

**A REPORT ON THE KAWP CAPACITY BUILDING AND
TRAINING WORKSHOP HELD ON 18TH -20TH
SEPTEMBER 2014 AT MAANZONI LODGE, MACHAKOS,
KENYA.**

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1. BACKGROUND

UNWOMEN, in collaboration with senior Police Management, sponsored six (6) senior Women Police Officers to represent Kenya at the 49th Annual Conference of the International Association of Women Police (IAWP), held at Lexington, Kentucky, USA, 21-25 August, 2011. Following the meeting UNWOMEN in collaboration with the Kenya Police Service, organized the '*Women in Policing in Kenya Consultative Forum*' which was held on 2nd- 3rd August, 2012 at the Kenya Commercial Bank Leadership centre in Karen, Nairobi. The purpose of the Forum for women in the three arms of the Police Service was to provide a platform that enabled them to share experiences; develop a common understanding of being a Woman and Police Officer and to kick-start the process of establishing a Kenya Police Women's Association. During the forum, it emerged that women in Kenya's National Police Service have unique needs that differ from those of their male colleagues. It was therefore necessary to put in place a mechanism that created a supportive environment for female officers to assert themselves, change policies, institutional culture and the face of policing in Kenya. To do so, participants agreed that to establish a Kenya Women Police Association, it was necessary to:

- set up a technical committee to work on the establishment of the Association;
- develop a Concept Paper to be presented to the Police Commissioner for approval and dissemination to other Police Officers
- plan sensitization meetings to present the work of the committee
- develop a legal framework which would include the formulation of a Constitution, by-laws dealing with the registration of the Association
- develop a logo to be used by the Association in brochures and other IEC materials
- officially launch the Association
- register the Association with (IAWP)

The lead facilitator of the forum assisted participants in establishing the Association. A democratic election was conducted and the technical Committee was formed to steer the process. The technical committee worked tirelessly to implement the steps agreed upon during the consultative forum in Karen. In November 2012 the technical committee lobbied for the adoption of KAWP. After several meetings with the legal technical officer, Patricia Nyaundi, a legal framework was established. On 18th June 2013, the KAWP Constitution was

validated by female officers of the Service. Subsequently, on 9th July 2013 the Kenya Association of Women in Policing (KAWP) was formed and officially registered, with the aim of championing the rights of women, promoting gender equality and professional growth of women within the service. The Association then held its first National Executive Committee elections on 25th July, 2013, in which 10 officials were elected. In September of the same year, KAWP was registered as an Affiliate member of the International Association of Women Police (IAWP).

In line with the objectives stipulated in the KAWP constitution, the association has attained a number of achievements which include:

- A successful review of the Force Standing Orders from a gender perspective
- Providing gender focused welfare support to schools and prisons within Kenya
- Collaborating and networking with the International Association of Women in Policing (IAWP)
- Institutional building

Despite the achievements of KAWP, the association faced several challenges including resource mobilization and institutional culture. In this regard, UN Women held a capacity building workshop from 18th -20th September at Maanzoni Lodge in Machakos, Kenya, that was intended to provide a platform to take stock of KAWP's progress; identify key achievements and challenges since its establishment; highlight the gender and security sector reforms in the Kenya Police force; assess the level of implementation of the KAWP Constitution and to strengthen KAWP's capacity on leadership and institutional skills building, conflict management and negotiation.

2. THE KAWP CAPACITY BUILDING AND TRAINING WORKSHOP: 18th - 20th September 2014

2.1 Participants

The key participants in the workshop included:

- UN Women: Ms. Karin Fueg, Deputy Country Director
Ms. Idil Absiye, Senior Programme Specialist on Peace and Security

- Facilitators: Lead: Prof. Maria Nzomo
- Associates: Patricia Nyaundi and Emma Oketch
- Rapporteur: Louise Ochanda
- Training Participants: KAWP Executive Committee members and regional members
- Guest of honor: MBSS, Chief of National Coordinator Mr. William O. Thwere

2.2 Summary of Proceedings

2.2.1. Opening Remarks

Idil Absiye of UN Women, in her introductory remarks, provided a brief background and outlined the agenda of the capacity building workshop.



During the Official Opening Ceremony of the training workshop, Ms. Karin Fueg, Deputy Country Director of UN Women delivered a speech in which she noted that women, men, boys and girls face different security threats that require tailored responses. She emphasised that adequate representation of women in the police sector is a crucial element in ensuring peace and security and highlighted the fact that only 10% of women in the Kenya Police force occupy high ranking positions.

Reminding participants of the role of United Nations Security Council Resolution 1325, Ms. Fueg emphasised the importance of women as active agents of peace, and called for concrete, sustainable and tangible solutions to account for the needs and rights of women.

She specified that the responsibility lay in the hands of the training participants, to install monitoring and accountability mechanisms to ensure coherent and effective implementation of United Nations Security Council Resolution 1325 and subsequent resolutions that promote women in peace and security.

She also stressed the commitment of UN Women to support KAWP in championing the rights of women and promoting gender equality and professional development of women within the service. She ended her speech by welcoming the guest of honour as well as the participants of the workshop, and also commended KAWP members for their progress and perseverance throughout the KAWP implementation process.

The guest of honour Mr. William Thwere, MBSS, Chief of National Coordinator delivered opening remarks on behalf of the Inspector General David Kimayu. He stated that KAWP is the first association of its kind in the country within the National Police Service. He pointed out that as the Police Service is a disciplined service it was important for KAWP to establish strong formulas. He stressed the importance of discipline in the police service and advised the women to take it into account when pursuing the needs of their fellow female police officers.

Mr. Thwere cautioned KAWP officials against pursuing the mandate of the association in ways that could compromise their positions within the police force. He advised KAWP to seek ways of generating funds so as to wean off their financial dependence on the Kenya Police office. He concluded by confirming the Inspector General's support for KAWP and its new legal framework and urged KAWP members to work towards achieving their goals and improving on their weaknesses.



Mr. William O. Thwere, Chief of National Police Service, Ms. Karin Fueg, UN Women Deputy Country Director and SicilyGatiti, Chairperson of KAWP

Responding to the speech and concerns raised by the guest of honour, Prof. Maria Nzomo reassured the guest of honour that she would address the issues raised in the course of the training as detailed in the workshop programme.

2.2.2 Taking Stock of KAWP

The Chairperson of KAWP, Sicily Gatiti made a short presentation on the progress of KAWP, its objectives, achievements and the challenges they have faced in implementing the objectives of the association. She pointed out that KAWP's partnership with UN Women was simply a partnership within the forces to promote gender sensitive police reforms. She then highlighted the aims of KAWP as per the constitution and their achievements to date which include:

- Successful review of the Force Standing Orders from a gender perspective
- Holding National Executive Committee elections from which 10 officials were elected
- Validating the KAWP Constitution
- Recruiting members with membership standing at 2000 members including male associate members
- Providing gender focused welfare support in the form of sanitary towels, personal hygiene effects for women and diapers for children to schools in Marigat and Shimo la Tewa Women's Prison

- Collaborating and networking with the International Association of Women in Policing (IAWP) by registering as an affiliate member and attending the 51st annual international IAWP Conference in Dublin
- Successful integration of gender into the police curriculum through a training module that is examinable.

She then discussed the main challenges that KAWP has faced in implementing its objectives including; the negative attitudes from other male and female police officers about KAWP; the lack of resources like an office, funds stationery and technology for communication; lack of ideas for fund raising strategies which stalls and inhibits the progression of projects and finally the hostile hierarchical and patriarchal institutional structure of the police force which prevents change.

Following Sicily's presentation, Prof. Nzomo responded by providing a brief summary of KAWP's objectives and achievements. She then stressed the importance of having a sense of priority when focussing on issues within KAWP. She reminded training participants that learning best practices and attending conferences should not overshadow the important role that KAWP set out to play in the National Police Service. She concluded her remarks by urging the workshop participants to focus on implementing the objectives stipulated in the KAWP constitution and also reminded them about the importance of coming up with a strategic plan to guide the association in attaining its objectives.



Lead Facilitator Prof. Maria Nzomo takes stock of KAWP Journey

2. 3. Training Content and Proceedings

As per the workshop programme, the specific areas of training included:

- Gender and security sector reforms in Kenya
- The gender dimension of International Security
- The role of women in policing
- The internal governance framework- the KAWP Constitution
- Leadership and governance
- Leadership and institutional skill-building
- Conflict management and negotiations

2.3.1. Gender and Security Sector Reforms in Kenya

In addressing issues of gender and security sector reforms in Kenya and how they affect women in policing, Prof. Nzomo underscored the importance of first understanding the existing legal policy and institutional frameworks in place. These frameworks form the basis of reforms and change in the institutional culture. Within this context, she focussed on specific areas of the constitution of Kenya that relate directly to the concerns that women in policing in Kenya are faced with.

In issues regarding leadership and integrity, she referred the training participants to chapter six of the Constitution of Kenya. She underscored the fact that leadership did not only refer to the senior police officers in the Police force but also the leaders of KAWP themselves. She reminded the participants that they should lead while bearing in mind the basic principles of leadership stipulated in the constitution.

She also placed emphasis on democratic values which are also underscored in the constitution. In this regard, she highlighted the importance of internal democracy within KAWP and other institutions. She stressed that members of KAWP should not only apply democratic values in their dealings with each other as KAWP, but that they should apply these values within the police force in order to bring about reforms.

Prof. Nzomo also made a distinction between the concepts of equity and equality stipulated in the Constitution of Kenya, and why they are important in any society. On this note, she stated that the Constitution is clear as it provides for a rule in the Bill of Rights which specifies that in any institution, there will be no more than 2/3 of any gender. Within the context of the police force, she stressed that numbers should be in sync with the constitutional requirements, especially for those in the higher ranking positions.

Human Rights and fundamental Freedoms enshrined in the constitution in Articles 27 (3), (4) and (8) accords all individuals the right to equal treatment and opportunities in all spheres of life. The state shall not discriminate directly or indirectly against any person on *any ground*, including sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth. After pointing that out, the moderator cautioned that this section of the constitution could sometimes be used by those interpreting the law to suit their interests. She emphasized the importance of the meaning of the word '*any*' within the provision, to refer to all situations highlighted and others. She advised the participants to take full advantage of this section of the Constitution to pursue reforms within the Police force, but at the same time cautioned that the refusal to take into account the word '*any*' could create loopholes that can be abused.



Training Participants listen keenly during capacity building training workshop

Prof. Nzomo then discussed the importance of the Police Act to the conduct of the police force. The act calls for impartiality and objectivity in all matters and in the treatment of all persons, and states that nobody should undergo torture or any other cruel, inhumane or degrading treatment. She noted that KAWP should use the Act as a means of achieving the reforms within the police force and to defend not only their rights as KAWP members, but also the rights of all members of the police force, particularly female police officers, in the case of any form of maltreatment suffered.

Within the context of gender and security sector reforms, Prof. Nzomo also discussed the important element of institutional culture, which plays a role in the conduct of operations within the police force. She pointed out that although the Constitutional articles previously mentioned could aid KAWP to make a case in areas where female police officers face marginalization; they operate in an archaic and patriarchal institution. Putting it in context, she explained that the new Constitution cannot facilitate the transformation of the National Police Service because it is based on the old value systems and norms that were in place prior to the endorsement of the new Constitution. She clarified that the result of this problem is that due to the generally unfavourable environment in the police force. Female police officers face double jeopardy; not only are their basic human rights violated, but they are also very susceptible to risks that are unique to women.

In summary she noted that the existing institutional culture is such that it does not see any human rights violations as the Police Service has not been transformed to be in tandem with the values in the new Constitution.

Following the formal presentation, a visual (video) presentation entitled '*Pray the Devil Back to Hell*', which was relevant to the subject of gendering security sector reform, was shown to participants. It depicted the role of women in peace reforms in Liberia that eventually led to the signing of a peace accord.

2.3.2. Gender Dimension of International Security and the Role of Women in Policing

Globalization has led to a link between the national security sector issues and the international security framework provided for by United Nations Security Council Resolution 1325. Women in policing need to rationally understand this link as it is an important guide for them to participate in decision-making.

The associate facilitator, Emma Oketch first highlighted elements of community based policing and service oriented policing and discussed the positive impact that women have on police work, based on their feminine qualities. She emphasised that members of KAWP should make use of their feminine qualities in their police duties in order to be an asset to the police force and in so doing bring about reforms to the police force.

Emma then reiterated the issue of the persistent portrayal of women in security as victims of war and agents of peace. She pointed out the failure of the security institutions in the world over to see women as violent perpetrators or leaders in matters of national security, due to the socialization processes in society. She stressed the need for members of KAWP to wear gendered lenses when analysing issues of both national and international security as well as the role of women in those frameworks so that they can prevent insecurity and security lapses.

2.3. 3. Internal Governance Framework- KAWP Constitution

Another issue that was addressed in detail was that of the internal governance process and culture. Patricia Nyaundi moderated the session and underscored the same things that had been mentioned by Prof. Nzomo about the Constitution of Kenya, but she focussed more on the need for the training participants to adhere to the KAWP Constitution.

She dwelt in particular on the need for a strategic plan and in an effort to get the participants to partake in its formulation; she provided a number of questions which they discussed in groups, with a view to providing some of the basic elements that would be necessary for their strategic plan.



Participants engage in group work session on KAWP Internal Governance structure

2.3.4. Leadership and Governance

Prof. Nzomo then trained the workshop participants on the larger issues of leadership and governance and how KAWP needs to use best practices in place to improve on its own internal governance within KAWP.

She explained the difference between leadership and management and what distinguished a leader from a manager was not the origin of the traits associated with leadership but the in-built value system and vision a leader possesses and their drive and commitment to achieve it. She elaborated that managers primarily focus on the role of supervision, organization and group performance as opposed to the achievement of the vision. In doing so, she stressed that the training participants should strive to be visionary leaders as opposed to managers, both within KAWP and the police force, and in the pursuit of their agenda.

The moderator then illustrated the concepts of strategic planning and visionary leadership using the ladder analogy. She reiterated Patricia Nyaundi's words that it was necessary for

KAWP to put in place a strategic plan to guide their actions so that they could have a clear picture of where they were going as an association.

Prof. Nzomo also reminded the training participants about the concepts of good and bad governance explaining that the former is democratic, accountable and transparent. She concluded by advising the leadership within KAWP to govern based on these three principles of good governance.

Following the formal presentation, participants engaged in group work where they addressed the following questions:

- What kind of leader do you perceive yourself as?
- What are your strengths?
- How can you improve as a leader in KAWP?
- What are the obstacles facing KAWP?
- What are the strategies of moving past the obstacles faced?
- As a transformative leader in KAWP, how can you change the gender insensitive environment in the National Police Service?



Prof. Nzomo guides participants in a group work session on leadership and governance

The training participants in the first group viewed themselves as transformative, democratic and visionary leaders, who were confident and committed to KAWP's cause. They considered themselves as optimistic and perceptive to new ideas as well as being able to effectively delegate functions. They felt that they could improve on their abilities by; preparing a strategic plan to guide them on the way forward; engaging in more capacity training workshops; and carrying out team-building activities to build trust.

Training participants who were tasked with discussing the obstacles facing KAWP as well as their solutions cited the hierarchical and patriarchal structure of the National Police Service as one of the main obstacles to progress in KAWP, because it creates and fosters negative attitudes and resistance to change within the police force.

They went on to point out that the structural problem was further magnified by the poor and archaic communication system within the police force, where they mentioned the use of faxes to communicate and transmit information as well as the lack of resources to fund their activities.

To overcome these challenges, the training participants stated that it was necessary to have a senior patron of the police force within KAWP who would be able to directly air the views to the higher echelons of the police force without having to go through the chain of command and face discrimination.

They also pointed out that embracing technology is important for solving the communication barrier problem especially with the advent of the internet and video conferencing. To address the resource problem, the trainees proposed; branding and advertising strategies; providing self-defence training classes; hosting gala nights and bake sales; which would also expose them to potential donors through networking and consequently increase their resource base.

The third group of training participants who tackled the question on transformative leadership came up with concrete ways to change the gender insensitive environment within the police force. Some of the main strategies suggested included; the involvement of fellow male police officers in KAWP as associate members so as to sensitize them and encourage them to spread the word on KAWP; networking with other police like-minded organizations both regionally and internationally to exchange and learn new ideas as well as

recruiting all the senior female police officers within the National Police Service into KAWP because with their weight in the hierarchical Police service, they would be better placed to pass on messages and sensitise their fellow colleagues within the force.

Following the group presentations, participants watched a video presentation that was relevant to the session, entitled '*Women Rising: Political Leadership in Africa*'. It depicted prominent African female leaders who shared their experiences on leadership and provided advice to aspiring female leaders in their different fields.

2.3.4. Leadership and Institutional Skill Building

To test the capacity for public speaking, confidence building, presentation and packaging of issues, the moderators randomly selected several training participants to make impromptu short speeches on the following five topics:

- Tell us about yourself
- Tell us about your typical work day
- Tell us about Maanzoni Lodge
- Tell us about your best movie
- Tell us your hobbies

After the presentations, the trainers pointed out the strengths and weaknesses of the participants, nurtured by the criteria necessary for good public speaking and presentation skills. It was noted that some of the weak areas were failure to adhere to the stipulated time, lack of confidence and understanding of the topics provided and failure to use of gestures and verbal cues. To improve on those areas, participants were advised to be prepared for anything, stay positive and relaxed, use gestures and verbal cues and to speak slowly using simple sentences.

Following the presentations, several visual presentations derived from various captions in the media were used to depict how the media portrays women, both in policing and other institutions. The training focussed on specific women in the Kenya Police force. The training participants were asked to analyse the visual presentations and voice their opinions.

For most of them, the image of the police officer in the tight skirt, as well as the articles that accompanied it were gross, demeaning, a form of sexual harassment and disregard for women on the Police Service, and a business strategy for the media.

It was noted that in the case of the other female police officer who is an athlete, most of the training participants saw the emphasis by the media on her physical attributes, as a way of the media celebrating her accomplishments in athletics. Only two participants were able to point out the fact that in *both* images the media objectified *both* women and ignored their accomplishments.

Responding to the comments made by the training participants, Prof. Nzomo underscored the negative portrayal and objectification of women in the media. She pointed out the blatant disregard by the media for the talent and professional duties which both the women in the images were carrying out and urged the participants to be more critical and gender sensitive when analysing the media portrayal of women in the media.

On the other hand she advised the training participants not to view the media as an enemy but also as a tool to put forward KAWP's agenda and give them visibility as an association. To do this she counselled participants to ensure that in their dealings with the media, they should always seek to set the agenda and frame and package issues for themselves.

Noting that the issue of resource mobilization had been pointed out as a major challenge for KAWP, this session also sought to provide strategies that could be used to build the strength of KAWP in regard to resources. In so doing, the training participants did group work where they had to discuss key questions related to resource mobilization, as a way of testing their knowledge on the subject. Some of the questions included:

- Define a resource?
- What resources do you have?
- What resources do you have but need more of?
- What resources don't you have?
- Strategies for getting resources you do not have
- Strategies for harnessing resources you have



Participants engage in group discussion on resource mobilization

Training participants from the first group defined a resource as any asset, tangible or intangible, that they use to actualise KAWP's objectives. In answering the second question, they cited the KAWP Constitution, KAWP members, the KAWP executive committee, their sponsors, intellectual capability, and professional advisers such as the Kenya National Human Rights Commission, technology in the form of mobile phones and tablets, the command structure and finances attained from members' registration fees as resources they possessed.

The second group pointed out the resources that they possessed but were not sufficient. For example personnel, KAWP comprises of 2000 out of a possible 8000 members. They also noted that they only had 200,000ksh in the bank and this was not sufficient to run the association. In terms of technology the association has one printer and one mobile phone. They also lack office space, office equipment, transport, a strategic plan, sponsors, marketing tools, communication tools, a fulltime administrator, registration cards and the KAWP constitution in hard copy.

The third group discussed strategies for getting resources they lack and harnessing those they possess. They enlightened other participants with ideas such as recruitment of more

members to add to the human and financial resource base; engaging in fund raising activities such as bake sales, gala nights, self-defence classes and sale branded clothing; contacting different local and international donors.

The group participants stated that in order to harness resources they already possess, it was important to have accountability, proper record keeping, frugality and the use of available government facilities to hold meetings.



Training Participant enlightens fellow participants on strategies of resource mobilization

After the group reporting session, Prof. Nzomo urged KAWP members to document concrete achievements and form a fund-raising Committee. She emphasized that non-financial resources were as important as financial resources, especially human resources and skills.

She also advised the participants to prioritise their needs and maintain accountable and transparent financial management system. She further underscored the need to accelerate the recruitment of more male gender champions as associate members of KAWP to serve as strategic allies in lobbying for engendering of the police service.

After the presentations, participants watched a relevant video for the session, entitled: *'Why Democracy: Iron Ladies of Liberia'*. It depicted Liberian President Ellen Johnson-Sirleaf's first year in government giving an in-depth picture as a pioneering female President in Africa and the leadership strategies she had used in a post conflict environment and the highly patriarchal system of Africa's presidency.

2.3.5. Conflict Management and Negotiations

Conflict was cited by the inspector general as well as some members of KAWP as an issue that constituted internal wrangles both within the KAWP and also within the National Police Service.

It is against this background that the facilitators gave a short visual presentation to address the issue of conflicts and conflict management. Prof. Nzomo began the session by stating that conflicts are an everyday life occurrence and thus can only be managed, not prevented permanently. She explained that in most cases, conflicts can be managed simply by the way in which one communicates and expresses apologies or issues.

The moderator also discussed conflict management styles such as informal discussion, negotiation, mediation, arbitration, adjudication and force. Participants were then asked to identify the method they preferred to resolve internal conflicts.

Most participants chose negotiation and informal discussion because they considered both styles to result in a win-win situation. A couple of the members cited mediation as the best strategy to use especially when dealing with senior police officials who were members of KAWP because they felt that the issue of hierarchy would weigh in heavily on the outcome of the conflict. They felt that a trusted third party such as UN Women could be invited to manage conflicts through a mediation process. None of the trainees mentioned arbitration, adjudication or force as methods of management of internal conflicts.

In response Prof. Nzomo advised participants to pick the most appropriate methodology to manage conflicts depending on the magnitude of the issue. She warned participants not to let conflicts escalate to the point where they cross to the threshold of adjudication, arbitration and force because all parties involved lose control of the process, content and the solution. She ended the session by urging participants to work towards a win-win situation when resolving conflicts in KAWP.

3. Strategies and Lessons Learnt

Following an overall recap of the Workshop deliberations, the Lead Facilitator-Prof. M. Nzomo requested the training participants to point out the key lessons and strategies that they had learnt throughout the course of the three-day Workshop. The KAWP participants came up with the following:

- Kenya Association of Women in Policing is a powerful organization and they have developed a greater appreciation for its potential
- Focus should be shifted away from financial to non-financial internal resources e.g. to raise funds by utilising the skills possessed by KAWP members
- Needs prioritization and maintenance of a constant rapport with donors is important
- Conflict is an ever-present part of life and can only be managed not stopped
- Conflict resolution should be centred around informal discussions and negotiation before inviting third parties to keep control of the situation
- The difference between leadership and management which is crucial to the way the executive committee steers KAWP
- The need to embrace visionary and selfless servant leadership in KAWP
- KAWP should be allowed to grow before decentralization and national expansion processes
- Elect ex-official members so as to integrate senior female police officers into KAWP and avoid electoral conflict
- Harness existing communication tools such as mobile phones and the internet
- Host a reconciliatory dinner with seniors so as to build a rapport with them
- Raise KAWP's visibility through engaging in community service policing, use of the media through interviews and press statements, selling KAWP's branded items of clothing locally as well as to athletes who compete internationally
- Become individual ambassadors of KAWP
- Development of an alliance building strategy by using senior female police officers to reach others

- Increase solidarity in KAWP by participating in team building activities and retreats as unity is strength
- Development of a strategic plan so as to achieve the KAWP agenda and vision

4. Summary of Entire Proceedings

The main issues that arose from the workshop regarding reforms were that KAWP has great potential as an association to champion the rights of women in the police force. This is possible by making use of the existing legal policy and institutional frameworks such as the new national constitution or the KAWP constitution. These were however insufficient in bringing about fundamental reforms within the Police Service, due to the archaic patriarchal institutional culture that is resistant to change. It was noted that change could only be achieved following a change in the authoritarian, gender insensitive mind-sets, beliefs and value systems that had become normalised within the national police service. It was further noted that that change process would be gradual and hence could take time and would require sustained pressure for reforms.

It was also noted that the formulation of a KAWP Strategic Plan was urgent and imperative as it is an instrument of clarifying and operationalizing the organization's vision and mission and should be prioritized as an urgent matter. This Strategic Plan would help the association operationalize KAWP vision and mission, provide strategies for achieving set objectives as stipulated in their constitution, determine the sequencing of planned activities and designing specific strategies to be employed in pursuit of objectives.

The workshop also underscored the importance of visionary and democratic leadership within KAWP and the facilitators impressed upon the training participants to lead by example not just within KAWP but also within the police Service, and in so doing, serve as 'ambassadors' of KAWP.

Resource mobilization was identified as a major challenge to KAWP was addressed in the workshop. Senior female and male police officials would be a great boost to KAWP, not only to assist in the process of engendering the Police Service, but also to boost both financial and human resources in that would accrue from membership fees and skills base.

Conflict, which was noted to be an everyday part of life attracted active discussion of conflict management strategies. All agreed that lack of adequate conflict management skills constituted a serious problem in KAWP, and this was addressed during the workshop. The participants agreed with the trainers that the use of methods such as informal discussions, negotiations and mediation could be fruitful in addressing internal conflicts as such strategies would result in a win-win situation. Participants were encouraged AND COMMITTED themselves to employ such methods of management to settle conflicts between themselves as members of KAWP.

Following the workshop deliberations, the training participants resolved to use the media as a tool to gain visibility for the association. They also acknowledged that needs prioritization according to their set objectives as well as becoming individual Ambassadors of KAWP was essential for the success of KAWP's agenda within the National Police Service.

5. Official Closing and Evaluation

The closing remarks were delivered by Idil Absiye, UN Women programme specialist on Peace and Security. She reiterated the commitment of UN Women to work together with the Interior Security Ministry to develop a gender policy within the police service as well as carrying out a gender audit of the police sector based on Security Council Resolution 1325. Idil Absiye also encouraged members of KAWP to build on their partnerships and networks with other individuals and organizations with common interests such as FIDA, the gender advisor in the Ministry of Defence, the gender directorate in the Ministry of Devolution among other actors.

She urged KAWP members to work together and be ambassadors of the association. While stressing the need to come up with a strategic plan for the association, Idil reminded KAWP members to do that one step at a time as the association is still very young. She ended her remarks by thanking all the participants at the workshop for making it a success and for their time and patience throughout the whole process.

Following the closing remarks, the trainees were required to fill an evaluation form to give feedback on whether the workshop met their expectations and objectives. The evaluation forms consisted of eleven questions which included the following:

- How long have you been in the service? And what is your rank?
- Why did you join KAWP?
- What is your overall assessment of the event?
- Did the workshop achieve the programme objectives and expectations?
- What three things did you learned from this training?
- How is this training beneficial for KAWP?
- Which topics or aspects of the workshop did you find most interesting or useful?
- How will you use the skills acquired in your day to day activities and KAWP?
- Did the knowledge and information gained from workshop:
 - a) Meet your expectations?
 - b) Be useful in my work?
- How do you think the workshop could have been made more effective?
- What activities and topics do you think would be useful for the future?

An analysis of the answers provided for the first question revealed that most of the trainees had worked in the police force for over six years. Only one trainee had been in the police service for two years. The responses by the trainees further showed that the main reason that many of them joined KAWP was to empower fellow female police women in the Service; champion their rights; networking; and for professional growth.

All the trainees felt that the workshop was a great success in achieving all the programme objectives and expectations. Most of the trainees stated that they had learnt to be ambassadors of KAWP and had acquired skills in resource mobilization; conflict management; communication and public speaking skills; leadership and management; 'unity in diversity' skills as well as the interrelation between gender and international security. They felt that the training was beneficial for KAWP because it addressed ways of conclusively resolving some of the challenges facing KAWP. The workshop provided a platform for dialogue and bonding between members, thereby providing a pathway for resolving the longstanding leadership rivalries between superiors and junior female officers.

The participants also felt that the training was important as it underscored the importance the vision and mission for KAWP, and the necessity of developing a Strategic Plan to serve as tool for realizing KAWP's aspirations outlined in the organization's constitution. The most interesting sessions in the workshop cited by the trainees include leadership and governance, leadership and institutional skill building especially the sections on communication skills which discussed the media, public speaking and presentation and resource mobilization skills as well as conflict management and negotiation. The trainees wrote that that they would use the skills gained from the workshop to communicate more effectively, recruit more members into KAWP and become KAWP ambassadors in their regions. All the trainees felt that the knowledge gained form the workshop met their expectations and would be useful in their professional lives. They however felt that the workshop would have been more effective if the senior officers from National Police Services had participated. They also felt that the number of workshop days should have been more for intense coverage of issues. They further proposed that such Workshop and be held on a regular basis, at least twice a year. They would also have liked more KAWP members and senior female officers to attend the workshop. The trainees cited team building activities, proposal writing, research methodologies, gender based violence, resolution 1325, public relations and management skills as topics and activities that should be discussed in follow-up workshops. They also requested to have the Inspector General physically present at the next workshop so that they could present their views directly to him.



Group Photo of training participants, facilitators and UN Women representatives

6. Overall Assessment and Way Forward

Arising from the deliberations and various interactions throughout the training workshop, it became quite clear that KAWP does face significant institutional and structural challenges, most of them arising from the larger framework of the Policing Service as an institution, but also from the teething issues associated with the establishment of KAWP.

It also emerged that the current challenges of KAWP are not due to the lack of a formal legal and policy frameworks, as these are already in place e.g. the Kenya Constitution, the Constitution of KAWP and the National Police Service Act. What seems to be the key challenge is the patriarchal institutional culture embedded in the old institution and old actors in the police service that are resistant to change and adoption of democratic norms and values contained in the 2010 Kenya constitution. It is this institutional culture that then becomes the “elephant in the room” standing in the way of some of the efforts being made by KAWP members.

Another significant observation made was that KAWP has a huge potential for empowering and advancing the status of women and becoming a strategic agent of transformative change in the entire Police Service. KAWP provides a strategic platform from which women in policing can assert their rights and in fact transform the entire police service to develop a whole new democratic culture of governance. However, at the moment, KAWP has been unable to utilize its potential adequately, as it remains a captive of the overall institutional culture.

It is therefore clear that, moving forward, KAWP needs to **strengthen itself from within**. Its first priority should be to **complete its Strategic Plan to give direction** to the existing efforts to implement the KAWP constitution. Otherwise, the latter will become untenable. In particular, the success of the leadership of KAWP depends on its capacity to be guided by a well-defined vision and mission, including short term, medium term and long term goals, clarity of specific activities; sequencing and timelines; and strategies for implementing set targets. All these should be spelled out in the Strategic Plan. The timely completion of the preparation for this Plan is therefore imperative.

In addition, a project needs to be put in place to develop a comprehensive **Gender Policy**, to serve as a strategic tool for holding leaders accountable and all members of the police Service to gender mainstreaming and democratizing governance in the service

KAWP needs to not only understand but also **internalize the basic norms, values and principles of good leadership, integrity and democratic governance**. In this regard, Article 10 of the 2010 Kenya and Chapter 6 on Leadership and integrity should guide the way KAWP members relate to one another and other stake holders.

It is also important for the organization to conduct an intensified countrywide mobilization of all women in policing as one of the methods of resource mobilization, not only to attain membership fees but also for building the power base that derives from numerical strength. The mobilization of membership must also accelerate the recruitment of **male associate members who should serve as strategic gender champions and agents** to assist female police officers in engendering the Police Service.

Furthermore, **KAWP Leaders must endeavour to reach out to older senior women** who have to date been reluctant to participate in the association. Ways should be devised to ensure that they participate and become supporters rather than “enemies” of KAWP.

Finally, there is need to organize **a forum to sensitise the senior levels of management** in policing on the merits of gender equity and equality within the police service.