as administrative mergers and screening, have had a limited impact. The current reform process is hampered by corruption and a lack of political reform. Human rights violations are still common in the police force, indicating that attitudes and behaviors among police officers. have not changed.

The current American police system is largely decentralized, with a vast number of policemen and law enforcement departments. The US government has found it difficult to balance the performance of all of these executives. The reform pertains to the purpose, application, and

regulation of police force during confrontations with the general population. Furthermore, the statute gives the US Attorney General the authority to file structural reform lawsuits against local police agencies that continue to engage in unconstitutional behavior.

Tunisia's government has begun a police reform process and formed collaborations with foreign organizations such as the UNDP and DCAF to work on police reform in compliance with international regulations. Democratic policing, or police reform, necessitates changes at the legal, institutional, and attitude and cultural levels of police forces. At the legislative level, more precise regulations are needed for virtually all aspects of police operations and organization, as well as the repeal of repressive laws from the previous administration. Reforms at the institutional level should concentrate on increasing the transparency and accountability of police units. Finally, police forces must shift their culture from one of repression and impunity to one of the rule of law and respect for citizens' rights. At all levels, there must be a belief in the need for reform, as well as an awareness of democratic policing's essential ideals and purpose. Instead of state-centric policing, community-centric policing[39] is the main value.

In Uganda, with the fall of the Idi Amin administration, there was a need to reform the police, but this did not happen since Uganda's economy during that period was unstable. To rescue Ugandans from general insecurity and rising rate of crime, Tanzania had to send 1000 police

[39]Wendell L., Organisation Development: Behavioral Science Interventions for Organizational Improvement. (Washington: Prentice Hall, Upper Sanddle River, New Jersey, 1999)

officers in 1979 to bolster the ill-equipped and poorly disciplined Ugandan force. When Museveni ceased power in 1986, the first theme for his government was that of reconciliation this was through the co-opting members of other groups into the National Revolution Movement (NRM) force. By 1990, the Ugandan police was a multi-tribal, nonpolitical armed constabulary of 12000-15000 men and were considered the most efficient force in East Africa then. Despite this, the lack of resources and political influence, and human rights violations adversely affected the reform process in Uganda.

Due to internal opposition within the Administration Police, the merger of the Administration Police (AP) with the Kenya Police has only been partially successful. They believed that a merger would be detrimental to their interests because their participation would be limited to the post-integration phase and under single direction..." As a result, the two institutions continue to operate independently, preventing the effective coordination and collaboration that the National Police Service Act envisions.

Many Civil Society Organizations (CSOs), the government, and the police have expressed worry about the NPSC's sluggish screening of police officers, which is a critical element in the reform program. President Uhuru Kenyatta expressed his displeasure with the slow pace of the procedure, which he believes is causing uneasiness among police personnel. The process was supposed to be completed by August 2015, however it has already fallen behind schedule.

Concerns have also been raised about the process' transparency: the Kenya Police Service must be vetted on competence and suitability, with an emphasis on professionalism, performance, discipline, human rights record, and qualifications, according to the constitution and the Police Act (academic and training). However, the focus has turned to police officers' wealth and finances, with little regard paid to their service histories. Furthermore, the Ethics and Anti-Corruption Commission has charged the NPSC chairman, Johnston Kavuludi, and commissioner Ronald Musengi with graft, casting further doubts about the process[40]legitimacy.

Despite service improvements, the chronic culture of corruption remains a deep-seated problem. The police department has been dubbed a "bribe factory." According to Transparency International's 2014 research, the police department is the country's most corrupt governmental entity, with an 81 percent corruption score. There is also a perception that there is a lack of political will to accelerate reforms. Limiting the NPSC's powers and allowing the president and parliament to designate the Inspector General of Police without an open recruitment process are two of the suggested amendments. The Security Laws (Amendment) Act is likely the most notable attempt by the administration to reverse some of the reform successes. Seven provisions

---

[40]Kiraithe, E.K., Management of strategic change at Kenya Police service. (*Unpublished MBA project.* School of Business, University of Nairobi, 2011)

of the Act were suspended because they were deemed to be in direct violation of the Bill of Rights.[41]

1.7 Gaps in the literature review

The literature was reviewed to give a picture of the police structure in Kenya before and after the harmonization. This is important for providing the background and basis for this study. The harmonization of the National Police structure is new; hence few scholars have written on it. Furthermore, it explains the absence of data on that area. This, therefore, makes it an affluent area of study. The findings of this study hence will fill the existing literature gaps identified. Therefore, this study will be among the first to document the recent harmonization of the National Police Structure in an academic context by addressing the existing knowledge gaps left by past research works.

1.8 Research hypotheses

H1: The harmonization of the National police service has a significant impact in addressing security challenges in Kenya

H1: The harmonization of the National Police Service was necessitated by constant conflict and overlapping of roles between the different police units in Kenya.

---

[41]Chtalu, K.A., The challenges that were affecting implementation of reforms within Nairobi County. (*Unpublished MBA Project*, School of Business, University of Nairobi, 2014)

1.9 Justification

The study covered the pre and post harmonization period. It looked at the challenges encountered

in the whole exercise and the success of it as well. Therefore, the study will form a basis for

evaluating the extent to which the harmonization of National Police organization structure has

impacted the performance of the NPS and the challenges that the harmonization process has been

faced with since it was instituted.

1.9.2 Policy justification

The results of the study will be helpful towards the assessment of the harmonization of the

National police service. The study will illustrate an in-depth analysis of the factors that

necessitated the harmonization and how effective it will address security challenges.

1.9.1 Academic justification

The study covers the pre and posts harmonization period. It will look at the challenges

encountered in the whole exercise and its success as well. Given that it has just been actualized,

this study may be among the first or possibly the first to undertake such a study. The need to look

at what has happened as opposed to what was envisioned will be outstanding. The other point to

be studied will be the section of officers who have remained in the AP services. How satisfied or

dissatisfied are they? The paper will attempt to bring to the fore the actual happening in the

force. The general public will be asked to give their opinion on the occurrence of such a

momentous move. The effect of the whole harmonization is felt by the public members to whom the envisioned better services are supposed to serve.

The feeling of the top police command will be sought and to see if already such a move is bearing fruits.

1.9.3 To the public

This study will be informative to the general public, who bear the burden of the insecurity that is faced by the inability of the police to ensure safety and security. The public hence will be informed of the harmonization and how it aims to address the security challenges.

1.11 Methodology

This section presents the research methodology and specifically covers the research design that was adopted by the study, research site, target population, sampling procedure, sample size, data collection measures, development of instruments, pilot testing of instruments, instrument's reliability and validity, data processing, and analysis, legal and ethical considerations.

1.11.1 Research Design

The research design refers to the blueprint that determines the collection, measurement, and data analysis[42]. The significance of a research design entails the benefit of gathering and evaluating data to acquire a proven comprehension of a phenomenon.

A descriptive research design was used in this study and a pragmatic mixed-methods approach to capture quantitative and qualitative data. Descriptive research is appropriate because it attempts to describe behavior, attitude, and characteristics observed in their natural existence. The descriptive design enables researchers to collect accurate qualitative and quantitative data about different situations and occurrences[43].

1.11.2. Study Location

The research was carried out in Nairobi, Kenya's capital city. Because Nairobi is the operational headquarters for all of the targeted organizations (the Kenya police service, the Administration Police service, the Criminal Investigation Department (CID), the Independent Police Oversight Authority (IPOA), and members of the public, as shown in table 1.1 below), it was chosen for this study.

---

[42]Kothari, C.R. (2004). *Research Methodology: Methods & Techniques* (2nd Revised Ed). New Age Publishers. New Delhi.

[43]Mugenda, O.M and Mugenda, A.G., *Research Methods, Quantitative & Qualitative Approaches, (*Acts Press, Nairobi, 2003)

1.11.3. The Target population

The study's target population was police personnel from both the Kenya police service, the Administration Police service, the (CID), the Independent Police Oversight Authority (IPOA), and members of the public as shown bt the following table 1.1

Table 1.1 Target Population, Sample and Sampling procedure

S/NO	Target Population	Sample	Sampling procedure
1	Administration Police service	120	Simple random
2	Kenya Police service	100	Simple random
3	Criminal Investigation Department (CID)	32	Snow bawling
4	Independent Policing Oversight Authority (IPOA)	32	Purposive
5	Members of the Public	200	Simple random
	TOTAL	**384**	

Source: Researcher, 2021

1.11.4. Methods for data collection

Interactive interviews were employed to collect the primary data for this investigation. According to Mugenda & Mugenda, primary data is information gathered from respondents, whereas secondary data is information gathered from other sources such as records and

documents. As a result, original data is thought to be more credible and current. An interview guide was used as the primary data gathering tool in this study because in-depth interviews record respondents' perceptions in their own words, which is a highly desirable method in qualitative data collection. Simultaneously, the quantifiable data was gathered in a quantitative manner.

1.11.5. Data Collection Procedures

Extracting secondary data from prior reports describing police reforms was used to get secondary data before the harmonization and the few available documents and reports on the harmonization. The core data was acquired utilizing three key data gathering approaches to provide an accurate picture of the National Police Service's harmonization in response to Kenya's security problems. The three techniques were to administer questionnaires to National Police Service officers, conduct key informant interviews with National Police Service officers, and conduct an in-depth interview with the general public and members of IPOA to capture their perspectives on the harmonization of the National Police Service in Kenya.

1.11.6. The Study Sample

A study sample size refers to the total number of people participating in a study as the respondents. The sample size for the study was calculated using the Fisher formula as presented below:

$$n = \frac{Z^2 \times p \times (1-p)}{e^2}$$

n is the sample size.

z is the value for the normal distribution under 95% (CI) confidence interval

p is the proportion of respondents aware of harmonization (Unknown, therefore, 50% was assumed)

e is the level of precision (5%)

Thus, the sample size was:

$$n = \frac{1.96^2 \times 0.5 \times (1-0.5)}{0.05^2} = 384.16 \approx 384 \text{ respondents}$$

1.11.7. Sampling procedure

To effectively analyze the study topic, this research obtained information from different respondents. As indicated in Table 1.1 above, the study applied Simple Random, snow bawling, and Purposive sampling as indicated in table 1.1. above.

1.11.8. Data analysis

Data analysis refers to the entire process that begins with data collecting and finishes with interpretation. Because the data was quantitative as well as qualitative, it was examined using SPSS and content analysis. The systematic reading of a body of texts, documents, speeches to

isolate the themes that emerge from them refered to as content analysis. It makes a systematic description of the composition of the subject under study. This allowed the study to systematically and objectively identify the study variables and analyze the best.

The information provided by the interviewees was analyzed to enable the researcher to make a scholarly judgment on the harmonization of the National Police Service to address security challenges.

1.11.9. Research Ethical Considerations

Research ethics promote the aims and objectives of a research, values of collaborative work, and accountability. The researcher gained informed consent from every individual participant in the study. Participants were informed that the information gained by virtue of this research would be kept confidential and would not be shared without prior authorization of the respondents. Additionally, the research kept the identity of respondents who sought anonymity in the course of participating in this research. Further, the researcher informed the respondents that they had the free will to participate or not to participate in the study. Finally, where necessary, the researcher would share the research results with the respondents.

Ethical consideration was given much importance in this research. Individuals became respondents out of their own free will since consent was given priority. Respondents were not forced or coerced into responding. Confidentiality of their response was also emphasized.

1.12. Chapter Outline

The first chapter covered the study's introduction and background, as well as the problem statement, the study's objectives, literature review, rationale, theoretical framework, hypotheses, and methods.

Chapter two examined the prospect for harmonization of the security structure in National Police in Kenya.

Chapter three interrogated the influence of harmonization of Kenya National Security structure on security in Kenya.

The fourth chapter provided a critical examination of the obstacles to unifying Kenya's national security framework.

The summary, conclusion, and recommendations were presented in Chapter 5.

CHAPTER TWO

THE PROSPECTS FOR THE HARMONIZATION OF THE SECURITY STRUCTURE IN THE NATIONAL POLICE SERVICE IN KENYA

2.1 Introduction

This section analyses the prospects for harmonizing the security structure in the National Police Service in Kenya. The section starts with the presentation of the study demographic data. Other areas covered include education and training as an aspect of harmonization, creation of IPOA, the Internal Affairs Unit, and the linkage and collaboration between Kenya National Police service and other regional and international police bodies.

2.2 The Study Respondents` Demographic Characteristics

This study was carried out on police officers drawn from various police formations and departments. The number of questionnaires administered on the Administration Police (AP) Service was 120, the Kenya Police service 100, the public 200, the Independent Police Oversight Authority 32, and finally Directorate of Criminal Investigation 32. The various demographic information sought were the gender, age of the respondents, level of education, and finally, the ranks, as discussed below.

2.2.1 Respondents Gender

The study considered gender as an essential demographic aspect since different gender groups perceive the different social-economic perspectives differently and are also affected by it

differently. This was sought in view of ensuring a gender balance in distribution of males and females among the study participants.

70% of the respondents were males, whereas 30% were females, as indicated in Figure 2.1. This clearly demonstrates how underrepresented women are in the National Police Service. Gender bias ideology is a set of views that tries to explain the treatment of women and men differently. Gender bias has been a stumbling block for women seeking careers in law enforcement. This is the situation in police. There is a common notion that women cannot function well in what has been characterized as a male-dominated field. Several male police officers have trouble dealing with female officers, resulting in workplace gender bias. The findings are consistent with those of Garland[44], who discovered that white males who have held power in America for decades find it difficult to share it with their female counterparts, and are much more hesitant to relinquish it. Furthermore, many guys assume that girls are physically weak and thus incapable of being excellent police officers. This prejudice against female cops stems from the belief that police job is physically demanding and necessitates brute power that women lack.

---

[44] Garland, David. "Limits of the sovereign state: contemporary crime control strategies." British Journal of Criminology 36, no. 4 (1996): 445-471.
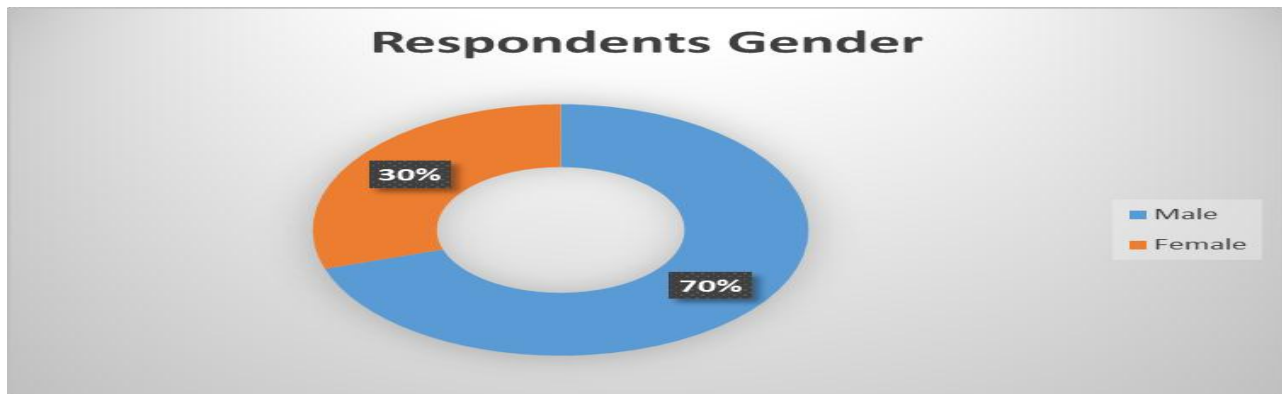
Figure 2.1: Respondents Gender

Source: Field Data, 2021

2.2.2 Age of the Respondents

The respondents' age was considered an essential demographic characteristic since people of different age-set groups are not only affected differently by the various demographic characteristics, but they also perceive issues differently.

A majority of the officers' ages ranged between 31 years to 40 years giving rise to 48% of respondents. The next age bracket was between 18 to 30 years (30%) and then 41-50 years (14%), and finally 51 to 60 years (8%). As in figure 23, most of the Police officers in Kenya are in their productive, and youthful stage. If the service is well harmonized and streamlined, the young labour force would effectively implement the police work in Kenya and achieve high crime reduction rates.
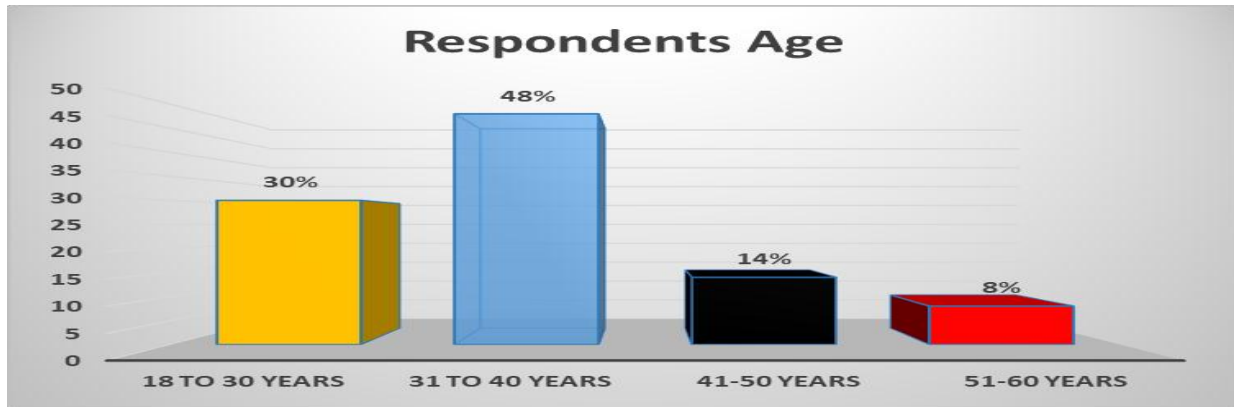
Figure 2.2: Age of the Respondents
Source: Field Data, 2021

2.2.3 Level of Education

Individual levels of education determine their ability to comprehend and interpret issues. Therefore, given ascertaining participants' ability to respond to the research subject, participants were asked to clarify their highest academic qualifications. As per the data collected, most of the respondents had a college diploma, 121(48%). This was followed by those with secondary school certificate 92 (36.5%) and finally those with degrees from various universities 39 (15. 5%)(See table 2.1).. This is a sign that the National Police Service respondents comprised of individuals who have an excellent educational background to comprehend the subject matter for the study.

In terms of the serving police officer, numerous studies have concluded that officers with higher education are more professional, thus subject to fewer citizen complaints, are equipped with high levels of tolerance for diversity, have better oral and written communication skills, and appear

better suited for community-oriented strategies than their school graduate counterparts[45]. Despite this, others argue that being streetwise, rather than having a higher degree, is what makes or breaks an officer. Most agencies, on the other hand, believe that improved education benefits individual officers, their agency, and the police profession as a whole.

Some social scientists believe that college education is extremely important, and that it is almost always likely to improve the efficacy of police personnel. According to Bayley[46], in the United States, police officers in Minnesota were required to hold a two-year college degree beginning in 1982. Law enforcement, according to the American presidential commissions on law enforcement in 1983, should be treated more like a profession. Professional occupations were defined by the fact that they needed education above high school. This necessitated raising their educational requirements from a high school level to a college degree[47]. The overriding idea seems to be that if police officers become more professional, their unprofessional actions would be limited. Although this strategy seems acceptable, the conclusions and recommendations of the panel were based on anecdotal anecdotes and presumed links between education and improved police officer behavior.

[45] Wiatrowski, Michael D. Democratic policing in transitional and developing countries. Routledge, 2016.
[46] Bayley, David H. Forces of order: Policing modern Japan. University of California Press, 1991.

The Kenyan Constitution of 2010 outlines some of the institutional and legal issues for the police reform agenda[48]. The National Task Force on Police Reforms (2009) proposed minimum academic entry requirements. This was because the task force found police officers who were illiterate and could not comprehend issues. With the preparation of new reforms and transformation, higher education was viewed as a sufficient complement to the reforms. The foregoing shows that recruiting educated police officers helps the officers become professional but does not necessarily implicate those without higher education as poor performers. According to Rauch, the goal of in-service training is to keep perishable skills like first aid, defensive maneuvers, and pursuit driving fresh, as well as to keep officers up to date on new issues. Identity theft, problem-solving approaches, and computer crimes are examples of these issues. Managers of law enforcement agencies could also discuss what they've learnt at recent conferences or from policy studies. Many states in the United States require police officers to complete a certain number of hours of specialized training annually or biannually in order to remain compliant.

---

[48] Njuguna N., Michuki, G. &Wanjiru, R., Police Reforms in Kenya: Perception and Expectations of Key Stakeholders. IPAR Discussion Paper No.116/2013, Nairobi, 2016)

Table 2.1 Respondents Level of Education

Educational Level	Frequency	Percentage
Secondary school certificate Holders	92	36.5
College (Diploma) Holders	121	48.0
University Degree Holders	39	15.5
Total	**252**	**100.0**

Source: Field Data, 2021

2.2.4 The Police Respondents' Rank

Consideration of Ranks of the respondents was important to ensure that all ranks were well represented in this study. This would enhance the possibility of collecting data from officers representing the different ranks and giving their views relating to the study area. Most of the respondents were Constables (29%), Sergeant (23%), Senior Sergeant (12%), Corporals (10%), Inspectors (8%), Chief Inspector (7%), Senior Superintendent (5%), Commissioners of Police (4%) and Assistant Inspector of Police (2%) as indicated on fig. 2.3

The goal of harmonization should be to create structures and systems in which rank corresponds to the function that one does in the organization. Ranks should be assigned on the basis of merit, academic performance, and work experience. Unless this occurs, If this is not addressed, the police reform process will become paralyzed and stagnant as a result of ambiguous lines of authority and responsibility, which will lead to confusion and disagreement, rendering managers and supervisors powerless in terms of authority.
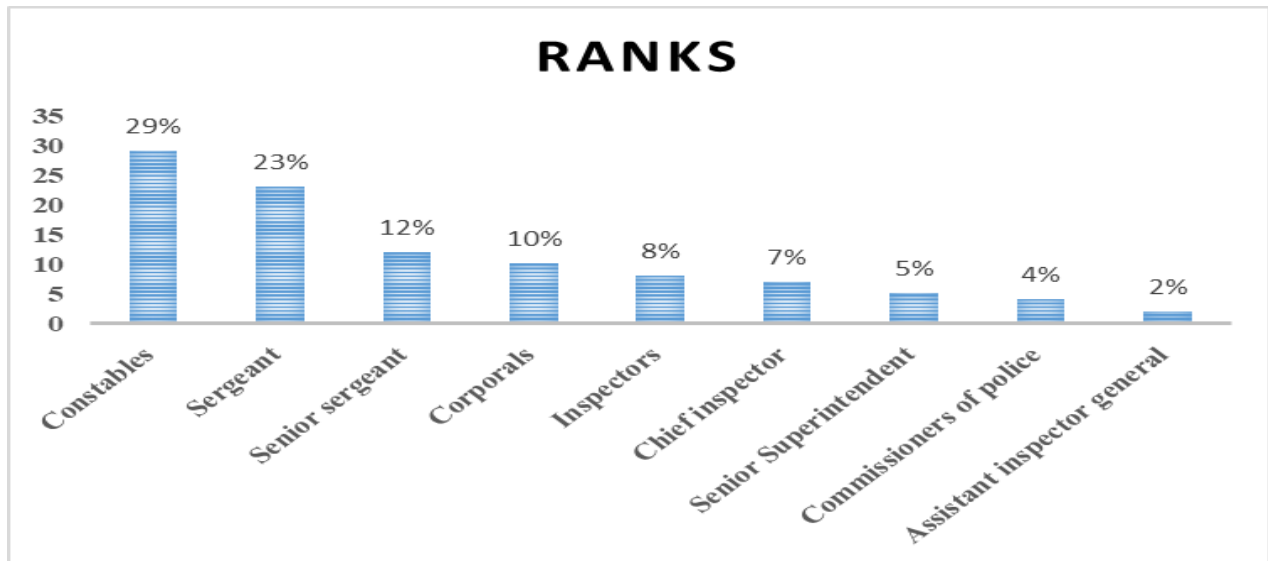
Figure 2.3: Rank of the Respondents

Source: Field Data, 2021

2.3 Harmonization of the Police Structure in Kenya

For a while, the Kenyan law enforcement structure has had three distinct police units (Administration police force, Kenya police force, and CID) that have been operating as semi-autonomous departments in the law enforcement duties. Many observers hold that instead of complementing each other ,these departments have been pulling apart in the role of law enforcement , and rivaling each other, hence compromising the state of law enforcement in the country. This was why the Kenyan authority had to consider harmonization of the police structures to create harmony and teamwork[49].

On harmonization of the police structure, therefore, several critical changes in the harmonization were analyzed. This was meant to give more information on their level of success and establish areas that required more attention to achieve the harmonization goals.

---

[49] Waller, Richard. "Towards a contextualization of policing in colonial Kenya." Journal of Eastern African Studies 4, no. 3 (2010): 525-541.

Table 2.2 Harmonization Success Rating

	Highly successful	Successful	Moderately successful
Merger between APs and KPs	12%	33%	55%
Change of police uniform	20%	67%	13%
Change in police operations strategies	70%	20%	10%
Change in the training of the police officers	20%	49%	31%
Enhancement of cooperation between the police and the public	15%	20%	65%

Source: Field Data, 2021

As illustrated in Table 2.2, change in police operations strategies was the only highly successful aspect in the harmonization process (70%). Those that were indicated to be successful were changes in police uniform (67%) and changes in the training of police officers (49%). The moderately successful was enhancing the cooperation between the police and public members (65%) and merger between APs and the KPs (55%). These findings contrast to the observations by Bruce[50] . To begin, he claims that democratic harmonization and changes within the police require first making the police understand the demands of the general people in terms of policing services, and then inspiring and supporting the police in providing those needs. Secondly is depoliticizing the police service, which entails good leadership committed to the principles of policing services that will support democracy while remaining non-partisan. The third is the ethnic-regional diversity in the sector due to the multi-ethnic nature of police service in Kenya

---

[50] Bruce, David. "Democratic reform of police any lessons for Kenya from South Africa." Johannesburg, South Africa: Center for the Study of Violence and Reconciliation (2003).

within the police has been noted as paramount. Police must represent the broad ethnic diversity to promote establishment of legitimacy and public trust that would influence impartiality in their actions.

The study also revealed that harmonization of Kenya's police structure is still a work in progress, with units remaining distinct in areas such as police patrols, traffic management, manning of roadblocks, vehicle color, operational bases, uniform color, recruitment procedures, mission statements, promotion, and so on. Furthermore, the Administration Police Unit and the Kenya Police Unit continue to function as separate entities.

From the qualitative data on the interviewed public members, it was established that a majority of the respondents,who are mostly civilians were entirely unaware of any on going harmonization process. This is a clear indication that the trickledown effect of the police harmonization process has had no impact on the Kenyan public.

Qualitative data from Independent Policing Oversight Authority (IPOA) respondents revealed that as much as the government of Kenya is pro the reform agenda in the police, it met some resistance mainly from the majority of the senior ranks in the police who perceived reforms to mean taking away from them some of the opportunities and privileges they were entitled to. The findings go in line with those of Lundman[51], who revealed that, like any reform process, the

---

[51] Lundman, Richard J. Police and policing: An introduction. New York: Holt, Rinehart and Winston, 1980.

possibility that some personnel may resist change and continue with past ways is high. Similarly, if there is a tradition of corruption, theere will be a risk of corruption permeating other levels of the organization if senior personnel are retained. Unfortunately, using new personnel has the consequence and implications of operating with inexperienced personnel. Essentially these two approaches need to be not only combined but also balanced. Ideally, either re-selection or vetting should be used to exclude individuals heavily involved in corruption, brutality, or inability to fulfill police tasks, resulting in a methodical approach to new recruitment based on the growth of the training system[52].

2.4 Education and Training as an aspect for Harmonization in Kenya National Police Service

This study wanted to establish if police officers did undergo any formal training. From the open-ended questions, the police officers indicated that the first training undergone was at the police college upon recruitment. Other trainings comprised on-the-job training as well as off-job training. With regards to, on-the-job training, according to respondents, aided police officers in developing personal confidence, effectively working with members of the public, improving public service, enhancing interpersonal skills, getting exposed to real-life situations, and learning more about investigation and crime scene management skills. Furthermore, officers stated that

---

[52] Bislev, Sven. "Globalization, state transformation, and public security." International Political Science Review

on-the-job training enabled them to gain important skills for day-to-day police work, resulting in increased efficiency in executing duties.

Off-the-job training assisted officers in developing problem-solving abilities that were effective in resolving public disagreements, carrying out office duties diligently, exchanging ideas, and sharing everyday experiences. Off-the-job training also allowed officers to gain confidence, engage with colleagues from other departments, learn new skills, be more cautious when executing responsibilities (especially dangerous missions), and break up the monotony of work. Officers were also able to acquire new strategies for fending off assailants, as well as learn more about supervisory and managerial abilities that help them to deal with difficult situations and facilitate positive relationships with diverse stakeholders to improve service delivery.

These findings agree with those of Bruce[53], who posits that a developmental approach to ensure that newly recruited personnel are of quality so as to develop and strengthen the recruitment process from the basic training system. Training is essential for it introduces the new working ethos and skills that allow people to fulfill tasks adequately and advance in their careers. African police face an assortment of problems, including selection, recruitment, professionalism, development of change management skills, and adaptation to policing models. These problems also range from matters of strategic planning, operational planning, and organizational culture. In Kenya, the transition must encompass the move from forces to services which the Kenya

---

[53] Ibid

government has provided in the 2010 constitution. In addition, it must also enclose a much more complex organic change from a law and order approach to a rule of law approach in its maximalist sense[54].

The Review of the National Police Service Curriculum Draft Report on Training Needs Assessment presented to the IGP on 12th March, 2016 recommended for a Comprehensive Training Policy to be developed to guide quality assurance and standardization, coaching and mentorship, recruitment-learning, continuous professional development, curriculum review, institutional linkages, qualification for training and placement among others. The National Police Service Act Article 79(1) talks of curriculum and training. The Commission's responsibilities include: (a) improving a training policy; (b) approving training curricula; and (c) monitoring their execution. Training policy is essential for police reforms and transformation and should take preeminence as found in the curriculum review.

Rather than providing training in human rights theory, Bruce[55] believes that the best way to improve the police's capacity to do their jobs within a human rights framework is to help them learn how to conduct basic policing in a human rights-compliant manner, and to hold managers and supervisors accountable for ensuring that they do so. Transitional justice solutions are also advocated in security sector reform, according to the (OECD i.e Organization for Economic

---

[54] Lundman, Richard J. Police and policing: An introduction. New York: Holt, Rinehart and Winston, 1980.
[55] Bruce, David. "Democratic reform of police any lessons for Kenya from South Africa." Johannesburg, South Africa: Center for the Study of Violence and Reconciliation (2003).

Cooperation and Development), to transform an abusive and inefficient social sector into one that respects and promotes human rights This means NPS as a social institution which is in transition must embrace human rights issues[56].

2.5 The creation of IPOA as an aspect for Harmonization of the services of the Kenya National Police Service

The purpose of this part was to determine the role of IPOA in the harmonization process. As a result, officers working with IPOA provided qualitative data. According to the findings, the Authority received complaints from both the public and police officers via walk-ins (34%), phone complaints/reports (2%), internet communications (29%), and letters (29%). (36 percent). The respondents also mentioned the need for the authority to expand its capacity to address complaints through a variety of filing methods while also improving its ability to provide timely feedback to complainants.

The (IPOA i.e. Independent Policing Oversight Authority) has a Complaints Management System in place that looks into allegations of police misconduct or neglect of duty, as well as police practices and policies. The authority has a complaints handling department that examines and makes suggestions for further inquiry or referrals to the Internal Affairs Unit in order to carry out its purpose (IAU).

---

[56] Garland, David. "Limits of the sovereign state: contemporary crime control strategies." British Journal of Criminology 36, no. 4 (1996): 445-471.

The study also indicated that the number of cases pending inquiry by the authority is still significant, accounting for 59 percent of all cases received. This is a major source of concern not only for the Authority, but also for the members of the public who use these services. The Authority is investigating a variety of instances, including deaths, serious injuries, sexual assaults, and harassment, and so on. The number of deaths caused by police action or inaction has remained high among the complaints the authority has received.

2.6 Creation of the internal affairs unit within the National Police Service

The purpose of this section of the study was to determine why the Internal Affairs unit was established and its function in the National Police Service's harmonization effort. Internal Affairs Unit (IAU) was founded under Article 87 of the National Police Act 2011, which specifies the Unit's particular functions and responsibilities, as well as the legislative obligations of collaborating with the Independent Policing Oversight Authority, according to replies. The Internal Affairs Unit, on the other hand, took much too long to be operationalized, according to the respondents. This has put a lot of pressure on IPOA, which is currently handling a lot of cases that would have gone to the Unit otherwise.

In a verbatim, one of the respondents from the Kenya Police service stated the following;

> "The Internal Affairs Unit is responsible for investigating complaints against police officers, which may come from members of the public or fellow officers of the National Police Service. The investigation of accusations involving police officers is complicated, and it necessitates a great deal of tenacity and perseverance on the part of the investigators. As a result, the Unit pledges to investigate concerns as soon as possible. This, however, is dependent on the complaint's intricacy, as well as the circumstances and facts surrounding it. A complaint can usually be handled between sixty (60) to ninety (90) days, according to the Unit's Operating Procedure (Operation Manual)."

The analysis also revealed that the Unit began operations in 2013 and that its presence was little known at the time. Kenyans were aware of the Unit's existence as time passed, but many were still unaware of the kind of complaints that could be made to it. This prompted them to submit all types of complaints, including those outside of their jurisdiction, resulting in an increase in the number of complaints filed, which increased from 580 in 2013 to 2188 in 2014. The sharp decrease in complaints from 2188 in 2014 to 950 in 2018 could be attributable to the fact that many police officers followed the law/regulations after being chastised following investigations into their misbehavior. It is also possible to deduce that police officers had been sensitized and were aware of their responsibility in dealing with the public in a professionally[57] manner. public

2.7 Linkage and collaboration between Kenya National Police service and other regional and international police bodies

The study wanted to establish whether the National Police service collaborates with other regional and international bodies. From the findings, respondents indicated that the National Police service often exchanges information reciprocal with other international and regional bodies while fighting crime. However, the study further established that confidence first needs to be established for those networks to be effective. The study further revealed that compatible laws are necessary to provide a basis for regional and transnational law enforcement efforts.

---

[57] Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of kenya." PhD diss., University of Nairobi, 2016.

These findings are consistent with those of Savage, who discovered that cooperation and linking occur when multiple agencies and individuals agree to collaborate and contribute resources to achieve a common, long-term goal. Building and maintaining an effective policing collaboration needs far more than simply agreeing to collaborate. Effective collaborations foster teamwork, ownership, passion, and a climate that increases the likelihood of collaborative partnerships succeeding.

Occasionally, well-intentioned law enforcement/community teams start a collaborative initiative but fail to complete it. In some circumstances, the issue is a fundamental lack of knowledge of what collaboration is and how to create it. The perplexity is understandable. While collaboration necessitates communication, coordination, and cooperation, accomplishing just one of these goals will not result in a partnership. Communication, coordination, cooperation, and collaboration achieve various objectives and necessitate additional resources, trust, skills, and time. Collaboration is the most extensive working connection on the spectrum.

Collaboration is more extensive than these other working connections, requiring a robust communication plan, individual cooperation, and coordinated actions of partner agencies. As a result, achieving and maintaining it necessitates a more concentrated effort. Collaborations, like any other working partnership, will unavoidably have both productive and difficult periods. While collaborative efforts can provide outcomes that the individuals and organizations involved could never achieve on their own, the strength of a partnership comes from hard work and a consistent application of cooperative principles. Maintaining public safety and successful

policing[58] requires strong mutual trust connections between the National Police Service and other police forces locally and internationally.

2.8 Summary of the Chapter Key Findings

The chances for unifying the security system of Kenya's National Police Service were examined in this section. The female gender was underrepresented in the National Police Service, according to demographic representations. Gender bias ideology is a set of views that tries to explain the treatment of women and men differently. Most of the officers were between the ages of 31 and 40 and had a college diploma, according to the respondent's age. Constables made up the bulk of the responders by rank, although other levels were strongly represented as well. The Kenya Police Service and the Administration Police Service are still separate entities. Even the designation of County Commanders has failed to bring the services together because each service continues to operate under its prior authority.

The study while the foundation of the IPOA is praiseworthy, the study found that the number of complaints that are not filed to the Authority is significant due to the Authority's lack of offices in various parts of the country to ease accessibility. As a result, Kenyans are unable to benefit from the Authority's services as intended. The investigation of accusations involving police officers is complicated, and it necessitates a great deal of tenacity and perseverance on the part of the investigators. The Unit pledges to investigate all complaints received as soon as possible. This, however, is dependent on the complaint's intricacy, as well as the circumstances and facts surrounding it. It was also disclosed that, in the fight against crime, the National Police Service frequently trades information with other international and regional agencies. The study also

---

[58] Waller, Richard. "Towards a contextualization of policing in colonial Kenya." Journal of Eastern African Studies 4, no. 3 (2010): 525-541.

found that in order for those networks to be effective, trust must first be developed. Competing national goals, mistrust, information-sharing, inadequate communication, and considerable capacity gaps across countries can all sabotage cooperation in practice. Complementary laws are also required to establish a foundation for regional and global law enforcement activities, according to the report.

CHAPTER THREE

INFLUENCE OF THE HARMONIZATION OF THE KENYA NATIONAL SECURITY STRUCTURES ON THE STATE OF SECURITY IN THE COUNTRY

3.1 Introduction

This chapter presents the influence of the harmonization of the Kenya national security structures on the state of security in the country. The chapter starts by analyzing how harmonization of the national security structures in Kenya has bridged the gap between the police and public members. The second part covers harmonizing the national security structures and their influence on Kenya's human rights violations. The last part presents results on motivation and commitment of the police to the mission and vision of the National Police Service.

3.2 The Bridged Gap between the Police Officers and the Members of the Public

The harmonization of National Security Structures was designed to close the gap between the police and the general public. The police are more successful in combating crime when they create cooperation with members of the public. As a result, both police personnel and members of the public require a favorable connection. To accomplish this, efforts such as implementing community policing initiatives were taken to change any bad attitudes between the police and the general people.

According to the data on police attitude towards members of the public, the study established that 62% of the respondents had a negative view regarding the general public. This echoed Wiatrowski's view that the relationship between the police and the general populace has always been marked by strong resentment and suspicion. In response to a question about police officers' attitudes toward the public, an IPOA key informant stated:

> "They offer the bribe first. When the citizens are involved in corruption, nobody speaks about it in the same breadth they do when it originates from the police side."

The data also back up the World Bank[59] claim that there are still a lot of bad attitudes between cops and the general public. This backed up Ruteere's claim that the police had been employed to terrify the populace since the country's independence. "Where the cops meet the poor is where the rubber of tyranny meets the road of brutality at its raw," an IPOA key informant added.

From the qualitative information, the study established that community partnerships could enable members of the public to feel that the police are addressing their concerns. Reaching out to the community can also serve as a solid foundation for forming a crime-fighting relationship with members of the public. The implementation of community policing and training police officers on human rights were also mentioned by respondents as aspects connected with police structure harmonization.

A senior police officer stated the following in a verbatim;

> "We continually urge our officers to try new ways of connecting with members of the community, such as holding targeted meetings with specific groups. We've also urged police officers to make contact and build relationships with residents in the regions where they're stationed. This is one method of fostering mutual trust and respect."

According to one member of the public, there has been no genuine harmonization since Kenya's police system has continued to boost the political welfare of a few senior officials and staff who enjoy immunity from the central government, ignoring the service's overall welfare. According to Kurt Lewin's theoretical explanation, the new legislation that established the National Police Service Commission and the Independent Police Oversight Authority was insufficient to drive harmonization.

The continuing harmonization of the National Security system is an opportunity to create a clear path for community participation in security and collaboration with the police. As a result, monitoring organizations like the IPOA will need to increase their capabilities to support the restructure.

3.3 Harmonization of The National Security Structures and Its Influence On Human Rights Violation in Kenya

Human rights protected under Kenya's Constitution and other national, regional, and international human rights agreements are guaranteed to everyone. Human rights violations by both state and non-state actors, however, are a global reality. According to this survey, police officers are among the most common perpetrators of violence against citizens. Whether the police are enforcing laws that criminalize the behavior of crucial communities or doing so in the name of upholding public health legislation, this violence occurs. Victims of such violence do not disclose it in all of these cases for fear of detention, more police abuses, and the uncertainty of an investigation or prosecution based on their accusations. As a result, all perpetrators of acts of violence against vulnerable communities are treated with impunity.

Kenyan police have been chastised over the years for using excessive force, impunity, and a general disrespect for democratic values and citizen rights. Previous police changes in Kenya, according to the Ransley Report, have been essentially cosmetic and little more than a public relations exercise. As a result, police killings have gone largely unpunished, with the (IPOA), a civilian police accountability body, unable to investigate and prosecute the vast majority of the over 2,000 incidents of police killings currently on its files for a variety of reasons. Since its inception in 2011[60], the IPOA has only succeeded in six prosecutions.

According to the qualitative data, the Covid-19 pandemic had seen a wave of reports of police heavy-handedness and, in some cases, outright violence against citizens in enforcing COVID-19 rules in Kenya, in addition to the possibility of corruption. Furthermore, the prior lockdown resulted in extensive, flagrant human rights violations, which sparked outrage among Kenyans and hindered efforts to eliminate COVID.

This uptick in police brutality reports is also a setback in the effort to rebuild the police-community connection. Prior to the outbreak of COVID-19, Kenya's administration attempted to boost community participation in order to improve the police's image and establish a mutually beneficial relationship with the public. The police gave water to the communities, organized sporting events for the youths, and met with community elders on a regular basis to discuss security concerns. In exchange, members of the community have collaborated with them to address security concerns.

However, since the COVID − 19 outbreak, the restricted movement has had a severe influence on this dynamic, as both police and people have been unable to perform chores that would have

---

[60] Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of kenya." PhD diss., University of Nairobi, 2016.

helped to maintain the relationship. While several police officers stated that the media had exaggerated and over-reported the alleged harassment and brutality, many officers interviewed admitted. They admitted that police brutality exists and that it has harmed the public's faith and trust in the police.

The majority of respondents believed that law enforcement officials should carry out their duties in a way that is based on respect for the law, honor, and professionalism rather than fear and raw power. Public trust is developed when law enforcement officers respect, uphold, and defend human rights. Officers are then considered as contributing members of the community who provide an important social service. The necessity to train law enforcement agents to the greatest feasible standards of competence becomes important in order to encourage respect for the human rights stipulated in the Constitution.

3.4 Motivation and Commitment of the Police to The Mission and Vision of the National Police Service

Motivation and Commitment of the Police to The Mission and Vision of the National Police Service is fundamental in enhancing the structure harmonization. However, from the findings, the level of motivation and commitment by the police officers is still very low based on financial and logistical challenges. Furthermore, according to the respondents, Kenya's Police Service has a highly centralized command structure, with the Nairobi headquarters overseeing all elements of police operations. At the lower echelons of police operations, this contributes to a lack of drive and innovation. The implication is that, in addition to stifling local initiative by subordinates at field stations, such strict structures may also be at odds with the spirit of the worldwide standard of Hot Spot policing, which requires special attention to areas prone to criminal activity.

The aforementioned facts back up the findings of the National Taskforce on Police Reforms (2009), which stated that the Kenya Police Service is under-equipped and under-prepared for its duties. Vehicles, contemporary crime-fighting equipment, and investigation equipment are all in short supply. In a world where crime is becoming more sophisticated, this has always meant that cops have been unprepared to deal with criminals who have access to increasingly devastating weaponry. This has resulted in an increase in the number of deaths and injuries among police officers, much alone civilians, compounding public worries about how the police can protect citizens if they can't protect themselves.

Further, one police officer noted;

> "Because we must obey orders from above, we are unable to respond to incidents or select where to conduct operations on our own. We cannot perform even crucial police operations unless we have been given authority to do so, and as a result, we are not very flexible. Most of the time, our superiors must give commands about where to go for operations, what to do, and how to do it."

Poor pay is also a hindrance to the police enforcing security laws and policies, according to the study. They don't need better trucks and equipment without greater pay, as one police officer put it. All of this demonstrates that the government should take police officer motivation seriously. Money isn't the primary motivator; additional factors include improving one's abilities and finding a place to live.

As a result, the respondents requested that the government increase the salaries of police officers. It should also acknowledge them, educate them, connect with them, and treat them equitably. It should update and adjust the police curriculum to reflect current societal concerns and the security sector. To accomplish their jobs efficiently and successfully, the police need to improve their skills. Appraisal and incentives based on merit are considered in recognition. Positive and

concise communication is essential. The media can help with communication by projecting a positive image of Kenya's police force that would rebuild public trust.

The qualitative data revealed that job promotion is a problem within the police force. Job promotion issues in the police force, according to several respondents, have been marked by nepotism and tribalism. In this regard, IPOA respondents stated that over the years, promotion in the police force has been focused on ethnicity and nepotism, resulting in favoritism of some officers during promotions. Although a representative from the National Personnel Selection Commission admitted that promotion has not been based on merit, the officer noted that the founding of the NPSC has attempted to solve this issue in some way.

3.5 Chapter Summary

The impact of the harmonization of Kenya's national security structures on the country's security was examined in this chapter. It was discovered that there are still a lot of negative opinions between the police and the general populace. It was also shown that police citizen partnerships could give citizens the impression that the police are listening to their issues. It was also discovered that the public's perception of Kenyan police is one of corruption and laxity. The existence of institutional corruption is not completely denied by police officers. The cops attribute their bribe-taking to a number of circumstances. The first is insufficient pay, which police claim led them to demand and accept bribes to supplement their poor earnings.

It was also mentioned that the Kenyan police have come under fire in the past for their disproportionate use of excessive force, impunity, and general disdain for democratic values and citizen rights. The issue of police killings has mostly gone neglected. This uptick in police brutality reports is also a setback in the process of mending the police-community connection.

Finally, police motivation and dedication to the National Police Service's objective and vision are critical to improving structural harmonization. However, based on the findings, financial and logistical obstacles have lowered motivation and commitment. At the lower echelons of police operations, this contributed to a lack of drive and creativity. The consequence is that, in addition to limiting local initiative by field station subordinates, such strict structures may also go against the spirit of the worldwide norm of Hot Spot policing, which needs special attention to areas prone to criminal activity.

CHAPTER FOUR

CHALLENGES FACED IN THE HARMONIZATION OF THE NATIONAL SECURITY STRUCTURES IN KENYA

4.1 Introduction

This section analyses the challenges faced in the harmonization of the national security structures in Kenya. The chapter starts by analyzing the factors contributing to the failure to adapt to the new constitutional dispensation. This is followed by an assessment of why there is resistance to change and the culture of low accountability. The following part counters on the failure of internal and external responsibility, and finally, the lack of resources to help enhance training and capacity building.

4.2 Failure to adapt to the new constitutional dispensation

Prior to August 2010, the police force was divided into two legal entities: the Police Act and the Administration Police Act. This gave the executive branch of government the ability to exert political control over the police force, which was run as a department under the President's Office. The basic objective of regular and administration police personnel differs, despite the fact that their general directives are equal. The Kenya Police Force was created with the goal of preventing and detecting crime, whereas their Administration colleagues were primarily concerned with protecting government officials and assets[61].

Because the Administration police are stationed in areas where the Kenya Police are not, they are perceived as being closer to the public, resulting in a rapport between the public and the Administration police, particularly in rural and arid areas, where they are seen as more accessible

---

[61] Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of kenya." PhD diss., University of Nairobi, 2016.

to local populations. Furthermore, they are seen as less corrupt than the Kenya Police in terms of corruption. They did not recruit women until 2009 because to the nature of their deployment in rough terrain and regions where the living conditions were judged too severe for female officers, making the one-third gender guideline difficult to achieve.

Despite the fact that the National Police Service has been operating under a new Constitutional dispensation since August 2010, top officers in charge of the old dispensation have continued to serve. That is, these senior officers, who were formerly under the executive's direct political supervision and in the same context, are solely accountable for the culture of impunity. In many ways, it's business as usual for the cops, despite the fact that the new oversight organizations, while constituted, aren't completely operational. Human rights breaches are still perpetrated by the police.

Officers have maintained impunity for human rights violations committed by the police for activities in violation of the law due to a lack of punishment. Little has been done in terms of disciplinary action or criminal prosecution of officers who have violated human rights. Kenya, on the other hand, has seen several acts of cover-up and political manipulation by the administration in order to shield perpetrators of violence and police.

There is still a duty to fulfill. Kenya has a commitment to complete investigations and, when solid evidence exists, to begin national prosecutions against any police officers accused of involvement in human rights crimes. The government, on the other hand, has maintained its inertia and has remained silent on the topic, taking no action to address the problems. Victims view this as an endorsement of police impunity, raising fundamental doubts about the state's

resolve to bring perpetrators of human rights breaches accountable, especially those operating on state orders.

4.3 Resistance to change and the Culture of low accountability

Citizens in Kenya believe police wrongdoing to be a widespread problem that is firmly embedded in the country's policing culture, according to the survey. Citizens see police wrongdoing as a widespread problem that is strongly established in Kenya's policing culture. The policing system is perceived as being permissive of police abuse of power, with a greater emphasis on shielding officers facing complaints than on dealing with the abuse of office and the complaints. There is no evidence that the police are held accountable. As a result, an officer's accountability is determined by his or her moral character and the OCS in charge of the local station.

Police misconduct and abuse of power can take various forms, including refusing to record complainant statements, requesting or accepting bribes, extorting money, tampering with evidence in criminal cases to influence the outcome, police beatings, and physical attacks. Members of the community have witnessed police abuse of power, failure to act, and wrongdoing, with little or no recourse available. According to the findings, the most common allegations of police abuse involve officers pursuing personal vendettas and grudges against people. Other occurrences involving police violence include beatings, shootings, and the dumping of victims' bodies.

The Police Service is widely regarded as unfriendly to and dismissive of civilian involvement in security. According to the report, this is a serious difficulty in policing because police regard security to be the domain of the military forces, and civilians are unable to make meaningful

contributions to security plans and outcomes. These attitudes have an impact on how police officers are held accountable to community members for their daily policing activities. Internal hierarchy and discipline are viewed as the most important aspects of accountability. The majority of individuals believe that police officers are condescending, contemptuous, and disdainful of the communities they serve. These views are one of the most major impediments to police collaboration. They have also fostered animosity and hostility toward the police, as well as distrust, especially among residents who believe that the police do not successfully carry out their duties of crime prevention and security[62].

Civil society organizations, such as NGOs, faith-based groups, and community-based organizations, emerged as crucial in holding police officers accountable at the local level, according to the study. These efforts include following up on delayed cases, questioning officers' conduct in specific instances, keeping track of minor legal issues, and interfering with senior officers on individual cases. These groups are also critical in carrying out interventions with specific persons who may come to them with complaints regarding police behaviour. Few organizations, on the other hand, are actively monitoring the police and focused on accountability. Rather, the majority of the groups in the study are working on case-by-case treatments.

As a final resort, using the media to bring attention to and raise public indignation over specific situations, so pressing the authorities to take corrective action, is frequently done. In most cases, local accountability is hit-or-miss, depending on the presence of specific senior officers and the relative success of organizations in intervening with the police. There is a big gap between increasing police monitoring and demanding responsibility from organizations and agencies to

---

[62] KHRC, Position on Police Reform: The CSO Police Reform Working Group. Nairobi, Kenya (2012).

whom the police are accountable at the local level. The legal framework, policy documents, top-level police structures, and the organizations that oversee police activity have all undergone substantial changes as part of the police reform program. The intense focus on structural, legal, and institutional improvements, on the other hand, must be matched by a comprehensive plan to modify police attitudes toward civilians.

According to the findings of the study, oversight institutions should place a high priority on influencing attitude change in order to strengthen programs and raise public awareness of accountability mechanisms. The IPOA, NPSC, and the police service's Internal Affairs Unit all play important roles in enhancing police performance and holding officers accountable for their actions. These structures, however, are mostly unknown to the general population. As a result, it is critical for these institutions, lead by the IPOA, to arrange public forums, media awareness initiatives, and other means of disseminating information about the new police accountability architecture. The ability of people to access accountability structures, in particular, is critical information to broadcast to citizens.

4.4 Failing internal and external accountability

Internal and external accountability measures are required. Any unit that examines or reports on transgressions by police employees, such as the Disciplinary Unit and Internal Affairs, are examples of internal procedures. Finally, neither internal nor external oversight bodies can function properly without the other different branches and agencies of the justice system, which leads to confusion and inefficiency.

According to data collected during the study's fieldwork, the public's primary perceptions of Kenyan police are of corruption and laxity. The police have long been connected with abuses

such as a lackadaisical attitude toward duty, extortion of ordinary individuals and bribes, extrajudicial killings and complicity with criminals, and human rights violations.

However, the majority of the officers examined said that their sluggish reaction to criminal situations should be judged in light of their existing logistical and operational flaws, particularly a lack of adequate infrastructure, such as vehicles.

Wiatrowski, for example, performed a crime victimization survey in Nairobi that demonstrated locals' strong belief that criminals were increasingly cooperating with law enforcement organizations, resulting in deterioration of policing services. Officers link their bribe-taking to many characteristics based on qualitative data. The first is insufficient pay, which police claim led them to demand and accept bribes to supplement their poor earnings. As a result of the institutionalization of corruption, junior police officers on external assignments are frequently required to make considerable returns from bribes collected to their senior line manager and commanding officials. Second, the budgetary constraints that the Police Department operates under cannot be overstated. The police have transportation issues. Due to insufficient fuel allocations, a police officer once told me that they would set up roadblocks to demand money for petrol. This story exemplifies the infrastructure problems they face.

The practice of police officers collecting bribes and extorting money is not unique to Kenya. It's a phenomenon that's recognized to be widespread in poor countries. In Nigeria, for example, authorities frequently erect illegal toll gates along highways in order to extort money from vehicles. Threats of assault, torture, or actual arrests are employed as extortion methods. The strategy is to use junior officials who are often required to give a portion of their earnings to their superiors, similar to what is apparently done in Kenya. Even the few officers detained in Nigeria

for erecting illegal roadblocks are mainly ignored and uninvestigated by the police authorities and government[63].

As established in the study, internal and external police oversight enhance transparency in policing and builds public confidence in the police. Police oversight entails putting in place measures to ensure the police are accountable in executing their role, typically through oversight bodies. External police oversight bodies are mostly civilians tasked with receiving and processing complaints against the police, disciplining police offenders, and holding the offenders accountable for violating policing policies. The oversight bodies should be independent and endowed with the capacity and resources to investigate alleged abuses by the police. The oversight bodies should have the capacity to investigate and process public complaints against the police, audit police internal accountability procedures, summon witnesses, including police officers and ensure compliance with the summons, demand reports from the police on the handling of complaints, contribute to the police training curriculum and publish periodic reports on the handling of complaints. External accountability involves the accountability of the police to the state, public, independent authorities, and international entities.

4.5 Lack of resources to help enhance training and capacity building for the security officers

Kenyan police operate on a shoestring budget. This has resulted in a lack of operational readiness, equipment and logistical capabilities, as well as inadequate training and capacity building. The police force, for example, lacks a forensic laboratory. Vehicle patrols are limited

---

[63] Waller, Richard. "Towards a contextualization of policing in colonial Kenya." Journal of Eastern African Studies 4, no. 3 (2010): 525-541

due to a scarcity of vehicles and cash to fuel them. Police officers complain about terrible housing and working circumstances, and their salaries are low.

Tooling and equipping police personnel with sufficient materials, particularly less-lethal weapons, is critical in assuring incredible professionalism and lowering the likelihood of police officers violating the law. The promotion of a democratic, responsible police force should be linked to ongoing initiatives to improve police welfare, retooling, and reskilling of personnel. Budgetary allocation and procurement should prioritize advocacy in order to ensure the procurement of less-lethal weapons and tools for the police force.

4.6 Summary chapter and Key Findings

The issues of harmonizing Kenya's national security structures were examined in this chapter. It was discovered that, despite the fact that the National Police Service has been operating under a new Constitutional dispensation since August 2010, senior personnel in command under the prior dispensation have remained to serve. That is, senior officials who were formerly under the executive's direct political control and in the same atmosphere as the people who created and maintained the culture of impunity. Citizens in Kenya believe police wrongdoing to be a widespread problem that is firmly embedded in the country's policing culture, according to the survey.

The study found that civil society organizations, are critical in attempts to keep police officers accountable at the local level. Following up on blocked cases, questioning officers' conduct in specific circumstances, keeping track of briefcases that go to court, and interfering with senior officers on specific cases are all part of these efforts. As established in the study, internal and external police oversight enhance transparency in policing and builds public confidence in the

police. Police oversight entails putting in place measures to ensure the police are accountable in executing their role, typically through oversight bodies.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of the findings, conclusions, and suggestions. The contents of this chapter are based on the three study objectives, which were to assess the prospects for the harmonization of the security structures of the National Police service in Kenya, to analyze the influence of the harmonization of the Kenya National Security structures on the state of security in the Country and to analyze some of the challenges faced in the harmonization of the security structures in Kenya.

5.2 Summary of Findings

According to the findings, the Kenya Police Service and the Administration Police Service continue to operate as separate entities. Even the designation of County Commanders has failed to bring the services together because each service continues to operate under its prior authority. The appointment of County Commanders has not resulted in the envisaged correction of the services; each service continues to operate under its previous command. On the ground, resistance to the merger is stronger because one service claims to be superior to the other. While the foundation of the IPOA is praiseworthy, the study found that the number of complaints that are not filed to the Authority is significant due to the Authority's lack of offices in various parts of the country to ease accessibility. As a result, Kenyans are unable to benefit from the Authority's services in the manner intended.

Despite the harmonization of security organizations, relations between the police and the general public have not improved significantly. Good police-civilian relations set the stage for effective

partnerships between the police and the general people, allowing both parties to understand each other's duties and expectations. Good relationships build trust in the police, increase accountability, and show that officers respect and care about the rights and needs of the public. In Kenya, there is a long history of mistrust between police and civilians, which stems from the police's historical position as a repressive agency, resulting in bad police-civilian relations. Despite the recent establishment of public relations desks at several police stations, officers are still seen as antagonistic to the general public.

People are hesitant to report crimes because they do not feel their information will be kept confidential or that they will be safe from criminal retaliation. As a result, community policing initiatives have been mainly ineffectual. Because of these factors, community policing attempts have been generally ineffectual. The NPS's unwillingness to release information on investigations and measures taken in complaints against the police exemplifies this trend. Furthermore, it is clear that the NPS is still hesitant to release information on the actions and investigations made in response to police misconduct accusations. It does not communicate with the public in order to build mutual confidence and public support for its efforts. Because the public is still seen as simply crime spotters, the NPS has not actively fostered public engagement in security decision-making. The NPS's unchanging viewpoint explains the lack of focus on public communication by claiming that security issues are solely its responsibility. Other actors can only be involved if they have a need to know. Furthermore, its opacity conceals ineptitude and malfeasance.

In general, suitable efforts to address police conditions of service must be taken. Concerns regarding the possibility for instability within the NPS as a result of rising discontent among officers have inspired the government's heightened focus on the welfare of police officers.

Indeed, multiple media stories in recent years have revealed that portions of the police force have threatened to engage in illegal industrial action, such as strike and go-slows. The impact of such steps on economic security and confidence cannot be emphasized.

Good people management highlights that the management of personnel concerns and welfare needs is critical to achieving optimal performance in organizations. Historically, the police have paid insufficient attention to personnel management, but this has improved over the last decade, and efforts have been accelerated since 2011. Some police officers, on the other hand, have advocated for the creation of a housing stipend program that would allow them to pick where they reside on their own. On the contrary, such a strategy would jeopardize police commanders' capacity to properly mobilize officers when needed.

The recruitment, transfer, and promotion processes continue to be opaque and unaccountable. Promotions are often dependent on factors other than merit, such as ethnicity and devotion to superiors. Superiors who feel intimidated by their achievements have passed over highly qualified and well-educated officers for promotion, according to the media. In other occasions, police officers have been transferred in an unauthorized manner due to misunderstandings with their superiors. It's worth noting that these issues aren't exclusive to the NPS; they're part of a larger patrimonialism that has impacted Kenya's public service evolution. The police recruiting procedure has also failed to demonstrate that the NPS searches out the best qualified and competent members of the force. Other characteristics such as problem-solving ability, conflict resolution, and information and communication technology (ICT) abilities, which are becoming increasingly vital in modern police, have received less attention in the recruitment process. Furthermore, the recruitment process is untrustworthy and has been tainted by well-documented instances of outside meddling and canvassing. The NPS is working to incorporate gender

equality into its processes, as mandated by the 2010 constitution. The Service Standing Orders have been updated to include gender equality.

5.3 Recommendations

The following recommendations are given based on the above findings:

First, the National Police Service and Police Service Commission must carry out sensitization workshops for the police officers of all ranks to ensure they appreciate and understand their work as envisaged in the Constitution and the National Legislation. Second, there is a need for co-operation between the Police Service Commission and the Police Service. It has been emphasized that police departments' and officers' antipathy toward civilian monitoring is likely one of the most significant factors contributing to oversight agencies' failures and underperformance.

Because oversight organizations cannot handle complaints, human resource management, or broader policy issues without police cooperation and engagement, effective oversight necessitates an acceptable working relationship between the oversight agency and police departments. Thus, the Commission should involve the police officers in its activities and come up with the required policies and regulations.

A significant handicap affecting service delivery in the Police Service is poor remuneration. Police officers perform demanding difficult and risky jobs. They utilize low compensation as an excuse to engage in unethical behavior that jeopardizes their public image. While higher compensation may not directly correlate with lower levels of corruption, it would surely raise the stakes to the point that officers would be concerned about losing their positions due to wrongdoing or bad performance. The Salaries Review Commission should look into proposed

salary scales for police officers to see whether there are any inequities that would lead personnel to be uneasy. In consultation with the Salaries and Remuneration Commission, the Commission should speed up the process of advising on the appropriate remuneration structure for the Service. The National Task Force on Police Reforms had recommended that the Police Officers' salaries be improved and allowances.

Only the Police Service in the whole of the civil service does not have a clear guideline on progression in the Service. With this in place, issues of promotions from one rank to the other will be through merit as well as officers are aware of the requirements for progression from one rank to the other. The National Police Service Commission should establish the promotion policy and guidelines to be followed when promoting officers in the Service. This would ensure that promotions are made on the basis of merit, with no bias, bribery, or even political or executive influence in the process. In addition, it should establish a compensation system other than promotions to acknowledge great performance by police officers.

The National Police Service Commission should make vetting a top priority to guarantee that officers accused of significant human rights breaches do not remain on the force or are not put in positions where they could repeat such violations. For any vetting to be effective, clear strategies for dealing with police personnel who fail their vetting must be devised. This should include pursuing criminal charges in cases where there are credible claims of financial impropriety, gross misbehavior, or abuses of human rights. It is also essential that the Commission prosecutes those organizations or individuals who give false information about officers. This will ensure credible reporting by all the stakeholders involved.

Police officers can be a threat once out there. It is common knowledge that most of the officers that have been dismissed from the services end up becoming gang leaders or criminals. Thus the need to ensure that trained police officers are retained in the service and not all indiscipline cases should lead to dismissal. There are other ways of disciplining officers like demotion and fine. Transfers of officers should not be used or imposed as a disciplinary sanction. A justification should accompany every transfer.

It is necessary to construct a National Police Service Academy that may be used by both forces for undergraduate and postgraduate courses. This will ensure that police officers gain knowledge and skills in policing-related areas. The Ministry of Interior should reconsider its policy of 'barracking' police officers in the future. Unlike the military, the police contact with Kenyans on a regular basis. They should live among citizens in order to be more attentive to their demands.

Politics should be kept afar from the running of the Police Service Commission. Also, there is a need for the executive to respect the Commission's independence in delivering on its mandate. Instead of criticizing the Commission, they should ensure that it operates in a conducive environment free from any interference stipulated in the national legislation. There is a need to create a forum for all agencies responsible for police oversight and accountability to share ideas, learn from each other, and coordinate their actions. If these measures are put in place, then the National Police Service will be repositioned to provide security of life and property, and contribute to the protection and development of the country. Institutions of supervision, such as the IPOA, must invest in improving police accountability in their operations at the local level. To begin, they must raise public awareness of these institutions' existence, their mandate of civilian oversight of police, and the procedures by which the public can contact them.

5.4 Conclusion

The Kenyan government must act quickly to capitalize on the current momentum in order to achieve long-term security organ harmonization. Harmonization cannot be achieved in a vacuum; it must be integrated into a larger endeavor of state reform. Despite the progress made over the last six years, the evidence and analysis show that substantial difficulties remain in the way of the security agencies in Kenya harmonizing smoothly. Despite the fact that harmonization is a laudable aim and much work has already been done on paper, it still faces significant acceptance hurdles. Even if the law, laws, and standards are new, the police mindset and institutional culture have not altered.

The old cops are still on the job. Opposition reform looks to be thriving on the ground, despite the fact that it appears to be gaining traction at the top. However, the cops must communicate in the same language. This service disconnect is unhealthy. The public is still skeptical that the police have evolved because they continue to act in the same manner. The harmonization process may be inconvenient for those who are accustomed to the old practices, but it will ultimately benefit everyone. As a result, the momentum cannot be relaxed. This is exacerbated by statements from various officials who appear to criticize the police in some way, which has an impact on morale, service delivery, efficiency, transparency, accountability, and the long run. If true reforms are to be accomplished, the country's leadership must support and demonstrate their commitment to security sector reforms.

To carry the police harmonization process forward, rigorous adherence to the new constitution is required, which mandates officers to be professional, competent, and accountable at all times, while also safeguarding human rights and basic freedoms. Furthermore, more political will is

required, as well as less involvement in the police harmonization process. This will ensure genuine participation in the process and that the whole thing isn't a waste of time.

REFERENCE

Achoki E. A., challenges of strategy implementation in the ministry of state for provincial administration. (*Unpublished MBA Project*, School of Business, University of Nairobi, 2010)

Alemika, E., *Police Reform in Africa: Issues and Challenge.* Paper presented in Police Reform in Post-Conflict African Countries Conference, (South Africa, 2007)

Alston, Philip. *Report of the Special Rapporteur on Extrajudicial, Summary Or Arbitrary Executions, Philip Alston: Addendum: Summary of Cases Transmitted to Governments and Replies Received*. UN, 2009.

Amnesty International. Police Reform in Kenya: „A Drop in the Ocean." London, UK: Amnesty International Press, (2013)

Bayley, David H. *Forces of order: Policing modern Japan*. University of California Press, 1991.

Bislev, Sven. "Globalization, state transformation, and public security." *International Political Science Review* 25, no. 3 (2004): 281-296.

Bruce, David. "Democratic reform of police any lessons for Kenya from South Africa." *Johannesburg, South Africa: Center for the Study of Violence and Reconciliation* (2003).

Chtalu, K.A., The challenges that were affecting the implementation of reforms within Nairobi County. (*Unpublished MBA Project*, School of Business, University of Nairobi, 2014)

Chtalu, K.A., The challenges that were affecting the implementation of reforms within Nairobi County. (*Unpublished MBA Project*, School of Business, University of Nairobi, 2014)

Constitution of Kenya Review Commission. *The People's Choice: The Report of the Constitution of Kenya Review Commission: Short Version*. Constitution of Kenya Review Commission, 2002.

Etannibi E.O. Alemika, Mutuma Ruteere & Simon Howell (2018) Policing Reform in Africa. Cape Town: African Policing Civilian Oversight Forum (APCOF)

Garland, David. "Limits of the sovereign state: contemporary crime control strategies." British Journal of Criminology 36, no. 4 (1996): 445-471.

Hahn, H. D., and J. L. Jeffries. "Urban American and its Police: From the Post-Colonial Era through the violent 1960"s. Stone." (2003).

K.I.E., National police training curriculum. (Nairobi: Kenya institute of education, 2010)

Kagari, Michelle, and Sophy Thomas. *The Police, the people, the politics: Police accountability in Kenya*. Chri, 2006.

Kenya Police Force, *Kenya Police Force Strategic Plan* 2003-2008; (Nairobi: Government Press 2003)

KHRC, Position on Police Reform: The CSO Police Reform Working Group. Nairobi, Kenya (2012).

Kingori, J.K., Factors influencing police officers' perception of police reforms: a case of Kenya Police Service, Nairobi Area. (*Unpublished MBA Project*, School of Business, University of Nairobi, 2013)

Kiraithe, E.K., Management of strategic change at Kenya Police service. (*Unpublished MBA project.* School of Business, University of Nairobi, 2011)

Kivoi, Douglas Lucas, and Casty Gatakaa Mbae. "The Achilles' heel of police reforms in Kenya." *Social Sciences* 2, no. 6 (2013): 189-194.

Kothari, C.R. (2004). *Research Methodology: Methods & Techniques* (2nd Revised Ed). New Age Publishers. New Delhi.

Lafague, J., and K. Musambayi. "Kenya in Turmoil: Post-Election Violence and." *Precarious and Precarious Pacification in the General Elections in Kenya* (2007).

Lewin, K., Action Research and Minority Problems. (Journal of Social Issues, 1946)

Lundman, Richard J. *Police and policing: An introduction*. New York: Holt, Rinehart and Winston, 1980.

Maende, J. O. "Perception of community policing: Interrogating a Process Centre for Minority Rights and Development (CEMIRIDE)." *Nairobi, Kenya* (2004).

Marenin, Otwin, ed. Policing change, changing police: international perspectives. Vol. 14. Taylor & Francis, 1996.

Moran, Jon. "'Blue walls,''grey areas' and 'cleanups': Issues in the control of police corruption in England and Wales." *Crime, law and social change* 43, no. 1 (2005): 57-79.

Mugenda, O.M and Mugenda, A.G., *Research Methods, Quantitative & Qualitative Approaches, (*Acts Press, Nairobi, 2003)

Murunga, Godwin R., and Shadrack W. Nasong'o, eds. *Kenya: The struggle for democracy*. Zed Books, 2007.

Neild, Rachel. "From national security to citizen security." *Rights and Democracy: International Centre for Human Rights and Democratic Development* (1999): 1-29.

Njuguna N., Michuki, G. &Wanjiru, R., Police *Reforms in Kenya: Perception and Expectations of Key Stakeholders.* IPAR Discussion Paper No.116/2013, Nairobi, 2016)

Nyambura, M., *An Appraisal of Police Reform under the New Legal Framework in Kenya: Towards an Effective Policing Policy* (Unpublished LLM Thesis). University of Nairobi: Kenya, 2012)

Omeje, U & Githiaro, M. "Challenges of strategy implementation at the national police service of Kenya." Ph.D. diss., University of Nairobi, 2016.

O'Neill, William. "Police reform and human rights." *United Nations Development Programme (UNDP)/The Human Rights Strengthening Programme (HURIST) Report* (2004).

O'Neill, William G. *Police Reform in Post-Conflict Societies: what we know and what we still need to know*. New York: International Peace Academy, 2005.

Opolot, James SE. *Police Administration in Africa: Toward Theory and Practice in the English-speaking Countries*. University Press of America, 2008.

Police, Kenya. "The Regular Police Service: Strategic Plan 2003-2007." *Nairobi: Government Press. (2009). Report of the Task Force on Police Reforms. Nairobi* (2004).

Ransley, P "Republic of Kenya Report of the National Task Force on Police Reforms" (2009)

Rauch J. & van der Spuy, E. (2006). *Recent experiments in police reform in post-conflict Africa: a review*. IDASA. Institute for Democracy in South Africa. Retrieved from www. (accessed on 11/7/2021) idasa.org.za.

Rauch, Janine, and Elrena Van der Spuy. "Police reform in post-conflict Africa: A review." *Institute for Democracy in South Africa (IDASA)* (2006).

Revised Police Reforms Program Document 2015–2018, A Strategy Framework for Implementation of Reforms in the National Police Service pp 9.

Richard, W., Towards a Contextualization of Policing in Colonial Kenya: (*Journal of Eastern African Studies,2010).*

Ruteere, Mutuma, and Marie- Emmanuelle Pommerolle. "Democratizing security or decentralizing repression? The ambiguities of community policing in Kenya." *African affairs* 102, no. 409 (2003): 587-604.

Savage, S.P., *Police reform: Forces for Change. (*USA: Oxford University Press, 2007)

Security Research Information Center, (2012). Nairobi Region Annual Crime Observatory Report 2011/2012. Nairobi, Kenya.

Shaw, Mark. "Reforming South Africa's criminal justice system." *Institute for Security Studies Papers* 1996, no. 8 (1996): 4.

Sommer Hans-M (2007) The History of The Kenya Police with a Focus on Mombasa, Hans

Stolnick, S., Police Culture and Coercion. (Los Angeles: Plenum, 1994)

The Waki Report, 2008

Treverton, F.G.et.al,. *Moving Towards the Future of Policing. (*USA: RAND Corporation, 2011)

Waki, Philip N. *Report of the Commission of Inquiry into Post Election Violence (CIPEV)*. Government Printer, 2008.

Waller, Richard. "Towards a contextualization of policing in colonial Kenya." *Journal of Eastern African Studies* 4, no. 3 (2010): 525-541.

Wambui, K. "An Introduction to the Institutional Reform Agenda: Project for Police Reform in the Justice." In *Law and Order Sector. Sexual orientation Forum Held at Nairobi Safari Club Hotel: Heinrich Boll Stiftung, East& Horn of Africa*. 2009.

Wendell L., Organisation Development: Behavioral Science Interventions for Organizational Improvement. (Washington: Prentice-Hall, Upper Sanddle River, New Jersey, 1999)

Wendell L., Organisation Development: Behavioral Science Interventions for Organizational Improvement. (Washington: Prentice Hall, Upper Sanddle River, New Jersey, 1999)

Wiatrowski, Michael D. *Democratic policing in transitional and developing countries*. Routledge, 2016.

Wilkinson, Deanna L., and Dennis P. Rosenbaum. "The effects of organizational structure on community policing: A comparison of two cities." *The challenge of community policing: Testing the promises* (1994): 110-126.

World Bank, *Kenya Economic Development, Police Oversight & Accountability. Linkages and Reform Issues.* Public Sector Reform and Capacity Building Unit in Africa, (Nairobi: World Bank, 2009)

World Bank. "Kenya: Economic development, police oversight, and accountability: Linkages and reforms." (2009).

APPENDICES

APPENDIX I: QUESTIONNAIRE

PART ONE: DEMOGRAPHIC DATA

1. Participant gender 1. Male [   ] 2. Female [   ]

2. In years, how old are you? ………………………………….

3. What is your highest educational level?

Secondary [   ]   College/certificate [   ] University [   ]

4. Rank………………………………….

PART TWO: THE PROSPECT FOR HARMONIZATION OF THE SECURITY

STRUCTURE IN THE NATIONAL POLICE SERVICE IN KENYA

5. What do you understand about security sector reforms and specifically the harmonization in

the police service?

……………………………………………………………………………………………………

………………………………………

6. How do you perceive police structure harmonization?

……

………………………………………………

7. When you hear of police harmonization of the structure, what comes in your mind. List some

of these things?

……

………………………………………………

8. Were you involved in any way by the government in restructuring?

……

………………………………………………

9. Do you think it was necessary? You can explain why it was necessary

……

………………………………………………

10. What brought out the clamor for harmonization, and does the police structure harmonization

addresses those issues

……

………………………………………………

11. Do you think the police reforms are all-encompassing/does it include all areas that need to be reformed/ addressed?

………

…………………………………………………

PART THREE: THE INFLUENCE OF THE HARMONIZATION OF THE KENYA NATIONAL SECURITY STRUCTURES ON THE STATE OF SECURITY IN THE COUNTRY

12. Describe the current status of security in Kenya, taking into account the harmonization of the police system.

………

…………………………………………………

13. Do you believe that harmonizing police structures has been successful in bridging the gap between the police and the general public?

1. Yes [   ] 2. No [   ]

If no, explain?

………

…………………………………………………

14. What are your thoughts on Kenya's national police service's corruption?

………

……………………………………………

15. What is your take on human rights violations by the national police service?

………

……………………………………………

16. In terms of performance, how would you rank Kenya's national police service?

………

……………………………………………

17. Do you believe NPS's purpose and vision have motivated, encouraged, energized, and dedicated police officers?

………

……………………………………………

18. Has the police culture of skepticism, cynicism, and distrust toward the general population changed?

……

…………………………………………………

PART FOUR: THE CHALLENGES FACED IN HARMONIZING THE NATIONAL SECURITY STRUCTURE IN KENYA

19. What are some of the organizational roadblocks to the Kenya National Police Service's reform agenda?

……

…………………………………………………

20. Do you believe that harmonizing police structures is useful or a waste of public resources, or is it merely a public relations exercise?

……

…………………………………………………

21. What do you think is the biggest impediment in police structure harmonization?

……

…………………………………………………

UNIVERSITY OF NAIROBI
College of Humanities and Social Sciences
Institute of Diplomacy and International Studies

Tel :(020)318262	P.O. Box 30197
Fax : 254-2-245566	NAIROBI
Website : www.uonbi.ac.ke	KENYA
Telex : 22095 Varsity Ke Nairobi, Kenya	
Email :director-idis@uonbi.ac.ke	June 10th , 2021

TO
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION (NACOSTI)
**P.O BOX 30623-00100**
NAIROBI
REF: RESEARCH PERMIT FOR MR. JOSEPH OKONYA MAPALE-R51/33681/2019

I am writing to recommend Mr. Joseph Okonya Mapale and to attest to his qualification and suitability for the research permit he is applying for. Joseph is my supervisee and a student at the University of Nairobi, in the Institute of Diplomacy and International Studies, pursuing MA in Diplomacy. He has completed the course work, refined the proposal, and now embarking on research project writing entitled: **HARMONIZATION OF THE SECURITY STRUCTURE OF NATIONAL POLICE SERVICE AS A STRATEGY FOR ADDRESSING SECURITY CHALLENGES IN KENYA.** As a university, we would appreciate your assistance in enabling him to attain the research permit and authorization for the study.

If you need further information or clarification, I can be reached at (254) 721-942-138 or by email martin.ouma@uonbi.ac.ke.

Sincerely,
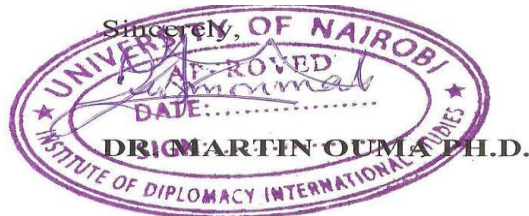
Respectfully

Dr. Martin Odhiambo Ouma, Ph. D

APPENDIX III: NACOSTI LICENSE

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearence from relevant Government Agencies
5. The License does not give authority to tranfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation
off Waiyaki Way, Upper Kabete,
P. O. Box 30623, 00100 Nairobi, KENYA
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077
Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke