

**AN INVESTIGATION OF FACTORS INFLUENCING POLICE
OFFICERS' PERCEPTION OF POLICE REFORMS: A CASE OF KENYA
POLICE SERVICE, NAIROBI AREA.**

BY

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DECLARATION

I declare that this is my authentic work; the project has not been submitted to any other University or institution of higher learning for examination purposes or otherwise. The study is an outcome of my personal initiative and ingenuity, where other people's ideas have been cited, they have been dully acknowledged.

Signature.....

Date.....

JOHN KABIA KING'ORI

L50/63002/2011

This study has been submitted for examination with my approval as the student's supervisor.

Signature: _____

Date

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DEDICATION

I dedicate this research project to my caring Dad and my fiancée for their constant monitoring and reminder not to lose the focus. The study is also dedicated to the entire National Police Service as it undergoes the metamorphosis.

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This research project would not have come to its logical conclusion without the input, co-operation and support of a number of people, who in one way or another steered me towards my ultimate goal. I would like to extend my sincere gratitude to my supervisor Prof Christopher Gakuu, Department of Extra-Mural Studies; University of Nairobi for his invaluable and tireless guidance, my greatest intellectual debt is to his commitment at every stage of this project. His challenge for me to clarify my ideas further pushed me to the limits of my analytical imagination.

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LIST OF ACRONYMS

A.C.P	-	Assistant Commissioner of Police
C.C.T.V	-	Closed Circuit Television
C.I	-	Chief Inspector
C.I.D	-	Criminal Investigation Department
C.O.R	-	Code of Regulations
D.C	-	District Commissioner
D.C.I	-	Director of Criminal Investigation
D.C.P	-	Deputy Commissioner of Police
D.R.C	-	District Recruitment committee
F.S.O	-	Fore Standing Orders
G.O	-	Gazetted officer
G.O.K	-	Government of Kenya
G.S.U	-	General Service Unit
I.C.T	-	Information Communication Technology
I.G	-	Inspector General
J.R.C	-	Joint recruitment committee
K.I.E	-	Kenya Institute of Education
L.A.N	-	Local Area Network
N.C.O'S	-	Non Commissioned officers
N.P.S.A	-	National Police service Authority
N.P.S.C	-	National Police Service commission
N.P.S.E.B	-	National Police Service Examination Board

N.R.C	-	National Recruitment committee
P.C	-	Police Constable
P.T.CS	-	Provincial Training Colleges
S.P	-	superintendent of police
S.S.P	-	Senior Superintendent of Police
S/DCP	-	Senior Deputy Commissioner of Police

ABSTRACT

The study investigated factors influencing police officers perception of police reforms in the Kenya Police Service. The document houses various perspectives of police reforms in Kenya as far as serving police officers are concerned. The overall purpose of the research was to assess the gaps between expectations and experiences in order to inform a new system. An overview of the study was provided, setting out what the research area was. Five objectives of the study were then developed and related to the background of the organization that was studied in depth from the global policing perspective focusing on American and British policing to African perspective and Kenyan policing situation. The following variables were considered; recruitment, training, staffing, legal structure and terms of service. Relevant literature to the research objectives was systematically reviewed; a theoretical foundation upon which the research is based was build, change management models formed the theoretical foundation of this research. Chapter three focused on the research methodology setting out a descriptive study in terms of design. Probability and non probability sampling procedures were applied to come up with a representative sample size. Twelve police stations within the area of study were purposively identified and questionnaires administered to randomly selected officers in respective stratum. Descriptive statistics was used in the analysis aided by statistical package for social scientist (SPSS).The available data was then presented in terms of tables and interpretation of the data followed. Description of the interplay between the independent and dependent variables was carefully explained in chapter five leading to drawing of conclusions and recommendations. Training had the highest effect on perception of police reforms in Kenya, seconded by staffing, followed by recruitment, then Terms of service and legal structure having the lowest effect on the perception of police reforms in Kenya. In conclusion a significant relationship exists between recruitment, training, staffing, legal structure, Terms of service and the perception of police officers on police reforms in Kenya. The study recommended that a policy to guide human resource management, training and terms and conditions of service be developed while the existing legislations be strengthened through amendments.

CHAPTER ONE:

INTRODUCTION

1.1 Background of the Study

The history of police reforms is key to understanding the police today. The views that police are resistant to change is a myth. The history will shed light on the social and political forces affecting the police as well as the dynamics of planned reforms. Many current problems have long histories while some today's problems are as a result of yesterday's reform. It is therefore useful to analyze in policeman's perspective why some reforms succeed, why some problems resist elimination and why other reforms fail. In Kenya police reforms are interwoven in the history of Kenya police. Police reforms have been encouraged from all corners of the world. Historically changing the police strategically is not a simple task a change in strategy often has meant increase in efficiency of police personnel (Stolnick, 1994).

A historical description of American policing will help shed light on issues of historical reforms. The ways American police operate today remain deeply rooted in the ways of Political Era-1840s to early 1900s. The Era was highlighted by a strong political interference in police operations and organizations predominantly controlled by white politicians in a decentralized manner on award structure (Dantzker M. , 1995).

American policing is a product of the English heritage. The British colonist brought with them the criminal justice system of their country. This included English common law; the high value placed on individual rights; the court system; forms of punishment and law enforcement institutions (Walker, 1980)

A good example of the failure of reform was Theodore Roosevelt two year stints as New York police commissioner between 1895 to 1897. The future president made vigorous efforts to raise recruitment standards, discipline and ensure prohibiting sale of liquor on Sundays. Despite much publicity and a number of superficial changes Roosevelt's reform effort failed (Berman, 1977).

In the 1990s policing in American was caught between old problems and new ideas-Dilemma of the complex role of policing. Despite the persistence of the old problems, the American police were also experimenting with existing new ideas and programs. Today it is important to evaluate what is distinctive about American policing compared with other countries, American policing has three distinguishing characteristics. First, responsiveness to citizen demands. Secondly, police accountability, the united states insist on making the police accountable through multiple institutions ,elected politicians, criminal and civil court, the press and civilian review of complains. Third, openness to evaluation and a policy based on factual information. American policing is uniquely open to examination by people only a handful of other countries in the world can make this claim (Bayley, 1998).

To make sense of African policing in terms of where we are, we must make clear sense of how we get here and how it has occurred elsewhere. Imagining things have been the way they are is always easy. Contemporary arrangements are not often understood whether policing or any other area of modern life. It is therefore important to reflect on how it came to be the way we find it now. Little attention is often devoted to longer historical development and concerns. It is therefore the considered opinion of the researcher in this research project to provide partial historical context of policing in some African states. African states can be understood by a discussion of colonial societies, what is refers to as colonial model (Newburn, 2008).

During the scramble for African states, the French imposed a centralized militaristic policing structure across their empire while the British government allegedly created a different type of police system for its empire. The British system was adopted for the control of a subjugated population. The police did not rely on public consent this was evident as the British controlled Africa and Asia. In the colonial model police may be characterized as structurally more centralized and militaristic; giving more priority to public order tasks but also having administrative responsibilities and deriving their legitimacy from their colonial matters rather than indigenous population (Newburn, 2008).

A further illustration of lack of local influence was a common practice of recruitment staff from either the British military or elsewhere in the empire, ensuring that the police did not establish close relationship with the indigenous population which is not peculiar to Kenya since among the first police officers in Kenya were Indians under British seniors. Towards independence in many African states it is notable that police numbers were increased, central control was strengthened, police arms were improved and links with military were enhanced (Killingray, 1992).

The transition from colonial police to a post colonial system of policing by consent was problematic. In consequence, the strategies as in Kenya seemed to replace the (British) officer class but preserve the key aspects of the system. For instance at the Kenya police college senior training wing the classes used to train police seniors from members of inspectorate remain the colonial wooden structures. This is a physical demonstration of many other visible and invisible aspects of the colonial government in our police organization to date. The lesson here is, even with the significant political change, police systems may continue as before an issue that carries resonance in South Africa (Mike & Shearing, 1993).

The background of police reforms in Kenya is interwoven in the history of Kenya police. Like many developing countries, independent Kenya inherited a police force initially designed to protect the interests of the colonial power. In the earliest history of police in Kenya, the Imperial British East Africa (I.B.E.A) recruited the first policemen to provide security for its stores in Mombasa. According to Foran the British East Africa police was actually created at the start of 1902 and for the next 18 years that was the title of the force. The sultan of Zanzibar was proclaimed the crown colony in July 1920 and its name changed to Kenya colony, consequently the name of the force changed to Kenya police (Foran, 1962). The imperial British East Africa Company was to essentially fade from east and central Africa scenes due to financial burdens. In the year 1895 and 1901 the Kenya Uganda railways was being constructed and completed on the shore of lake Victoria. This saw the expansion of the troops to safeguard the property, construction and workers against hostile communities and marauding animals.

In 1906, the Kenya police was legally constituted by a police ordinance and the office of Inspector General established. The year 1926 saw the formation of the Criminal Intelligent Unit and the Railway Police Unit while in 1946 another police training depot was established. General Service Unit was later to be established in the year 1948 for rapid deployment. During the same year police training school was transferred from Nairobi depot to Kiganjo its present site. The same year saw new Police Act brought into being. A year later in 1949 police Air wing to support communication and casualty evacuation was established. A dozen other specialized police units has since emerged.

The Government of Kenya has invested in a number of Commissions all geared to addressing police reforms. Commissions such as The Krigler Commission,(Krigler, 2008) The Ransley Commission (Ransley, 2008)and the Waki commission into Post Election Violence(Waki, 2008)

and Police Reforms Implementation Commission have all come up with recommendations on how to improve the Kenya Police Service delivery through reforms. It is however notable that no research has been carried out to investigate the perception of police officers on police reforms in Kenya, hence making this study relevant.

The history of the Kenya police reform is that of a sequence of dreams but minimal changes on the ground. In response to the lack of thoroughgoing reforms and an anticipated need for change on the ground, individual officers have taken initiatives at the station level. This research is geared towards that direction –taking action at individual level.

1.2 Statement of the Problem

Preliminary observations, interviews, and group discussions among the police ranks and review of existing literature portray all indications of a problem that need to be addressed. It is important to find out how various factors are received by officers as far as reforms are concerned.

Recruitment over the years has been characterized by sins ranging from nepotism, tribalism, political patronage as well as favourism and corruption with far reaching negative effects on performance. Poor training facilities and equipment is another disturbing fact. This is compounded by overcrowded barracks and classroom, leading to poor training. A poor housing and accommodation condition is another factor that sends cold shivers among police officers. Police in Kenya seem to receive inadequate of everything ranging from fuel provision, essential stationery, communication and safety equipment including handcuffs, gloves, and bulletproof vest, anti riot gear among others gear and inappropriate transport facilities. The newly introduced medial cover by the National hospital insurance fund for all civil servants, police included is still bed ridden. The police organization in Kenya is notoriously non adherent to laid down

procedures in promotion and appointment of officers. The Kenya police force is dangerously understaffed resulting in a low police to citizen ratio and overworking of available officers. There exist Clear inconsistencies in staff duty rotation causing overstaying and repeated tours of duty in operation areas.

Owing to the above problems it is self evident that both the public and the police themselves must be affected. Perhaps police to a greater magnitude hence the need to study police officers perception on police reform. The personnel in any institution undergoing reforms are directly affected by all the efforts encompassed in such a process. Police reforms in Kenya will supposedly be felt by police officers before they trickle down to other stakeholders. It is in light of this assertion that the study seeks to investigate the perception of the police officers- the initial beneficiaries of police reforms .The study will focus on how police officers perceive the ongoing reforms process. It undoubtedly the police officers who carry the greatest responsibility of implementing the reforms, since the duty rest almost wholly with them hence it is important to establish their perception on the said reforms. It is the police who undertake the planning, decision making, communication, control, direction and organization of police reforms, if not directly concerned with either of the mentioned functions it is their fellow colleagues who will be involved.

The call for reforms in the police service is multi sectoral, police themselves are among the voices and in fact their call is more informed and authentic. Various groups in society hold varying perceptions on police reforms, police too have their take on the same it is important therefore to get the insiders views on the reform issue.

1.3 Purpose of the Study

The study is destined to investigate various perspectives on police reforms from police officers who are believed to be the main beneficiaries of these reforms. In so doing the out come of the study will help inform policy makers, police managers, police officers and other stakeholders on ways of improving police reforms.

1.4 General Objectives of the Study

The general objective of this study was to establish the factors influencing police officers perception on the ongoing police reforms in Kenya.

1.4.1 Specific Objectives

The study had specific objectives as follows,

- i. To assess how police recruitment influences the police officers perception of the police reforms.
- ii. To assess how training influences the police officers perception of the police reforms.
- iii. To evaluate how staffing affects the perception of police officers on the police reforms.
- iv. To establish how the legal framework influences the police officers perception of the police reforms.
- v. To establish how terms of service influence the police officers perception of the police reforms.

1.4.2 Research Questions

In the light of the aforementioned objectives the study undertook to answer the following research questions;

- i. How will police recruitment influence the police officers perception of the police reforms?
- ii. To what extent can training influence the police officers perception of the police reforms?
- iii. How does staffing influence the perception of police officers on the police reforms?
- iv. Is the legal framework influencing the police officers perception of the police reform?
- v. How do the terms of service influence the police officers perception of the police reform?

1.5 Justification of the Study

The aftermath of the 2007 general election brought about one of the most bloody ethnic based conflict in Kenya. Police and other security agents were among the organs that came under sharp criticism and scrutiny in the manner and capacity of handling such conflict.

As part of the broader security reforms, police reforms needs to be integrated with reforms in the defense sector, the national security intelligence service, judicial system and the prison sector. Kenya vision 2030 is the country's new development blue print covering the period 2008 to 2030. Its aim is to transform Kenya into a newly industrializing, middle income country providing a high quality life to all its citizens by the year 2030. Security sector reforms are one of the foundations of the vision. The vision for security is "a society free from danger and fear" The blue print is determined to improve security in order to lower the cost of doing business and provide Kenyans with a more secure living and working environment. (G.O.K, 2008).

The ills sickening police in Kenya such as bossiness, blockheadedness, obstructiveness, brutishness, corruption and lack of professionalism have been issues of concern for sometimes now. Habitual violations of human rights by the police, the criminal-police nexus, and the arrogant attitude of the police and undemocratic style of functioning are well known. Political

interference, lack of motivation, failure to ensure efficiency constitutes specific ills that need to be addressed in the 21st century.

The general policing in Kenya is mostly reactive still directed by colonial laws and piecemeal reforms. The approaches remain negative though some police managers-“commanders” do opt for a proactive approach. The complexities of policing in a free and fast changing society have rendered the Kenya police vulnerable to wide spread criticism. The demands for organizational and systemic change warrant a new response and strong readiness to face the challenges of turbulent and trying times. The ongoing police reforms therefore, presupposes a professionally competent police officer, such a police officer stands to gain a lot. This research therefore, is a diagnosis and a prescription on a specific area in police reforms the perception of personnel-police officers. The study focused on perception of police officers towards reforms. It is the business of this research project to investigate this one aspect of human behavior which affected how individual police officer responded to situations and events hence influencing the behavior of the whole Kenya police organization.

Perception is so important in this study since different individual police officers hold different perceptions. It is thus important for the management of Kenya police because were it not for the individual differences in perception then it would be possible to treat all people in exactly the same manner and be precise on how they respond. Perception is the ability to see, hear or become aware of something through the senses. The perceptual process allows us to experience the world around us. The study identifies the police officers as the perceivers; it also identifies police reforms as the target of perception and is interested with the variables or the factors that influence the perception of the perceiver on the target. Understanding perception is important to Kenya police organization policy makers, police officers themselves and other stakeholders. In

particular understanding of perception in this study ensured that police officers understood organizational objective of reform in the same way. It will also help in exposing police officers grievances and complains. It will help in avoiding in appropriate stereotypes as far as police reforms is concerned.

It is expected that police officers perception on reforms will be dependent on their individual past experiences, collateral evidence supporting a particular interpretations, pre conception of how things ought to be, self-interest i.e. interpreting every issue to a manner that leads to the greatest benefit to the person involved, immediate circumstance, perceivers background, education and personality and the environmental to which the police officers operate.

1.6 Significance of the Study

The study of police officers perception on police reforms will be meaningful to the Kenyan government, the police and the police organization, researchers and other interested bodies in the following ways.

1.6.1 The Government;

The government of Kenya perceived security as a top priority issue and has seen the need to reform the main internal security institution. The Kenya constitution in Chapter 14, Part 4 recognizes the existence of the National Police Service. Article 243 of the Kenya Constitution foresees progressive reforms in The National Police Service subsection 4, states that parliament shall enact legislation to give full effect to this article. Chapter 14 (National Security), Parts 4 articles 243, 244,246 and 247 evasions major changes- reforms in the National Police Service it can therefore be taken as the foundation of police reform although it's very scanty on the real policing issues.(G.O.K, 2009).

In the same way the Kenya's vision 2030, which is countries development blue print underpins the need for reforms within the larger security sector reforms where police reforms squarely fall. The economic recovery strategy for wealth and employment creation 2003-2007 by the government recognizes police reforms as urgent and self-evident. The enormous changes that have occurred in Kenya since independence , the recent transition of government places a paramount obligation on the police to function according to the law and the democratic aspiration of the Kenya people. Hence the current call for reforms in the police service is inevitable.

1.6.2 To the Police Officers and Police Organization

The desire of every police officer is to have a police service with well strengthened and improved structural aspects of the organization. Police officers expect changing culture and ethos of policing. The policeman of today is placed under obligation and duty to perform according to the limits of the constitution, law and democratic aspiration of the people. This study will expose the thinking of police officers as far as their issues are concerned. This adaptation call for professionalism service oriented and free from extraneous influences and above else be accountable to the rule of law. These can only be achieved through reforms and since reforms is not a single event but a process then this paper is on the right track to document the perceptions at this point in time.

1.6.3 Research and Other Interested Bodies.

This study will add knowledge in various fields specifically policing. It will form the basis for future research in Kenya police where notably research has not been in the priority list. The study will enable generalizations in specific areas which will in turn expose the policing issues in Kenya police. The study will also be available to scholars in various fields who will be caring to

indulge in the field of policing. Bodies like the human right organizations, civil society, institutions of learning, policy makers and the larger private sector will use the information in this research for whatever objective.

1.7 Scope of the Study.

The topic of police reforms is one of the broadest in the field of policing, while reforms simply mean to change into an improved form or condition. Then it is clear that such reform can involve a lot of concerns. The study will limit itself to the issues surrounding the implementation of police reforms, the focus will be ascertaining police officers perception on the said segment of police reforms. Perception is also a broad terms that involve various aspects of human behavior. For the purpose of this study, perception will be conceptualized from the following factors; Legal structure, recruitment, training, staffing and terms of service.

Ideally police reforms in Kenya involve both the Kenya Police Service and the Administration Police otherwise referred to as the National Police Service under the Inspector General of Police hence the study concentrated on the Kenya police service leaving out the administration police service. The study addressed the issues on reforms from the period 2003 to 2013; this period will make a good case for police reforms in Kenya. It marks a period that has seen a lot of pressure from various sectors of society to reform the police service.

1.8 Limitations of the Study

Due to time and financial constraints, the research was limited to Nairobi Area. The Police department is organized in formations and provincial commands. These are then divided into Police divisions which are further sub-divided into Police stations and post. Since the officers are deployed all over the country, research that covers the whole country cannot be undertaken

conveniently. The study foretells certain problems that may affect its conclusions, however the author took every responsibility to try and minimize such limitations. People, police officers included see only what they want to see and hear what they want to hear especially if the message being passed is damaging or has negative implications to their careers, status or self-image. In this case it might be difficult to expect accurate information from police officers who perceive reforms to be damaging to their careers. The problem of police officers trying to justify why things appear the way they do is foreseen in this study. Respondents might not be willing to admit and be ashamed of undesirable thoughts and feelings.

1.9 Delimitations of the Study

This study sought to investigate police officers perception on police reforms in the Kenya Police service. The department is organized in commands and formations which share similar management styles and command structure. The researcher did not intend to carry out the research in the entire republic since it is tantamount to duplication of the research process.

Similarly, the researcher acknowledges the fact that there are many other factors that affect police officers perception of police reforms. It is the opinion of the researcher that by focusing on legal structure, recruitment, training, staffing, terms and condition of service the study was more purposeful.

1.10 Assumptions of the Study

The basic assumption underlying this study was that by focusing on Nairobi Area police command, the researcher had a representative sample of target population. This was based on the fact that majority of the Police formations were based within the selected command thereby giving a representative population

1.11 Definition of Terms

Reform-Changing from an earlier undesirable situation into an acceptable one.

Police reforms-Planned or Unplanned efforts to alter the state of affairs in the National Police Service.

Perception- Perception is the ability to see, hear or become aware of something through the senses. The perceptual process allows us to experience the world around us.

Police-Is employed to refer to the organization itself or individual police officers.

Police officers-Sworn individuals serving in the National Police Service.

Kenya police service-One of the police service in Kenya, distinguished from the administration police service.

National police service-The Kenya police service and the administration police.

1.12 Organization of the study

This chapter sort to give an overview of urgent need to have a research conducted geared towards investigating the factors affecting police officers perception of police reforms in the Kenya Police service. Relevant literature was examined in chapter two and theories used in explanation of variables. The methodology of the study is also highlighted in chapter three while data analysis interpretation and presentation followed in chapter four. Conclusions and recommendations are also provided for in the final chapter while instrument used in data collection are attached.

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

The purpose of the literature review is to set the study subject in a wider context through investigation of the relevant literature and other sources. The review covered the issues of police reforms; it also provided vital information on factors that affect police reforms in Kenya police. Change Management theories were indentified and amplified with various opinions and interpretations.

2.2 Factors playing on police reforms in Kenya.

The following factors were critically reviewed in order to bring out the character of police reforms in Kenya. Such factors include; the legal structure, recruitment, training, staffing, terms of service.

2.2.1 Recruitment.

The social environment in Kenya has undergone such great transformations that the Kenya police organization has to reconsider the sourcing of recruits and the training curriculum that they have to go through before they are entrusted with the responsibility of providing security to the citizens. Recruitments must be based on merit as per the laid down academic, character and physical requirements .The process must be free of politicization, favoritism and patronage.

In the 1970s personnel standards in American policing were non existence, officers were selected entirely on the basis of their political connections, lack of intelligence; poor health and a criminal record were no barriers to employment. Recruit were handed a badge a baton and a copy of departmental rules and sent on patrol duty. A police academy had been established in 1988 but

only lasted a few years. New York police academy in 1913 found out that notes were given and all recruits were automatically passed (Walker, 1977). The first textbook on police administration did not appear until 1909(Fuld, 1971). Police officers could be fired at will there was no job security in some cases almost an entire force was dismissed after elections

2.2.1.1 Recruitment of recruit constables in kenya

In order to enhance accountability, transparency and fairness in police recruitment, a recruitment guidelines has been developed that was used in the first recruitment by both Police Services under the Police Reforms. The key areas addressed in the guidelines included single-day joint recruitment into both Police Services, raising of the minimum entry requirement to KCSE grade C, Joint Recruitment Committees which included non-police persons as well as the introduction of independent observers and the participation of the public. There was also emphasis on compliance with the 30% gender requirement as well as 10% University graduate inclusion. Candidates must pass the aptitude test and fulfill the following requirements:-Be between the ages of 18 and 28 years for KCSE holders but up to 30 years for university graduates. A candidate above 30 years may be recruited if they possess specialized skills that the police service may require. Height 5'6" for men and 5'3" for women, be medically fit, Be of good vision and hearing and good physique and, has no previous criminal conviction (G.O.K, 2011)

The recruitment committees were constituted at two levels; National Recruitment Committee (NRC) with six members and the District Recruitment Committees (DRCs) with the District Commissioner as the chair. An observer was also appointed from various sectors and the responsibilities of the (NRCs) and the (DRCs) were clearly spelt out. The recruitment process and the guidelines for the conduct of the recruitment exercise were clearly outlined.

2.2.1.2 Enlistment of non- commissioned officers in Kenya police

Enlistment in the ranks of senior sergeant, sergeant and corporal are normally made through interview boards but the commissioner of police now to read inspector general reserves the right to enlist any person who has the particular experience and qualification to warrant it. However it is interesting to see how the newly appointed Police Service Commission will handle such issues including scraping out the rank of senior sergeant as envisioned by the National Police Service Act which repeals the Police Act.

2.2.1.3 Appointment of Members of the Inspectorate in Kenya police.

An officer has to be subjected to an interviewing board before he/she merits for promotion to the rank of inspector of police and after successfully passing the police law examinations. Those in possession of degree certificates are normally given special preference while those aspiring to be inspectors from sergeants are considered due to seniority and the quota system is applicable.

Police officers are not normally enlisted in the rank of chief inspectors unless through an interview board. However the commissioner of police which will change to read inspector general reserves the right to appoint suitably qualified officers at his discretion. After successful completion of inspectorate course an officer is appointed by the Public Service Commission however, this is bound to change on assumption duties by the Police Service Commission.

These provisions are more of selection criterion with no systematic procedure to discover, develop, seek and attract individuals to fill actual of anticipated vacancies. The existing selection criterion is therefore prone to abuse and inefficiency (Wasike, 2005)

2.2.1.4 Appointment of Gazette Officers in Kenya police

Gazette officers are police officers with the ranks of superintendent of police, senior superintendent of police, assistant commissioner of police, senior assistant commissioner of police, and deputy commissioner of police, senior deputy commissioner of police II, senior deputy commissioner I and the commissioner of police. Though these ranks are bound to change in the near future. There are no fixed educational requirements for direct entry as a gazette officer but it is desirable that a candidate should be of standard equivalent to the educational and intellectual capacity of those who have obtained a pass degree at the University. Candidates should possess a good record of games and leadership at the University ((kenya police, 2009).

Gazetted officers are recruited by the public service commission only with the recommendation of the commissioner of police/inspector general and upon passing of gazette officer's examination. However this is bound to change when the National Police Service Commission take up recruitment duties. External recruitment is needed in organizations that are growing rapidly or have large demand for technical, skilled or managerial employees (Sims, 2002). The Kenya police has been unable to take this advice even in the recent recruitment of the Inspector General from external or within the organization. The commission will also be expected to do away with some of the ranks non-existing in The National Police Service Act.

2.2.1.5 Promotions

Concerns have been raised about the lack of integrity in the promotion process in Kenya police Services leading to unequal treatment of police officers in promotion. It was also observed that there were too many ranks in Kenya police service, some of which had no clear job description.

The effect of these practices was a demoralized police service with too many senior officers without corresponding responsibilities. It was also recommended that the Police Service Commission should introduce a reward scheme to recognize outstanding performance by police officers other than through promotions (Ransley, 2009).

The recruitment of officers to the next rank is intended to facilitate the advancement of officers from one grade to the next. The selection of officers for promotional courses is done through internal advertisements. The divisional selection boards interviews officers recommended from stations, those recommended at this level are forwarded to the provincial selection boards which make further recommendations to the police headquarters. Final selection is done and successful candidates are sent to the either Kenya police college, the GSU or CID training schools. This selection process leaves a lot to write home about, some deserving officers are often left out.

2.2.1.6 Recruitment in Other Police Organizations

Historically, efforts to improve policing in the United States of America had focused on improvement in quality of personnel within the police department, what in earlier time was given little thought has become a fairly scientific event by adopting modern systematic techniques in securing police officers(Dantzker, 1999).

According to the British government (2004) recruitment in Britain is handled by the home office where there is a Recruitment Team which is ideally responsible for implementing the National Recruitments Standards. In Botswana, the police department employs the services of professional association of resume writers and career coaches who exclusively market the entire career of the police service. In terms of promotions, the police high potential development scheme provides the opportunity to take an officer to the most senior position in the police

service(Police B. , 2010) while in *Botswana* preparing a candidate for promotion gives a candidate a critical inward eye enabling them to recruit the most committed and deserving personnel.

2.2.2 Training of Police Officers

The government's aim is the creation of a peaceful environment to foster social political and economic development for the well-being of the citizens. To achieve these goals an efficient and well trained security system must be put in place to ensure adequate training.

American policing underwent a dramatic change in the twentieth century change was driven by two forces; a movement to establish professionalism and the introduction of modern communication technology in the middle of century transformed between police work and police administration. The two most prominent leaders of professionalism movement were Richard Sylvester and August Vollmer. Sylvester was superintendent of the District of Columbia police from 1898 to 1915 and President of the International Association of Chiefs of Police (IACP) from 1901 to 1915. He made the IACP the national voice of police reform.

Vollmer was Chief of police in Berkeley, California from 1903 to 1932 and is often regarded as the father of professionalism. He developed the concept of modern police administration and was a vigorous advocate of higher education for police officers. He hired college graduates in Berkeley and organized the first college level police science course at the University of California in 1916. Vollmer was the author of the 1931 Wickersham Commission Report on the police and trained a number of students who went on to become reform police chiefs. His most important protégé was O.W Wilson who eventually replaced him as the leading authority on modern police management (Carte et al, 1975)

August Vollmer spent the year 1924 trying to reform the Los Angeles police but despaired and returned to Berkeley. Chicago seemed to resist all efforts at reform while in some cities notable steps were made forward only to slide backward a few years later. Despite the failures reformers could claim one great success that is they firmly established professionalism as an ideal and their agenda dominated police reform for decades (Walker, 1992).

The police crisis of the 1960's stimulated a burst of reform. Length of pre-service training changed from an average of 300 hrs to over 1000 hrs. The contents of police academy changed, recruitment practices changed, police recruited actually at college level this boosted the educational levels of American police officers. A new breed of people chiefs whom had master degree appeared and a few with PhDs. Another consequence of national crisis was a wave of social science research on the police. The president's crime commission (1965-1967) provided financial support for research. The resulting body of knowledge altered public understanding of policing. The early 1970's also saw the first policewoman on patrol his was partly as a result of women's movement which challenged existing restrictions to females to many occupations. The 1964 civil rights prohibited employment discrimination on the basis of sex (Milton, 1972).

2.2.2.1 Police Training Curriculum

To respond to the need for a new Police training curriculum, Kenya Institute of Education was invited as a lead expert to work with the Police Services and Experts from the Institute of Police Education Linnaeus University of Sweden and UN Women. The team carried out a comprehensive training needs assessment and produced a report which was subjected to validation by Stakeholders.

Based on this report, a new training curriculum was developed. The new curriculum is a departure from the old police training curriculum in that it extends the period of training from 9 to 15 months of basic training and introduced an additional 6 months cadet training for University graduate recruits. It also expands the content by introducing new training modules in the areas of human rights, gender, public relations, ICT, Community Policing and service delivery. The curriculum has also introduced an internship program that allows trainees to go for practical exposure during the period of training. Further, the curriculum was standardized to serve both Services and create awareness of common policing standards expected in the National Police service. (K.I.E, 2010).

2.2.2.2 Professionalization of Instructors

The implementation of the curriculum was preceded by a comprehensive training needs assessment which included a skills audit that highlighted among others, the areas of specialization of Instructors, academic qualifications, professional training and their suitability as Instructors for a reformed Police Service. To address these concerns, the following measures should be undertaken; An urgent instructor's re-orientation programme of instructors should be rolled out, a continuous instructor's improvement programme be institutionalized in the colleges, a Quality Assurance Unit should be put in place within the training Institutions to carry out regular skills audit and enforce standards in the implementation of the curriculum, the leadership and management of the training Institutions should be reviewed in order to ensure transparency and accountability in the management of the Institutions and also to attract professionals to management positions within the Institutions, a Scheme of Service for Instructors should be developed by the National Police Service Commission in order to provide for a career path for officers who choose to be Instructors in the police Training Colleges(Naikuni, June 2012)

Instructors in the police training institutions are increasingly being retrained deployed based on the interest of the jobs as many officers regard deployment to these institutions as a form of punishment. However, the qualities of trainers need to be improved through recruiting interested, professionally qualified instructors and with adequate delivery skills.

2.2.2.3 Police training facilities and equipment's

Police training facilities and equipments are vital as far as leaving a lasting impression on police officers is concerned. It is notable that all training facilities are not operating on full capacity. For instance in the Kenya police college, the junior training wing classes remain the same way they were officially opened by a white commissioner of police, Catling in 1962. There are 20 classes for recruits and promotion courses. In addition to the outdated and dilapidated barracks initially constructed for Italian prisoners of war during World War II, there are three more stored blocks constructed during the reign of Commissioner Mohammed Ali. The drill faculty has received a single block which houses two classrooms and an office at the famous Kamukunji grounds while the traffic and the musketry faculty retain their traditional inadequate accommodations. The physical training facilities remain the dilapidated wooden structures. At the police practical procedure faculty there is a modern block (Katsutsu block) which houses additional classrooms. At the senior training wing there are currently 5 offices and 4 classrooms old dilapidated wooden structure, one block has since been added to house the Directors office and an additional lecture room. The same ugly scenario is mirrored in the GSU and CID training schools. Provincial police training centers (PTCs) are either dormant or not operating in their maximum capacity. The following are locations of such PTCs Nairobi area-Mathare, Kimilili, Makindu (Railways), Kisumu, Ruringu (Nyeri), Embu (Itabua), Garissa, Ngong (traffic) Nakuru, Mombasa (Police, 2004)

2.2.2.4 Curriculum Development and Evaluation

One of the terms of reference in the contract with KIE, besides the development of the curriculum was to conduct an evaluation of the curriculum with a view to identifying gaps and recommend appropriate adjustments. This was expected to be undertaken during the first year of the implementation of the curriculum (Naikuni, June 2012). Curriculum development and evaluation office is responsible for the production of all teaching materials for all faculties and sections in the college. The faculty is currently housed in limited office space in the main administration block at Kenya Police College.

2.2.2.5 On job training

In pursuit of the need to enhance professionalism in the Police Service and to bring officers at par with other professionals in other fields, the police Services have partnered with universities to provide courses tailored made for middle level Police officers. The partnership also provides police officers with an opportunity to undertake undergraduate and post-graduate degree courses relevant to police work. There is need for the establishment of National Police Service Academy and expansion of existing Colleges including Provincial Training Centers for training of police officers at middle and senior level.

One of the major concerns by police officers was that the police training that they undergo is not professionally certified. A major achievement in the new curriculum is the introduction of diploma and post-graduate diploma in policing. The Police Services have finalized the process of accreditation of Police Training Colleges to award diplomas and post-graduate diplomas in Policing. A National Police Service Examination Board has been established on an interim basis

to ensure quality assurance and standardization of examinations for both Police Services. This Board, when fully operationalized, will be under the oversight of the National Police Service Commission whose mandate includes standardization of training and certification of training programmes in the police service (Naikuni, June 2012).

2.2.3 Staffing

The operational capacity of any organization depends on the human resource factor and how well they are facilitated to carry out their obligations in terms of technological support. The technological support will entail the basic equipment's that enable the organization to meet its goals (Police, 2004).

An evaluation of the current human resource factor in the Kenya police reveal that police establishment, compared to the country's population does not relate positively in as far as policing is concerned. There is a notable short fall to meet the recommended international ratio of 1:450

2.2.3.1 Transfers.

A Policy to govern transfers within the National Police Service should be developed to address persistent complaints related to transfers.

Transfer of all ranks will be affected by the Commissioner of Police/inspector general. Officers shall not be transferred from one area to another unless He or She has served at least three years in the area. However the Commissioner of Police/inspector general may use his discretion to effect transfers from time to time (Police, 2009).

The provisions of Cap 23 force standing orders are not followed to the letter. There is little consideration to professionalism, skills and gender. This has seen skilled officers being deployed to offices of stations where their skills are not utilized, while individuals lacking in such skills are entrusted with duties they are not trained in. It is true that every police officer is equipped with the basic knowledge to perform police duties, it is also worthwhile to take into account the professionalism and skills acquired through training and experience.

Where laid down procedures are not being followed in regards to transfers, it has resulted to demoralized officers who cannot be trusted to discharge their duties effectively. The regulations are being disregarded in the transfer of officers to operational areas in relation to age, medical, physical fitness and disciplinary record.

The Task Force observed that while the Kenya Police Standing Orders and the Civil Service Code of Regulations govern the transfer of police officers, the manner in which transfers were effected was in some cases disruptive and punitive. Cases were reported by junior officers that they were not allowed to work near their spouses while the same restriction did not apply to senior officers. Female officers married to civilians also complained of discrimination on request for transfer to join their spouses. In other cases, transfer allowance was not paid and transport to new Stations was not provided. As at June 2009, unpaid transfer allowances in both Services had accumulated to Ksh. 311 million (Naikuni, June 2012).

2.2.3.2 Deployments.

Deployment in the Kenya police service has over the years been done without strict adherence to already set procedures. While the code of regulations and chapter 23 of the force standing orders suffice, the procedure has been influenced by factors such as favourism, nepotism and

corruption. All ranks of the Force are liable to be transferred for service to any part of the Republic of Kenya.

The same case applies to deployment of officers converted from the general service unit to general duties. There are cases where spouses are separated and posted to different stations, interrupting the learning of their children. There are also cases of officers having repeat tours of duty in operational areas while many others who have not served in such areas.

Many officers feel they are rejected at the station level when deployed at report office, beat and patrol among other areas. They end up giving their minimum and become uncivil, resulting in the public not getting the services they deserve. Currently the police service doesn't have a mechanism in place requiring those whose performance is unsatisfactory to leave the service neither is it an indiscipline case. This has a negative effect on the human resource factor as the service may appear to have right strength while some are non performers. This translates into a reduced operational capacity of the human resource.

2.2.3.3 Staff rotation

Staff rotation in the police service is rarely done, resulting in some officers remaining in some positions for long periods to the exclusion of others. To apply the acquired skills, officers should be exposed to different duties. Rotating personnel to different duties and sections within the police establishment is sure way of achieving this (Naikuni, June 2012)

2.2.3.4 Vetting of Police Officers

The National police service Act in section 7 (1)(2)(3)act envisions that;

7. (1) All persons who were immediately before the commencement of this Act, officers or employees of the Kenya Police Force and the Administration Police Force, established under the Police Act and the Administration Police Act respectively, including officers working with the Criminal Investigations Department, shall upon commencement of this Act become members of the Service in accordance with the Constitution and this Act.

(2) Notwithstanding subsection (1), all officers shall undergo vetting by the Commission to assess their suitability and competence.

(3) The Commission shall discontinue the service of any police officer who fails in the vetting referred to under subsection (2).

All ranks in police service should therefore be subjected to a review against set criteria on professionalism, integrity, track record of performance and psychological fitness. The criterion was to be developed jointly by the Public Service Commission, the Kenya Anti Corruption Authority and the National Security Intelligence Service.

The vetting exercise was started in June 2011 and a total of 1112 officers in the rank of Superintendent and above were subjected to the first stage of vetting through psychometric testing. The process was however put on hold and the delay has caused considerable anxiety among police officers and it is impacting negatively on the implementation of the reforms and police performance in general. The National Police Service Commission should undertake this exercise as soon as it is practicable as a matter of priority.

2.2.4 The legal structure

The objective of reforms is to provide a Policy and Legislative Framework that provides a legal basis for the on-going reform initiatives. A review of various legislations, the existing command structure and establishment of policing oversight Institutions should be focused. The Constitution gave momentum for reforms by creating a National Police Service under the command of the Inspector General and establishment of the National Police Service Commission. It also set standards for professionalism and discipline in the Police Service. Between the thirteenth and nineteenth centuries the English law enforced tradition developed in unsystematic manner. New institutions were created and old ones changed. The London police eventually became the model for American law enforcement with Sir Robert Peel as the father of London police(Walker, 1980)

Peel borrowed the organizational structure of the London power from the military including uniforms, rank designation and most important the authoritarian system of command and discipline. This quasi military style prevails in American police, the Kenya police and other police administrations in the world to this day.

In the United States modern police forces were established about ten years after the London police. As in England the old system of law enforcement broke down under the impact of urbanization, industrialization and immigration. Beginning in the 1830s, a wave of riots struck American cities. Many were clash between ethnic groups; others were economic in nature, disputes over moral question, racial violence which grew with years. In 1838 Abraham Lincoln then a member Illinois state legislative warned of the increasing disregard for law which pervaded the country (Walker, 1980).

Despite the breakdown in law and order Americans moved slowly in creating new police forces. New York City did not create a new police until 1845 eleven years after the first outbreak of riots. Between 1833 and 1854 in the face of recurring riots the city fought with the problem of police reform before finally creating a consolidated citywide police force on the London model (Richardson, 1970)

2.2.4.1 Legislative Reforms

In order to realize the envisaged reforms, the following Acts of Parliament were developed and enacted in the year 2011:-The National Police Service Commission Act, The National Police Service Commission Act, 2011 and The Independent Police Oversight Authority Act, 2011.

The Acts were developed through a consultative process with Stakeholders. The operationalization of the National Police Service and the National Police Service Commission Acts is at various stages while the Independent Policing Oversight Authority Board has been sworn in and taking shape.

The following Bills have been drafted and submitted to the Commission on Implementation of the Constitution in March, 2011: -Private Security Industry Regulation draft Bill 2010 and The National Coroners Service draft Bill 2010. They should be fast tracked to enhance police effectiveness. Other laws significant to police include: Counter Trafficking in Human Act, 2010, Prevention of Organised Crime Act, 2010, and Proceeds of Crime and Anti-Money Laundering, 2009, The National Security Council Act, 2012 all have been finalized.

2.2.4.2 Policy Reforms

The Committee finalized the development and publishing of the National Police Service Code of Conduct while the following drafts have been developed:-Community Policing Policy, Internal Affairs Unit Guidelines, and Fleet Management Guidelines,

2.2.4.3 Institutional Reforms.

The following Institutions and offices are at various stages of being operationalized:-The Chairperson and the Commissioners of The National Police Service Commission has already been gazetted. The office of the inspector general and the two deputies has already been filled through a rigorous vetting process by the National Police Service Commission. The Independent Policing Oversight Authority Board has been appointed and is in the process of recruiting staff and locating office premises. Directorate of Criminal Investigations has also been filled and is also in the process of streamlining their operations.

The restructuring of the National Police Service ranks has not been implemented. The county commanders are already in office though questions are arising from the way they were appointed. Other Institutions awaiting operationalization of the National Police Service Act are the County Policing Authorities, County Policing Forums, Committees and the Police Service Associations, though women police officers have recently formed an association.

2.2.5 Terms of service.

While the terms and services of police in Kenya may include a variety of issues and concerns the researcher, considered the variables discussed here under sufficient for the purpose of this study.

2.2.5.1 Police Salaries and Allowances.

The ongoing police reforms are underpinned by initiatives that seek to address the welfare of police officers. One of the initiatives is to improve remuneration and benefits for police officers commensurate with the demands placed on them in provision of security in the country. So far, the Government has implemented 42% of the salary level recommended by the Ransely Task force. However, the recommended increases in police allowances are yet to be implemented. The Task Force recommendation was that the increases be implemented in two phases so as to maintain the value of the increases. The delay in implementation of these awards has demoralized and demotivated police officers. This has impacted negatively on the pace of implementation of the reform agenda.

2.2.5.2 Housing

Officers of other ranks in the police Services are required to reside in police lines for ease of mobilization. Officers in higher ranks are free to rent accommodation outside the Stations but the house allowance provided does not enable them to rent decent housing. However, many of these quarters are overcrowded with married and single police officers being forced to share single rooms. Other Units were found to be dilapidated while a number of officers lived in tents, tin huts, timber or grass thatched mud structures. The resultant effect has been decay in values and morals, low morale, high levels of stress and strained interpersonal relations between the officers. In some Stations, civilians are occupying houses meant for police officers.

This situation was supported by statistics which indicated that the Kenya Police, with a complement of 42,342 officers, had a shortfall of 30,000 housing Units. The budgetary provision for housing for the police Services has consistently been low and does not take into account, the rising numbers in both Services. For example, in the 2009/2010 financial year, the budgetary allocation for police housing was Ksh 1.834 billion. Despite the two Police Services do not appear to be committed to planning and prioritizing their housing projects. As a result, there were many stalled projects throughout the country. These problems were further compounded by the bureaucracies and corruption commonly associated with the procurement of construction Services (Naikuni, June 2012).

2.2.5.3 Tooling and Equipment

A review of the tooling, logistical and technological capacity of the Police Services to establish their exact needs and specification of the required tools should be fast tracked. To achieve this, the Police Services needed technical assistance to develop criteria to determine the tooling and equipment requirements.

The police lack appropriate communication equipment, basic ICT knowledge and skills, equipment and infrastructure. Further, the Services lacked an effective electronic network and communication system (National Computer system) which connects police Stations, Local Access Network (LAN) connecting headquarters offices and allows preservation of crucial information and data. The use of closed circuit television (CCTV) cameras by police in detection of crime was inadequate.

There is also need for legislation to make electronic, audio-visual and computer data evidence admissible in court. It was further observed that there was need to strengthen use of ICT in the Directorate of Criminal Investigation specifically the DNA data base and Forensic investigations (Naikuni, June 2012)

2.3 Theoretical framework

Management is taken as a panacea to the delivery of police reforms in Kenya; police reforms will be achieved through planning and careful execution of such plans. It is from this assertion that the study adopts foundations of organizational development as the basis of explaining most of the variables of this research. The researcher will embark on a critical review of theories and models of planned change.

2.3.1 Models and Theories of Planned Change

Organizational development is planned change in an organizational context. The development of models of planned change facilitated the development of organizational development (Wendell L. French, 1999). Lewis (1946) introduced two ideas about change management that have remained influential since 1940's. His first idea states that, "what is occurring at any point in time is a resultant in a field of opposing force". That is, the status quo is the result of forces pushing in opposing directions. His second idea was a model of change process itself. He suggested that change is a three stage model.

2.3.2 Three phase model

Lewin (1958) suggested that change is a three stage process unfreezing the old behavior or situation, moving to a new level of behavior and refreezing the behavior at new level. Lewins model is a powerful tool for understanding change situations (Miner, 2007).

(Edgar Schein, 1969), took this excellent idea and improved it by specifying the psychological mechanisms involved in each stage. In stage 1, unfreezing, disconfirmation creates pain and discomfort, which causes guilt and anxiety, which motivates a person to change. But unless the person feels comfortable with dropping the old behaviors and acquiring new ones change will not occur. In stage 2, moving, the person undergoes cognitive restructuring. The person acquires information and evidence showing that the change is desirable and possible. The primary task in stage 3, refreezing is to integrate the new behaviors into the person's personality and attitudes.

(Drucker, 2002), argues that for successful change, organizations should follow the steps of unfreezing the status quo, movement to new state and refreezing the new change to make it permanent.

2.3.3 Action Research Model

(Lewin, 1946), developed the action research model a planned and collective approach to solving social and organizational problems. Action research involves three processes: data collection, feedback of the data to the client's system members, and action planning based on the data.

Action research is a method that combines learning and doing. That is, learning about the dynamics of organizational change, and doing or implementing changed efforts. Lewin who developed the concept of action research had this to say about it," the research needed for social practice can best be characterized as research for social management or social engineering. It is

this type of action research, a comprehensive search on conditions and effect of various forms of social action and research leading to action”

(Burnes, 1996), maintains that this model was based on the premise that an effective approach to solving organizational problems must involve a rational systematic analysis of the issues in question.

2.3.4 Kotter’s 8-Step Change Model

(Kotter, 1995), developed an eight –stage change process which includes; establishing a sense of urgency, coming up with a guiding coalition, creating a vision and strategy, communicating the change vision, empowering broad based action, generating short term wins consolidating the gains and creating more change and finally anchoring the new approaches into organizational culture. Establishing a sense of urgency involves examining the market and competitive realities coupled with identifying and discussing crisis, potential crisis, or major opportunities. Forming a powerful guiding coalition will entail assembling a group with enough power to lead the change efforts and encouraging the group to work together a as team.

Creating a vision to help direct the change efforts and developing strategies for achieving the vision. Fourth the organization has to communicate the vision using every vehicle possible to communicate the new vision and strategies. New behaviors will have to be taught by example of the guiding coalition. Fifth people must be empowered to act on the vision this will call for getting rid of obstacles for change as well as changing the systems or structures that seriously undermine the vision, encouraging risk taking and non –traditional ideas, activities and actions.

The sixth step, planning for and creating short term wins, will encompass planning for visible performance improvements, creating those improvement while recognizing and rewarding

employees involved in the improvement. Step seven, consolidating improvement and producing still more change must include; using increased credibility to change systems, structures and policies that do not fit the vision, hiring, promoting and developing employees who can implement the vision and reinvigorating the process with new projects, themes and change agents. Finally, institutionalizing new approaches will demand articulating the connection between the new behaviors and corporate success and developing the means to ensure leadership development and succession (Kondalkar, 2010).

2.4 Conceptual Framework

Conceptual framework is the result of what a researcher conceptualizes as the relationship between variables in the study. The relationship between different variables in this research is presented diagrammatically in figure 2.1 below.

Independent variables

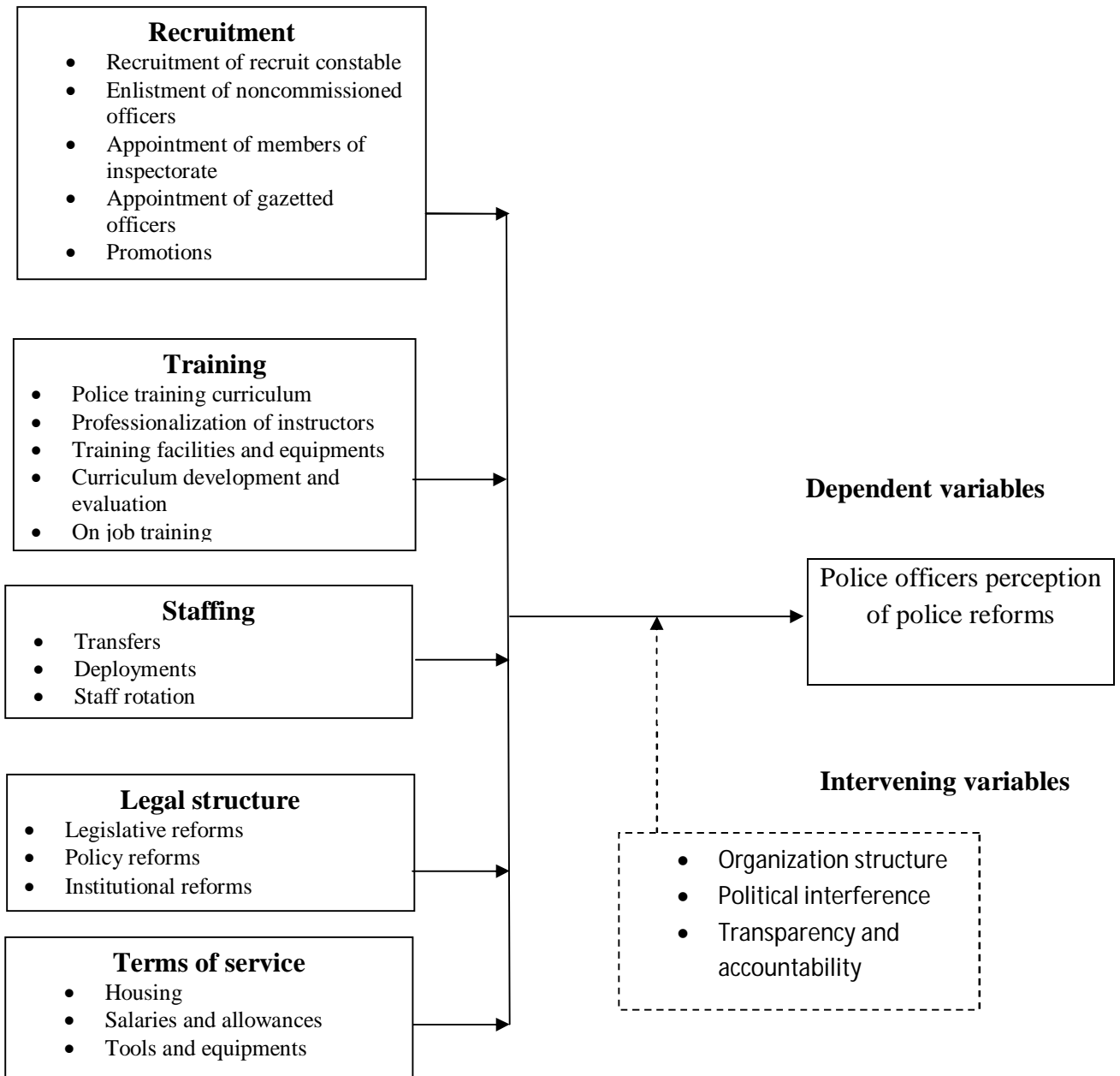


Figure 1: Conceptual Framework

The independent variables in this study will tend to affect the perception of police officers in one way or the other. If one factor say recruitment is affected either positively or negatively then the perception of police officers will also be affected in the same direction since there is a strong and positive correlation between each independent variable and the dependent variable as the outcome of the analysis proved. Moderating variables will also affect the dependent variable but they were not studied in depth as to show their effects.

2.5 Chapter summary

The chapter houses the outcomes of the literature review where all the variables were studied and existing literature on each of the variables reviewed. Change management theories were also reviewed and formed the foundations of this study. A conceptual framework was also developed.

CHAPTER THREE:

METHODOLOGY

3.0 Introduction

This chapter aimed at providing an account of the methodology to be used in gathering data. It covers research design, sample design, data collection and data analysis, limitation of the study, ethical issues and the expected outcome. This study sought to investigate police officers perception of police reforms basing the arguments on legal structure, recruitment, training and development as well as the terms and conditions of service as the study variables.

3.1 Research design

Based upon the above literature review, preliminary interviews of experienced Police commanders-managers, and the researcher's experience, portray an area that calls for answers. To understand these reforms, the researcher is to choose a study design that is intended to follow the descriptive study incorporating both quantitative and qualitative research methodologies hence taking advantage of triangulation. The researcher believed that a combination of these methods be meaningful to acquire the required data. The literature review identified issues that police reforms sought to address in the police organization. These could be verified through quantitative measures while qualitative methods will be used to discover what is happening in the study agency. That is, what are the individual Police officer's perceptions with police reforms and the impact it has had on such reforms?

The stratum were identified as gazetted officers (police commanders or managers), members of inspectorate (middle level managers) and non-commissioned officers (other ranks) and police constables. The researcher considered these categories sufficient as they were better informed about the interplay between reforms and the study variables.

3.2 Sampling design

The Kenya police service has a complement of approximately 42,586 officers who cut across the ranks and deployed in various departments and units, from where they share a common management platform. It was difficult to study the entire Kenya Police population and thus the researcher attempted to define an experimentally accessible population.

3.2.1 Study population

The researcher chose a purposive sample from departments and units based on the fact that the departments share the same command strategies. Second, are those individuals who are in management positions are best to judge whether they meet the primary objectives of police reforms.

3.2.2 Target population

Nairobi Area has a total of 4,065 officers (source; Police Personnel Data, October 2012). These officers cut across various ranks from the Deputy Commissioner of Police to police constables. The table below illustrates the personnel in Nairobi area.

Table 3.1: Rank Break-down in Nairobi Area

Rank	Number	Stratum	Total number
Deputy commissioner of police (DCP)	1	Gazetted officers(G.Os)	54
Senior assistant commissioner of police(S/ACP)	2		
Assistant commissioner of police (ACP)	3		
Senior superintendent of police (SSP)	16		
Superintendent of police(SP)	32		
Chief inspector	81	Inspectorate	181
Inspector	100		
Senior Seargent	39	Non-commissioned officers(NCOs)	655
Seargent	116		
Corporal	500		
Police constables	3175	Constables	3175
Total	4065		4065

Source; Police Personnel records (October 2012)

Based on the above target population the researcher sought to identify an experimentally possible population ensuring validity and reliability of the data. The researcher intended to administer questionnaires and interview schedule to the following sample population;

Table 3.2: Sample population

Rank	Sample Number	Percentage
Deputy commissioner of police (DCP)	1	100%
Senior assistant commissioner of police(S/ACP)	2	100%
Assistant commissioner of police (ACP)	2	66%
Senior superintendent of police (SSP)	5	33%
Superintendent of police(SP)	7	21%
Chief inspector	8	10%
Inspector	10	10%
Senior sergeant	4	10%
Sergeant	12	10%
Corporal	50	10%
Police constables	318	10%
Total	419	

Source; Police Personnel records (October 2012)

The table 3.3 gives a breakdown of the population to be sampled in each stratum. It represents 10% of the total population which the researcher believed offered representative study group to help realize the objective of this study. A minimum of 10% sample size from each stratum was considered sufficient. This is in reference to Mugenda and Mugenda (2003).

Table 3.3: Sample size

Stratum	Total number	Sample size	Percentage
Gazzeted officers	54	5	10%
Members of inspectorate	181	18	10%
Non-commissioned officers	655	65	10%
Police constables	3175	318	10%

The respondents were randomly selected from the following research sites purposively identified, three out of eight police divisions from Nairobi area were identified and about twelve police stations were visited. The researcher was interested with the following; Buru Buru Police Division-Buru Buru, Jogoo, Makongeni and Shauri Moyo Police Stations; Central Police Division-Central, Kamukunji, KICC and Parliament Police Stations; Kilimani Police Division-Kileleshwa, Capital Hill Post and Kilimani Police Stations.

3.2.3 Sampling Methods and Techniques

From the researchers study population, the target population was found in a single county. The fact that there are 8 Police regions housing the 47 legislative counties means that sampling from more than one of these counties was to duplicate the research findings. Therefore the researcher targeted Nairobi County where, a number of study units were available to the researcher.

In this area the researcher employed a combination of both probability and non probability sampling methods. Since the region targeted by the researcher has a large number of units to be studied, probability sampling provided an efficient system of capturing heterogeneity that exists in the target population. On the other hand, because the researcher focused on obtaining in-depth qualitative information about the police reforms, then non-probability sampling was used. The

technique used in probability sampling was stratified random sampling. The non-probability techniques included purposive sampling.

3.2.4 Sampling Procedures.

The research used a combination of both the stratified random sampling and purposive sampling. To capture the validity of characteristics in the population under study, the sample population was segregated into four homogeneous subgroups consisting of police constables, NCOs, Members of Inspectorate and the Gazette officers from where the researcher randomly selected the subjects. Ranks were the basis of classification in this research.

3.3 Data Collection Methods

Three research instruments were used in the study for data collection. They included questionnaires, interviews and observation. They were used since the researcher had found them to be most useful for collecting the type of data that was needed for this study. However the researcher largely relied on the questionnaires.

3.3.1 Questionnaires

A questionnaire was developed for this study. A questionnaire was used to capture the data where respondents specify their level of agreement to a statement.

3.3.1.1 Pre-testing and administration of the questionnaire

The questionnaire was pre-tested on a selected sample akin to the one that to be used in the study with a view to assessing their suitability. They were administered to a similar study population to the one used in the research. These questionnaires were hand delivered to the respondents and collected by the researcher.

3.3.2 Observation

This involved the researcher making observations on various Police reform issues over a period of time and since the researcher is a police officer, this enabled an in depth understanding of issues of police reform.

3.3.3 Interview Schedules

An interview schedule was drafted specifically targeting senior managers in the Police department. The Schedules sought to collect information relating to the experiences in the process of reforms in Kenya police.

3.4. Data analysis

Data arising from the questionnaires was subjected to the descriptive statistics aided by statistical package for social sciences (SPSS) where statistics were derived and inferred to make interpretations and conclusions. Data resulting from interview guide was classified into content categories and themes drawn according to the variables of the study.

Data analysis was conducted on individual questionnaire and analyzed exhaustively according to the objectives of the study. The responses were presented in terms of tables and percentages. Data from the surveys was evaluated to determine the extent to which police officers perceive the issues of police reforms. Data was then interpreted according to the purpose of the study which facilitated a discussion of the findings and drawing of conclusions.

3.5 Ethical considerations

The research was undertaken with concern on improving the Kenya Police fraternity and the services offered to the Kenya citizenry. It was not geared on the researcher's personal interests and as such did not target achieving negative effects from its objective. It was to be done in strict

accordance to the laws which prohibit unethical behavior by the researcher. The researcher endeavored to conform to the principle of voluntary consent where the respondents willingly participated in the research. During administration of questionnaires identities of the respondents was concealed by coding the questionnaires so that the same was only known by the researcher. This was hoped to enhance the confidence level of the respondents.

3.6 Operationalization of variables

The variables of the study are operationalized and indicators determined as indicated by the table below, all the variables were measured at ordinal scale.

Table 3.4: Operationalization of variables

Objectives	Independent variable	Dependent variables	Level of measurement	Indicators	Type of analysis
To assess how police recruitment influences the police officers perception of the police reforms.	Recruitment	Perception of Police officers on police reforms in Kenya.	Ordinal scale	Transparency in recruitment of recruit constable Un biased enlistment of non-commissioned officers Fairness in appointment of members of inspectorate. Openness in appointment of gazetted officers. Promotions based on merit.	Descriptive statistics
To assess how training influences the police officers perception of the police reforms.	Training	Perception of Police officers on police reforms in Kenya.	Ordinal scale	Adherence to Police training curriculum Professionalization of instructors. Upgrading of training facilities and equipments Curriculum development and evaluation. Proper on job training.	Descriptive statistics
To evaluate how staffing affects the perception of police officers on the police reforms.	Staffing	Perception of Police officers on police reforms in Kenya.	Ordinal scale	Transfers that are timely. Deployments based on competence. Staff rotation that is not biased	Descriptive statistics
To establish how the legal framework influences the police officers perception of the police reforms.	Legal structure	Perception of Police officers on police reforms in Kenya.	Ordinal scale	Clear legislations Consistent policy reforms Institutions that meet their objectives.	Descriptive statistics
To establish how terms of service influence the police officers perception of the police reforms.	Terms of service	Perception of Police officers on police reforms in Kenya.	Ordinal scale	Proper housing conditions Increased salaries and allowances Sufficient and upto date tools and equipment	Descriptive statistics

3.7 Chapter Summary

The chapter set out to describe the methodology used in the study. A descriptive study design was adopted which included both qualitative and quantitative methodologies. Probability and non-probability sampling techniques were used to come up with a representative sample size. Data was then collected through questionnaire, interview guide and observations. Data analysis was also described and ethical consideration put into account.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the factors affecting police reforms in the Kenya Police Service: a case of Kenya Police, Nairobi Area. The chapter also provides the major findings and results of the study.

4.1.1 Response Rate

The study targeted a sample size of 419 respondents from which 300 filled in and returned the questionnaires making a response rate of 71.6%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.1.2 Reliability Analysis

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents from the Kenya Police service, Nairobi Area. Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain item within a scale measures the same construct. Kiln (2003) established the Alpha value threshold at 0.6 thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. The table shows that all the five variables were reliable as their reliability values exceeded the prescribed threshold of 0.6 with a mean score of 0.8042.

Table 4. 1: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Recruitment	0.846	9
Training	0.824	10
Staffing	0.864	9
Legal Structure	0.701	11
Terms of service	0.786	3
Average	0.8042	9

4.2 Demographic Information

The study sought to establish the demographic information of the respondents including gender, duration that the respondents have been in the Kenya Police service, level of education and the respondents rank.

On the gender of the respondents, the study established that 240 of the respondents (80%) were male while 60 respondents (20%) were female.

Table 4.2: Gender of the police officers

Gender	Frequency	Percentage
Male	240	80
Female	60	20
Total	300	100.0

The study inquired on the duration of service of the respondents at Kenya Police Service. The findings in table 4.3 show that 145 of the respondents (48%) of the respondents had worked for Less than 5 years, 66 respondents (22%) had worked for between 6- 15 years, 38 of the respondents (13%) of the respondents had worked for between 26-30 years, 27(9%) of the

respondents had worked for over than 30 years while 24(8%) of the respondents had worked for between 16- 25 years.

Table 4.3: Duration of service in Kenya Police 2013

Duration of service	Frequency	Percentage
Under 5 years	145	48
6- 15 years	66	22
16-25 years	24	8
26-30 years	38	13
Over 30 years	27	9
Total	300	100.0

The study also sought to establish the respondents' highest level of education. According to the findings, the 156 of the respondents (52%) had a secondary certificate, 96 of the respondents (32%) had a bachelor's certificate, 35(11%) had a primary level of education while only 15(5%) of the respondents had attained a Masters degree. The table below is an illustration of the mentioned findings.

Table 4.4: Highest level of education of Kenya police 2013

Level of education	Frequency	Percentage
Primary	35	11
Secondary	156	52
Bachelors	96	32
Masters	15	5
Total	300	100.0

On the rank held, the findings in table 4.5 shows that 150 of the respondents (50%) of the respondents were constables, 84 (28%) were non-commissioned officers while 66 (22%) were members of inspectorate.

Table 4.5: Rank of police officers 2013

Rank	Frequency	Percent
Constable	150	50
Non-Commissioned Officer	84	28
Inspectorate	66	22
Total	300	100.0

4.3 Recruitment of police officers 2013

The study sought to assess how the police recruitment process influences the police officers perception of the ongoing police reforms.

Table 4.6: Recruitment

Recruitment	Mean	Std. Deviation
Recruitment of recruit constable is carried out fairly	4.5600	.8723
Enlistment of non commissioned officers is biased	4.3512	.0907
Appointment of members of inspectorate is always fair	1.1931	.0607
Appointment of gazetted officers is carried out fairly	3.0333	.5802
Promotions do breed corruption	4.1622	.7642
The recruitment requirements are sufficient.	4.1685	.0505
I approve the selection procedure of candidates for promotion courses.	1.4198	.5416
I agree with the selection criterion for candidates of promotions	2.4201	.3243
Promotion is based on performance.	2.2034	.4563

78% of the respondents strongly agreed that recruitment of recruit constable was carried out fairly indicated as shown by a mean score of 4.5600. The respondents agreed that enlistment of non-commissioned officers was biased as shown by a mean score of 4.3512. The respondents further agreed that the recruitment requirements are sufficient and that promotions bred corruption as shown by a mean score of 4.1685 and 4.1622 respectively. The respondents remained neutral on that appointment of gazetted officers was carried out fairly as shown by a mean score of 3.0333. The respondents disagreed that they recommended the selection criterion and that promotion was based on performance as shown by a mean score of 2.4201 and 2.2034 respectively. Finally, the respondents strongly disagreed that they approved the selection procedure of candidates for promotion courses and that appointment of members of inspectorate was always fair as shown by a mean score of 1.4198 and 1.1931 respectively.

On the question of how they perceived the restructuring of Police Service to include an Inspector General and redefine some ranks, the interviewees indicated that the structure was good even though the flow of information (messages) was not well streamlined, and that it was good for police since the Inspector General was able to run the service without political interference.

On whether the police understood and followed the correct recruitment procedure, the interviewees indicated that the police did not understand nor did they follow the correct recruitment procedure. On determining whether they had ever sat in an interviewing board. The interviewees indicated that they had sat in an interviewing board.

With regard to whether the procedure adopted for selection of candidates for promotions was adequate, the interviewees indicated that the procedure adopted for selection of candidates for

promotions was not adequate. The interviewees added that the procedure was always biased because senior officers sometimes interfered with the selection process.

4.4 Training

The study further sought to assess how training influences the police officers perception of the ongoing police reforms.

Table 4. 7: Training in Kenya police 2013

Training	Mean	Std. Deviation
The current Police training curriculum is sufficient for relevant training.	4.5110	.9512
The trainers in the Kenya police college are ill trained.	1.4253	.8762
Training facilities and equipments are sufficient	2.4537	.8921
Curriculum development and evaluation is vital,	4.2850	.3454
On job training in Kenya police is poorly done,	3.9601	.2608
The 15 months initial training provides adequate duration. For recruit training.	3.9560	.2305
All officers are conversant with the current training curriculum.	2.4533	.8905
Facilities at the police training institutions should be upgraded	4.6734	.2345
Training imparts relevant knowledge to cope with modern policing needs.	2.2344	.7890

The respondents strongly agreed that facilities at the police training institutions should be upgraded and that the current police training curriculum was sufficient for relevant training as illustrated by a mean score of 4.6734 and 4.5110 respectively. The respondents agreed that curriculum development and evaluation was vital, that on job training in Kenya police was poorly done and that the 15 months initial training provided adequate duration for recruit training as illustrated by a mean score of 4.2850, 3.9601 and 3.9560 respectively. The respondents disagreed that training facilities and equipments are sufficient, that all officers were conversant with the current training curriculum and that training imparted relevant knowledge to cope with modern policing needs as illustrated by a mean score of 2.4537, 2.4533 and 2.2344 respectively.

The respondents strongly disagreed that the trainers in the Kenya police college were ill trained as indicated by a mean of 1.4253.

In determining how competent the officers holding senior positions in police management were, the interviewees indicated that the officers were competent in management issues since they had vast experience in the police service.

4.5 Staffing in Kenya police 2013

The study further sought to reveal how staffing affects the perception of police officers on the ongoing police reforms.

Table 4.8: Staffing

Staffing	Mean	Std. Deviation
Transfers in the Kenya police service are carried out fairly	1.4552	.747356
I am satisfied with the way deployments are handled in Kenya police.	1.2234	1.22979
Personnel are rotated for various duties.	3.5055	.653735
There are enough police personnel to police Kenyans.	3.3890	1.22319
Deployments is based on competence in a particular field.	1.0491	1.35454
I recommend the way transfers are executed.	2.3747	1.12524
The vetting of police officers is necessary	4.7864	1.23456
Personnel are managed appropriately in the police service	2.4356	0.68547
The workload is realistic for the personnel.	3.2754	.987665
There is control and no autonomy in performance of duties.	2.3670	.067545

The respondents strongly agreed that the vetting of police officers was necessary as illustrated by a mean score of 4.7864. The respondents agreed personnel were rotated for various duties as illustrated by a mean score of 3.5055. The respondents remained neutral on the fact that there were enough police personnel to police Kenyans and that the workload was realistic for the personnel as illustrated by a mean score of 3.3890 and 3.2754 respectively. The respondents disagreed that the personnel were managed appropriately in the police service, that there was

control as well as autonomy in performance of duties and that they recommend the way transfers were executed as illustrated by a mean score of 2.4356, 2.3670 and 2.3747 respectively. The respondents strongly disagreed that transfers in the Kenya police service were carried out fairly, that they were satisfied with the way deployments were handled in Kenya police and that deployments were based on competence in a particular field as illustrated by a mean score of 1.4552, 1.2234 and 1.0491 respectively.

With regard to their perception of the effectiveness of the staffing in Kenya police service, the interviewees indicated that an effective human resource management will improve service delivery and deployment of officers to relevant sections/ departments within the service. The interviewees also indicated that placement of personnel was wrong since it was not based on professional expertise of each individual officer. The interviewees indicated that not all police officers understood the meaning of police reforms.

4.6 Legal structure of Kenya police

The study further sought to establish how the legal framework influences the police officers perception of the ongoing police reforms.

Table 4.9: Legal structure in Kenya police 2013

Legal structure	Mean	Std. Deviation
The Legislative reforms going on are necessary for police reforms.	4.4338	.6623
The Policy changes are necessary for police reforms	4.3626	.0849
The Institutions reforms are necessary for police reforms.	4.1923	.0366
The present legal structure is relevant to police reforms.	2.5659	.0904
It is necessary to restructure the current legal structure.	2.6564	1.0082
The command structure offers an insight on how the Kenya police operate	4.0623	.0888
The command structure of the Kenya police is in harmony	1.4872	1.0364
The legislations results in efficiency and effectiveness	3.9231	.0342
The quality of the legal structure in Kenya police is good.	4.4725	1.0367
There are glaring problems with the command structure	4.6714	.80846
Laws are clearly defined	4.2564	1.0082

On the level of agreement with the statements on legal structure, the respondents strongly agreed that there were glaring problems with the command structure as shown by a mean score of 4.6714, the respondents agreed that the quality of the legal structure in Kenya police was good as shown by a mean score of 4.4725, further the legislative reforms going on were necessary for police reforms, that the policy reforms were necessary for police reforms, that laws were clearly defined, that the institutions reforms were necessary for police reforms as shown by a mean score 4.4338, 4.3626, 4.2564 and 4.1923 respectively. The respondents agreed that the legal structure offered an insight on how the Kenya police operated as shown by a mean score 4.0623. The respondents further agreed that the legislations resulted in efficiency and effectiveness as shown by a mean score 3.9231. The respondents remained neutral on the fact that it was necessary to restructure the current legal structure and that the present legal structure was relevant to police reforms as shown by a mean score 2.6564 and 2.5659 respectively. The respondents strongly disagreed that the command structure of the Kenya police was in harmony as shown by a mean score 1.4872.

The interviewees indicated that legal structure didn't have an impact on service delivery. With regard to the assessment of the way the police commanders formulated (develop) and implemented (carry out) reform agendas, the interviewees indicated that there was need for acceptance that change is real and then willingness to articulate the reform agenda by organizing barazas with officers. The interviewees rated the current status of police reforms as poor this is because instead of those concerned focusing on reforms they had engaged in cheap politics.

4.7 Terms of Service in Kenya police 2013

The study sought to establish how terms of service influence the police officers perception of the police reforms.

Table 4.10: Terms of Service

Terms of service	Mean	Std. Deviation
Police salaries & allowances are sufficient	1.2564	0.1482
The Housing conditions in Kenya police is wanting.	4.0623	0.9868
The Tool and equipment are sufficient for police operations	1.4872	0.0374

On terms of service, respondents strongly agreed that the Housing conditions in Kenya police service is wanting as illustrated by a mean score of 4.0623. The respondents strongly disagreed that the tool and equipment were sufficient for police operations and that police salaries & allowances were sufficient as indicated by a mean score of 1.4872 and 1.2564 respectively.

On the challenges faced in the process of implementing change, the interviewees indicated that the challenges included: inadequate funding, demotivated staff, negative attitude from certain quarters, unwillingness to change, lack of modern technology experts, political interference, untimely transfers and lack of continuous training / seminars.

With regard to addressing the challenges, the interviewees indicated that they empowered officials so as to understand change is real and that even if they refused they will be forced to change. The interviewees also indicated that they made the lectures more entertaining as well as liaising with the supervisors. The interviewees further indicated that the Police service needs to employ officers with ICT expertise, that the government should ensure proper funding is done and that officers should receive continuous trainings.

4.8 Correlation Analysis

In order to establish the relationship between the various factors and perception of police officers on police reforms in Kenya, Pearson product moment correlation analysis was used. A correlation is a number between -1 and +1 that measures the degree of association between two variables. The correlation coefficient value (r) ranging from 0.10 to 0.29 is considered to be weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. A positive value for the correlation implies a positive. A negative value for the correlation implies a negative or inverse association.

Table 4. 11: Correlation Matrix

		Perception of police on police reforms in Kenya.	Recruitment	Training	Staffing	Legal structure	Terms of service
Perception of police reforms in Kenya	Pearson Correlation Sig. (2- tailed)	1 .					
Recruitment	Pearson Correlation Sig. (2- tailed)	.628 .021	1 .				
Training	Pearson Correlation Sig. (2- tailed)	.778 .007	.503 .015	1 .			
staffing	Pearson Correlation Sig. (2- tailed)	.632 .002	.843 .010	.677 .048	1 .		
Legal structure	Pearson Correlation Sig. (2- tailed)	.559 .025	.503 .019	.629 .012	.514 .013	1 .	
Terms of service	Pearson Correlation Sig. (2- tailed)	.609 .027	.514 .049	.524 .042	.503 .033	.523 .045	1

The data presented on recruitment, training, staffing, legal structure and Terms of service were computed into single variables per factor by obtaining the averages of each factor. Pearson's correlations analysis was then conducted at 95% confidence level. The table above indicates the correlation matrix between the factors (recruitment, training, staffing, legal structure and Terms of service) and perception of police on the ongoing reforms in Kenya.

According to the correlation matrix, there is a positive and significant relationship between perception of police on reforms in Kenya police service and recruitment, training, staffing, legal structure and Terms of service with a 0.628, 0.778, 0.632, 0.559 and 0.609 magnitude respectively. The positive relationship indicates that there is a correlation between the factors and the perception of police officers on police reforms in Kenya.

According to the correlation matrix, there is a positive and significant relationship between perception of police reforms in Kenya and recruitment, training, staffing, legal structure and Terms of service of P-value of 0.021,0.007, 0.002,0.025 and 0.027 respectively at 95% level of confidence. The positive relationship indicates that there is a correlation between the factors and the perception of police officers on police reforms in Kenya.

The correlation findings infers that all the factors positively and significantly influenced the perception of police reforms in Kenya with training having the highest effect on perception of police reforms in Kenya, followed by staffing, followed by recruitment, then Terms of service while legal structure had the lowest effect on the perception of police reforms in Kenya. This notwithstanding, all the factors were significant (p-value <0.05) at 95% confidence level with the most significant factor being staffing.

4.9 Chapter Summary

This chapter presents the findings of this study. It covers demographic information, recruitment, training, staffing and legal structure. The next chapter presents the summary of findings, discussions, conclusion and recommendation of the study.

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

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings and recommendation made. The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to establish the police officers perception of the ongoing police reforms in Kenya: a case of Kenya Police, Nairobi Area.

5.2 Summary of key Findings

A positive and significant relationship between recruitment and the perception of police reforms in Kenya existed. The study deduced that the recruitment of recruit constable was carried out fairly, that enlistment of non-commissioned officers was biased and that promotion was not based on performance, that the recruitment requirements were sufficient and that promotions bred corruption. Officers were not sure whether the appointment of gazetted officers were carried out fairly. Appointment of members of inspectorate was not always fair, officers did not also recommend the selection criterion. Officers did not approve the selection procedure of candidates for promotion courses and that appointment of members of inspectorate was not always fair.

The study established that there is a positive and significant relationship between training and the perception of police reforms in Kenya. Facilities at the police training institutions should be upgraded, while the current police training curriculum was sufficient for relevant training. Agreement was also reached that training facilities and equipments were insufficient. The study

also established that curriculum development and evaluation was vital and that training imparted relevant knowledge to cope with modern policing needs. On job training in Kenya police was poorly done and that the 15 months initial training provided adequate duration for recruit training. All officers were not conversant with the current training curriculum while the trainers in the Kenya police college were not ill trained.

A positive and significant relationship existed between staffing and the perception of police reforms in Kenya. It was learnt that the vetting of all police officers was necessary. Officers remained neutral on the fact that the workload was realistic for the personnel and that there were enough police personnel to police Kenyans. The study deduced that there was no control as well as autonomy in performance of duties and that personnel were not managed appropriately in the police service. The study also inferred that the police officers did not recommend the way transfers were executed that they were not fairly carried out while most of the officers were not satisfied with the way deployment were handled as they were not based on competent in a particular field.

The study revealed that a significant relationship exists between legal structure and the perception of police reforms in Kenya. It was established that it was necessary to restructure the current legal structure, that the legislative reforms going on were necessary for police reforms including the policy reforms. The institutions reforms were necessary for police reforms while officers were not sure whether the present legal structure was relevant to police reforms but the command structure offered an insight on how the Kenya police operated and was construed as good. The study further revealed that the legal structure of the Kenya police was not in harmony that there were glaring problems with the legal structure while registrations resulted in efficiency and effectiveness.

It was construed that a significant relationship existed between terms of service and the perception of police reforms in Kenya. Tools and equipments, salaries and allowances were seen to be insufficient by the police and the housing conditions in Kenya police is wanting.

It was clear that training had the highest effect on perception of police reforms in Kenya, seconded by staffing, and terms of service then recruitment, while legal structure had the lowest effect on the perception of police reforms in Kenya.

5.3 Discussions of Key Findings

This section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion.

5.3.1 Recruitment

With regard to the recruitment, the study revealed that recruitment of recruit constable was carried out fairly. According to G.O.K, Guidelines on Recruitment of Police Officers (2011) in order to enhance accountability, transparency and fairness in police recruitment, a recruitment guidelines has been developed that was used in the first recruitment by both Police Services under the Police Reforms. The key areas addressed in the guidelines included single-day joint recruitment into both Police Services, raising of the minimum entry requirement to KCSE grade C, Joint Recruitment Committees which included non-police persons as well as the introduction of independent observers and the participation of the public. The study revealed that enlistment of non commissioned officers was biased and that promotion was not based on performance, that the recruitment requirements were sufficient and that promotions bred corruption. According to the British government (2004) in terms of promotions, the police high potential development

scheme provides the opportunity to take an officer to the most senior position in the police service. The study also revealed that the appointment of members of inspectorate was not always fair. Wasike (2005) observed that appointment provisions are more of selection criterion with no systematic procedure to discover, develop, seek and attract individuals to fill actual of anticipated vacancies. The existing selection criterion is therefore prone to abuse and inefficiency.

5.3.2 Training

The study established that facilities at the police training institutions should be upgraded, that the current police training curriculum was sufficient for relevant training and that training facilities and equipments were insufficient. In line with the literature review the new curriculum is a departure from the old police training curriculum in that it extends the period of training from 9 to 15 months of basic training and introduced an additional 6 months cadet training for University graduate recruits. It also expands the content by introducing new training modules in the areas of human rights, gender, public relations, ICT, Community Policing and service delivery. The curriculum has also introduced an internship program that allows trainees to go for practical exposure during the period of training. The study established that curriculum development and evaluation was vital, that training imparted relevant knowledge to cope with modern policing needs, that on job training in Kenya police was poorly done and that the 15 months initial training provided adequate duration for recruit training.

Naikuni, June (2012) observed that curriculum development and evaluation office is responsible for the production of all teaching materials for all faculties and sections in the college. The faculty is currently housed in limited office space in the main administration block. They further argue that in pursuit of the need to enhance professionalism in the Police Service and to bring

officers at par with other professionals in other fields, the police Services have partnered with universities to provide courses tailored made for middle level Police officers. The partnership also provides police officers with an opportunity to undertake undergraduate and post-graduate degree courses relevant to police work.

5.3.3 Staffing

The study deduced that the vetting of police officers was necessary; that there was no control as well as autonomy in performance of duties and uncertainty existed on the reality of the workload to personnel and whether there were enough police personnel. These findings agree with National Police service Act 2011 which provides that all ranks in police service should therefore be subjected to a review against set criteria on professionalism, integrity, track record of performance and psychological fitness. The criterion was to be developed jointly by the Public Service Commission, the Kenya Anti Corruption Authority and the National Security Intelligence Service. They also describe the situation despite the United Nations ratio of one police to 450 people (1:450). The study also deduced that personnel were not managed appropriately in the police service and were not rotated for various duties. This is consistent with (Naikuni, June 2012) who observed that Staff rotation in the police service is rarely done, resulting in some officers remaining in some stations for long periods to the exclusion of others. To apply the acquired skills, officers should be exposed to different duties. Rotating personnel to different duties and sections within the police establishment is sure way of achieving this. The study further deduced that transfers in the Kenya police service were not carried out fairly, many officers were not satisfied with the way deployments were handled in Kenya police not being based on competence in a particular field. This is not in line with the provisions of Cap 23 force standing orders are followed to the letter. There is little consideration to professionalism, skills

and gender. This has seen skilled officers being deployed to offices of stations where their skills are not utilized, while individuals lacking in such skills are entrusted with duties they are not trained in. It is true that every police officer is equipped with the basic knowledge to perform police duties, it is also worthwhile to take into account the professionalism and skills acquired through training and experience.

5.3.4 Legal structure

The study established that it was necessary to restructure the current legal structure that the legislative reforms going on, the policy reforms and institutional reforms were necessary for police reforms. These findings correlate with the literature review where a review of various legislations, the existing command structure and establishment of policing oversight Institutions should be carried out. The Constitution gave momentum for reforms by creating a National Police Service under the command of the Inspector General and establishment of the National Police Service Commission. It also set standards for professionalism and discipline in the Police Service.

5.3.5 Terms of Service

The study also deduced that the Tool and equipment were not sufficient for police operations as well as police salaries & allowances and that the Housing conditions in Kenya police is wanting. (Naikuni, June 2012) observed that one of the initiatives to improve policing is improve the remuneration and benefits for police officers commensurate with the demands placed on them in provision of security in the country. In terms of housing, officers of other ranks in the police Services are required to reside in police lines for ease of mobilization. However, many of these quarters are overcrowded with married and single police officers being forced to share single

rooms .Officers in higher ranks are free to rent accommodation outside the Stations but the house allowance provided does not enable them to rent decent housing.

5.4 Conclusion

The study revealed that there is a positive and significant relationship between the recruitment and the perception of police reforms in Kenya. Recruitments must be based on merit as per the laid down academic, character and physical requirements. The process must be free of politicization, favoritism and patronage.

The study exposed a positive and significant relationship between training and the perception of police reforms in Kenya. For the Kenyan government to achieve its aim in the creation of a peaceful environment to foster social political and economic development for the well being of the citizens. An efficient and well trained security system must be put in place to ensure adequate training.

The study underlined a positive and significant relationship between staffing and the perception of police reforms in Kenya. The police managers should let it be known to them that the operational capacity of any organization depends on the human resource factor and how well they are facilitated to carry out their obligations in terms of technological support, welfare and management of personnel.

The study further concludes that a significant relationship exists between legal structure and the perception of police reforms in Kenya. The objective of reforms is to provide a Policy and Legislative Framework that provides a legal basis for the on-going reform initiatives.

The study also deduced that a significant relationship exists between terms of service and the perception of police reforms in Kenya. This is to mean that the ongoing police reforms should be underpinned by initiatives that seek to address the welfare of police officers.

The study finally concludes that training had the highest effect on perception of police reforms in Kenya, seconded by staffing and terms of service, followed by recruitment while legal structure had the lowest effect on the perception of police reforms in Kenya.

5.5 Recommendations for Policy and Practice

From the findings and conclusion, the study recommends that;

- i. The Police Service Commission should introduce a reward scheme to recognize outstanding performance by police officers other than through promotions.
- ii. The study recommended that a policy to guide transfers, promotions and terms of service be developed to address persistent complaints related to the issues.
- iii. The existing legislations be strengthened through amendments in a transparent and consultative process.
- iv. An efficient and well trained security system must be put in place to ensure adequate training if the government's aim is the creation of a peaceful environment to foster social political and economic development for the well being of the citizens is to be achieved.
- v. The internal audit department envisioned by the National Police Service Act should be operationalised and strengthened within the police Institutions to carry out regular skills audit and enforce standards in the implementation of the police reforms.

5.6 Recommendations for Further Studies

From the study and related conclusions, the researcher recommends further studies should be done on the challenges facing the implementation of police reforms. Further research should be carried out on the influence of terms and conditions of service on performance. The study also recommends further studies should be carried out on issues surrounding police training as well as a study on issues of deployment within the Kenya Police Service.

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APPENDICES

Appendix I: Introductory letter

Dear Respondents,

RE: **AN INVESTIGATION OF POLICE OFFICERS PERCEPTION OF POLICE REFORMS.**

I would first wish to thank you for your willingness to participate in this research. My names are John Kabia King'ori and I am pursuing a Masters of Arts at the University of Nairobi. You have been selected for the purposes of the study, by virtue of you being a police officer. The attached questionnaire is aimed at investigating the perception of police officers on police reforms.

Please take time to complete the questionnaire. Your genuine response will be appreciated. High level of confidentiality will be assured. The information obtained will be used purely for academic reasons.

Thank you all in advance.

Yours sincerely,

John Kabia king'ori

M.A Student. University of Nairobi

Appendix II: Questionnaire for Inspectorate, Non-commissioned officers and Police constables.

This questionnaire is being administered to investigate the factors affecting police reforms in the Kenya Police Service. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for research purposes by the researcher himself.

SECTION 1: General Information for statistical purposes only.

1. What is your gender?

Male Female

2. How long have you been in the force?

Under 5 years

6- 15 years

16-25years

26-30 years

Over 30 years

3. What is your rank?

Constable

Non-Commissioned Officer

Inspectorate

4. What is your highest level of Education?

Primary Level

Secondary Level

Bachelors Degree

Diploma level

Masters level

Others; (please specify).....

SECTION B

Response scale is as follows;

1. Strongly disagree
2. Disagree
3. Not sure
4. Agree
5. Strongly agree

Part 1; Recruitment

Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response

	Recruitment	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
		1	2	3	4	5
1	Recruitment of recruit constable is carried out fairly.					
2	Enlistment of non commissioned officers is biased.					
3	Appointment of members of inspectorate is always fair					
4	Appointment of gazetted officers is carried out fairly.					
5	Promotions do breed corruption					
6	The recruitment requirements are sufficient.					
7	I approve the selection procedure of candidates for promotion courses.					
8	I recommend the selection criterion					
9	Promotion is based on performance.					

Part 2; Training

Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response.

	Training.	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
		1	2	3	4	5
1	The current Police training curriculum is sufficient for relevant training.					
2	The trainers in the Kenya police colleges are ill trained.					
3	Training facilities and equipments are sufficient					
4	Curriculum development and evaluation is vital,					
5	On job training in Kenya police is poorly done,					
6	The 15 months initial training provides adequate duration. For recruit training.					
7	All officers are conversant with the current training curriculum.					
8	Facilities at the police training institutions should be upgraded					
9	Training imparts relevant knowledge to cope with modern policing needs.					

Part 3; Staffing

	staffing	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
		1	2	3	4	5
1	Transfers in the Kenya police service are carried out fairly.					
2	I am satisfied with the way deployments are handled in Kenya police					
3	Personnel are rotated for various duties.					
4	There are enough police personnel to Police Kenyans.					
5	Deployments is based on competence in a particular field.					
6	I recommend the way transfers are executed.					
7	The vetting of police officers is necessary					
8	Personnel are managed appropriately in the police service					
9	The workload is realistic for the personnel.					
10	There is control as well as autonomy in performance of duties.					

Part 4; Legal structure

Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response.

	Legal structure	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
		1	2	3	4	5
1	The Legislative reforms going on are necessary for police reforms.					
2	The Policy changes are necessary for police reforms					
3	The Institutions created are necessary for police reforms.					
4	The present legal structure is relevant to police reforms.					
5	It is necessary to restructure the Current command structure.					
6	The command structure offers an insight on how the Kenya police operate.					
7	The legal structure of the Kenya police is in harmony					
8	The legislations results in efficiency and effectiveness					
9	The quality of the legal structure in Kenya police is good.					
10	There are glaring problems with the Command structure?					
11	Laws are clearly defined					

Part 5: Terms and Conditions of Service

Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response.

	Terms and Conditions of Service	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
		1	2	3	4	5
1.	Police salaries &allowances are sufficient					
2.	The Housing conditions in Kenya police is wanting.					
3.	The Tool and equipment are sufficient for police operations.					

Appendix III: Senior Officers Interview Schedule

This interview schedule is to be administered to the Police Gazzeted officers. To be targeted by this interview schedules are the Superintendent of Police and above who are regarded to as senior managers in the force.

The information you provide shall be treated with confidence and shall not be used for any other purpose other than for this research.

SECTION ONE

Background information

1. What is your gender?

Male

Female

4. How long have you been in the force?

Under 5 years

6- 15 years

16-25years

26-30 years

Over 30 years

3. What is your rank?

Superintendent of Police

Senior Superintendent of Police

Assistant commissioner of police

Senior assistant commissioner of police.

Deputy Commissioner of police.

Senior deputy commissioner of police.

4. What is your highest level of Education?

- Primary Level
- Secondary Level
- Bachelors Degree
- Diploma level
- Masters level

Others; (please specify).....

SECTION TWO

General Information on Police Reforms

1. Approximately how many Police officers are under your command?
.....
2. How do you perceive the restructuring of Police Service to include an Inspector General and redefine some ranks?
.....
3. Do you think the legal structure will have an impact on service delivery.....
.....
4. What is your perception of the effectiveness of staffing function in Kenya?.....
.....
5. In your opinion, how competent are the officers holding senior positions in police management?.....
.....

6. What is your assessment of the way the police commanders formulate (develop) and implement (carry out) reform agendas?

.....
.....

7. a) What major challenges do you face in the process of implementing change?

.....
.....

b) How do you address the challenges above? (If any)

.....
.....

8(i) Would you recommend any changes to the Kenya police service?.....

(ii) If yes, what changes would you want addressed to effectively achieve desired reforms?.....

.....

9. In your own words are police officers under your command satisfied with the way reforms are handled?.....

10. In your own opinion do the police follow the correct recruitment procedures?.....

.....

11. Have you ever seated in an interviewing board?.....

12. Do you recommend vetting of all police officers?.....

13. Comment on the terms of service in the police?.....

14. Comment on the training in Kenya police service?.....