

# EFFECT OF REFORMS STRATEGIES ON THE PERFORMANCE OF ADMINISTRATION POLICE SERVICE IN BOMET COUNTY

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**Abstract:** The study investigated police reforms and its effects on performance of administration police service. The police officers posted at Bomet County were included to give the required information for the analysis and reporting purposes. Since time of colonial and post-colonial, the police service has been perceived to service other interests other than what they are mandated to by law. In Kenya, Police reforms has undergone various reforms as the Government has established several task forces on Police reforms with distinct and successive mandates. Information from available literature mentions that police reforms in Kenya is becoming an important policy issue being implemented. With the police reforms being implemented, concerns of its effects raise and hence the study aimed to investigate the effects of these police reforms. The specific objectives of the study includes; To investigate effect of reforms strategies on professionalism on performance of the administration police service, to investigate the effects of reforms strategies on police accountability on performance in administration police service, to investigate effects of reforms strategies on operational preparedness of administration police on their performance and to investigate effects of strategic reforms in the administration police service on community policing in Bomet town. The target population of the study was 700 administration police officers. The commanders and the police officers working under them were sampled using stratified random sampling. A sample formula was used to come up with a sample of 254 administration police officers from the target population. The data collection was through the issuance of questionnaires and its validity and reliability was pre-tested through sampled police officers. The data was then be analyzed through mixed approach method and presented through charts, tables and graphs. The study revealed that there has been a positive effect on professionalism reform strategies on the performance of the administration police service. It was also revealed that accountability reforms strategies introduced have had a positive effect on the performance of the administration police service. Operational preparedness of the administration police service has been improved due to the reforms in the area. Community policing too have been a great initiative and has had a positive effect on the performance of the administration police service.

**Keywords:** Effects, Strategies & Performance.

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## 1. INTRODUCTION

### Background of the Study:

Reforms in the police force worldwide have been viewed as initiative of constantly modernizing the police force (Savage, 2007). Police is seen as a demonstration of government's authority in ensuring the security of its people. The police must operate in accord with the law as well as respecting the human rights at all time (CHRIPS, 2003) even though the work under great pressure by both the state and the civil actors to counter the ever increasing wave of crimes and new threats to the national security and especially those from the terrorism.

Police reforms in Kenya has been an ongoing process and its impact was tested in the well-known 2007/8 post-election violence which saw innocent civilians lose their lives while thousands others were dislocated from their dwellings. The result of this was the creation of a commission of inquiry, who's among its findings, was the fact that the police completely short of the ability to control the violence while in some occasions they were blamed for causing the violence through being aligned to certain political camp. The report recommended important and urgent reforms in the police service to prevent repetition of such high degree violations of human rights (Waki, 2008).

The Government formed a task force on police reforms, being informed by Waki report. The task force made over 200 recommendations on police reforms in Kenya after a thorough study ; key among them being the merger of the two police forces into one, change of the name from a force to a service, establishment of the office of the Inspector General, establishment of the National Police Service Commission, establishment of the Independent Policing Oversight Authority, establishment of the Internal Affairs Unit, review of the police training curriculum, vetting of all police officers, retraining of all police officers, change of the police ranking structure, purchase of enough operational resources and improvement of the general welfare and terms of service of police officers (Ransley, 2010).

The recommendations of the task force were collectively adopted and enshrined in the new constitution adopted in 2010. In make the constitution and make police reforms a reality, the Government lead the publication of the National Police Service Act, the National Police Service Commission Act and the Independent Policing Oversight Authority Act. Their implementation of had with it the promise of meaningful police reforms, followed by the establishment of the three core institutions - IPOA, NPSC and the IGP – considered critical milestones overseeing a reformed police service. The establishment of these offices saw responsibilities for security being shifted to numerous institutions giving the police force more autonomy from the executive as well as several additional sources of possible political intrusion. The Acts marked a clear roadmap in fully realizing police reforms in Kenya. Existing literature however, point to police reforms in Kenya being met with a lot of opposition, with forces of impunity and anti-change heavily fighting for retention of status quo (Amnesty International, 2013).

The Government's commitment too have been questioned in making sure there is full apprehension of police reforms given some portion of reforms for example, vetting of police officers appear to have delayed or stalled (KHRC, 2012). In essence, studies on the effects of police reforms on Police Force and especially administration police service were very little, causing the researcher to embark on this study. With consideration of the slow pace the police have embraced reforms; there is a school of thought that majority of police officers were not satisfactorily sensitized on what police reforms entail, especially the main features.

There is also lack of clear and documented information on the extent to which police reforms have achieved success; the areas that have faced delay hence the call for the study. The research focused on the effects of police reforms especially of administration police service in order to give an empirical picture and make recommendations on how to improve on the reforms as well as assisting in future while setting up of policies aiming at improving the police service.

### **Statement of the Problem:**

Police in Kenya have been accused of using excessive force from time to time and especially during the demonstrations to bring about calm as well as restoring order. There have been several strategies to reform the police with several legislations supporting the police reforms being passed, e.g. the new Constitution of Kenya 2010, the National Police Service Act 2011, the Independent Police Oversight Authority and the National Police Service Commission Act. While the state has taken these necessary steps in putting up the various legislative and institutional reforms, there is still the question as to the extent to which these have delivered on transformation and reforms within the Security Sector. It is not clear where the problem originates from whether the police officers, ruling class or other factors frustrates the reforms. Little evidence can be pointed out from the reforms that have been done in Kenyan police(administration police) including the vetting of the police officers, recruitment criteria, welfare of police officers, improving of police image amongst others as identified as key areas by the Ransley commission in 2009 (Ransley,2009).

Also there is dearth of information on the general effect on the implementation of these reforms as it looks like there is no much commitment, evaluation or appraisal of the same by relevant institutions. This concern led to this study to examine key issues like professionalism of police, accountability of police, operational preparedness and community policing in order to address the general question as to whether there was any meaningful progress in the implementation of police reforms in Bomet County.

There have been several studies on the police reforms in Kenya. Bruce (2014) researched on the challenges related to the police reforms in Kenya. The Kenya National Commission on Human Rights and Center for Human Rights and Peace too did an audit of the status of the police reforms in Kenya (2015). These and more studies have been conducted concerning the reforms in the Kenyan Police but fewer studies have been conducted on the effects of police reform strategies on the performance of Administration Police Service in Kenya. This study sought therefore, to determine the effects of police reforms strategies on the performance of administration police in Bomet County.

## 2. LITERATURE REVIEW

### Kurt Lewin's Theory of Change:

The study was guided by Kurt Lewin's theory of change. The theory explains that change occurs in three phases and each phase is characterized by forces that drive towards the equilibrium or the status quo. These are the driving as well as restraining forces. They can be well understood by the use of analogy of changes in the shape of a block of ice. The three phases are unfreezing, moving and freezing. Professionalism in the police force comes with the complaints that the public may have on the behaviors of the officers and hence their need to change their ways of performing their duties, e.g. avoiding brutality as well as collecting bribes from the public.

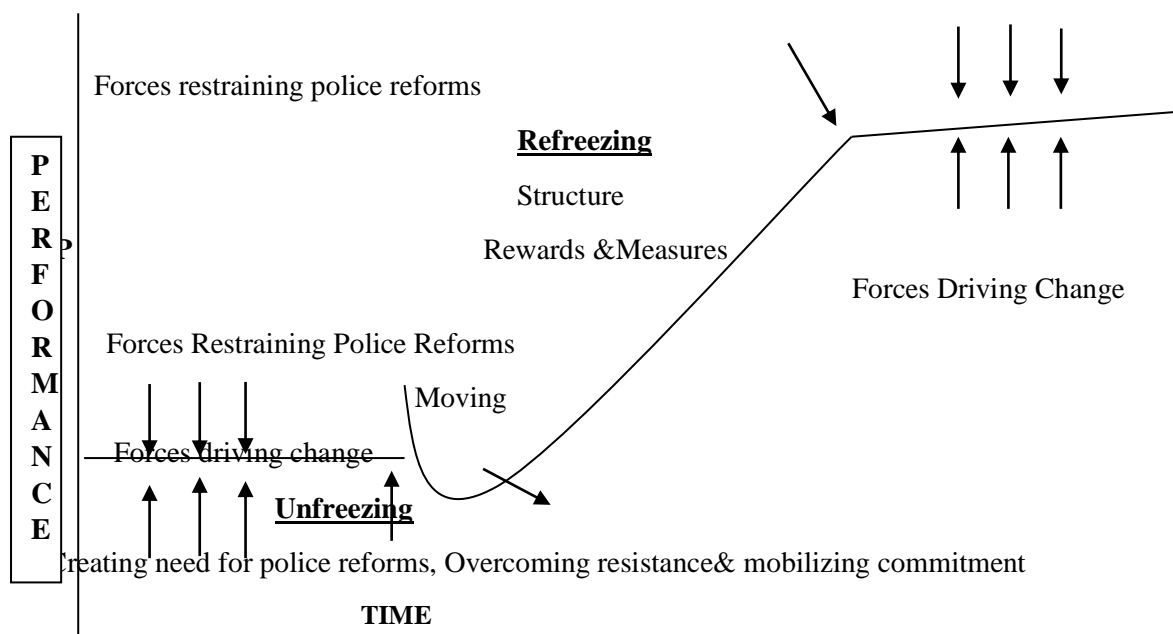


Figure 1: Simplified Model of Kurt Lewin's Change Theory

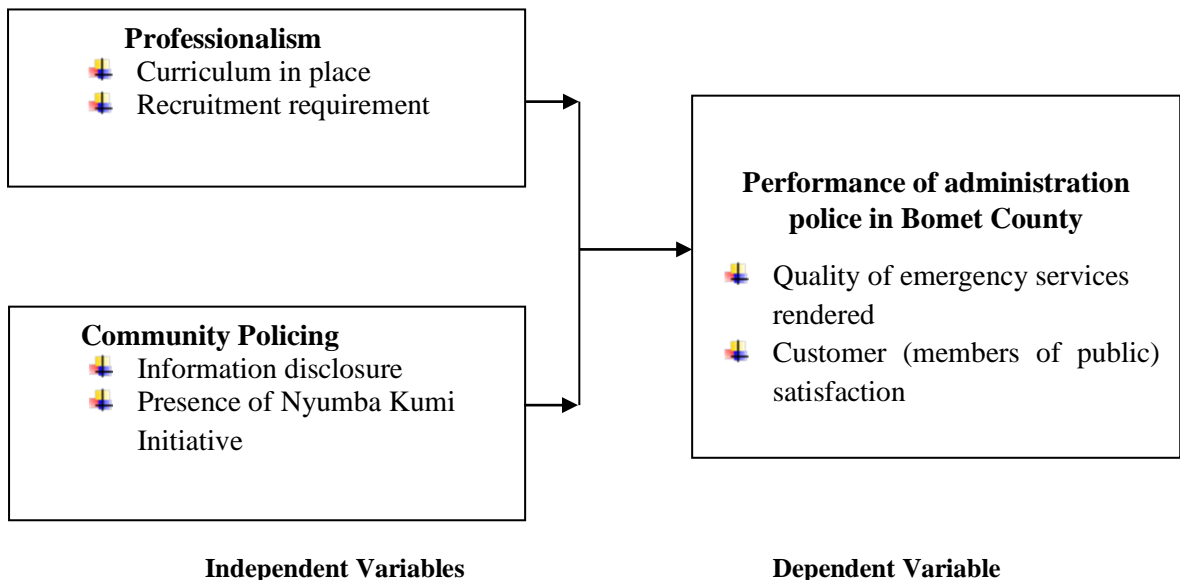
### Neoclassical Organizational Change Bureaucratic Theory:

This theory recognizes the necessity of having proper and working structures so that even despite the fact that subordinates are given orders from their superiors, they have a right to challenge and appeal the orders, that is, every person in the organization has the right and opportunity to disagree as well as air out their grievances without fear. In the police service, however, officers are not free to challenge nor question instructions issued for fear of being reprimanded, losing of job as well as privileges within the service. Police perform some acts that may be inhuman and immoral despite their knowledge of their immorality in the society in the name of executing the orders.

The proponents of this theory mentioned that there must be accountability for authority to be more effective. The fear in the police officers of being reprimanded, losing their jobs or missing out on privileges such as promotion should be checked for professionalism to be achieved. Officers' promotion should be based on performance but as it goes, it is based on the relationship between the subordinates and the commanders and this has led to the increased corruption as well as low morale in the force. This theory is based on the assumption that the people in an organization should cooperate in whatever they are doing. According to this theory, the changes and reforms being undertaken should in the end ensure efficiency and effectiveness.

This theory therefore was useful for this study as there have been changes and reforms in the force touching on accountability and professionalism. This theory supports the idea of the study that the police officer should be individually accountable for the actions that he or she does. By so doing, the officers was upholding professionalism in their duties and hence these may result in proper delivery of services to the public at large.

**Conceptual Framework:**



**Target Population:**

A population can be defined as a group of individual persons, objects or items from which samples are taken for measurements, it is a group of the events the investigator wishes to make reference from, (Babbie, 2002). (Mugenda Mugenda, 2003) describes population as the entire group of individuals, events or objects having common observable characteristics. The population for the study was drawn from the administration police officers posted in Bomet County. The county has got over 700 administration police officers posted there to ensure the security of the population in Bomet.

**Table 2.1: Target Population**

Sub County	Number of Officers	Percentage
Bomet Central	163	23.3
Bomet East	117	16.7
Sotik	168	24
Chepalungu	136	19.4
Konoin	116	16.6
<b>Total</b>	<b>700</b>	<b>100</b>

**Sampling Frame:**

A sub-set of part of the target population is defined as a sample; sampling is a process of selecting subjects or cases to be included in the study of the representative of the target population. (Kothari & Gaurav, 2014) defines sample design as a definite plan for obtaining a sample from a given population. The respondents for this study was the administration police officers within Bomet County. The sample frame for of the study included a representative sample of the administration police officers in Bomet County.

**3. DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

**Response Rate:**

The study used a sample size of 254 respondents from which 217 filled in and returned the questionnaires making a response rate of 85.62%. According to Mugenda and Mugenda (2003), a response rate below 40% is unreliable, a response rate of 40%-50% is poor, a response rate of 50%-60% is acceptable for analysis and reporting, a response rate of 60%-70% is good and a response rate of 70%-80% is very good while response of over 80% is excellent. This response rate was excellent, very satisfactory and representative to make conclusions for the study.

Table 3.1: Response Rate

Category	Population	Sample Size	Responses	Response Rate
Total Population	700	254	217	85.62%

### Highest Level of Education of the Respondents:

The study requested the respondents to indicate their highest level of education. Education is paramount in enabling the respondents to conceptualize issues related to strategic reforms and formulation of policies. From the findings 6.9% of the respondents had primary certificates, 22.2% secondary certificates, 16.7% diploma/certificate, 27.8% university bachelors' degree, 20.8% master's degree and 5.6% PhD's. This is an indication that most of the respondents engaged in this study had bachelor's degree as their highest level of education. This is shown in figure 4.2 below. The findings showed that the respondents who took part in this study were knowledgeable on issues of strategic reforms and therefore the information was reliable and manageable.

Apparently from the above findings it shows that majority of respondents working in County police service have university degree and were therefore capable of conceptualizing and responding authoritatively on issues of reforms. These findings were in agreement Katz (1992) findings that those with higher education are more successful as they have more knowledge and have modern managerial skills making them more conscious of the reality of the business work.

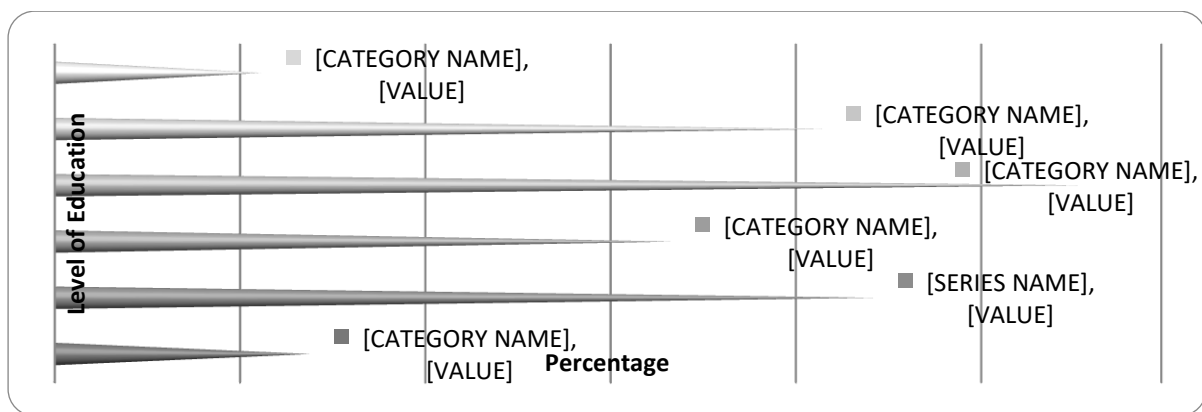


Figure 3.1: Highest Level of Education of the Respondents

### Professionalism and Performance

Depicts the results of the level at which respondents agreed with statements professionalisms and performance of administration police service in Bomet county police service. A scale of 1-5 was used. Where; 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree on the continuous likert scale.

Table-1 below on Professionalism and performance descriptive statistics

	Mean	Std. Deviation
The developed mission statement clarifies the purpose of existence and a framework by which strategies are formulated	4.36	.747
The vision statement is widely circulated and communicated among Internal county police service members and External stakeholders	4.23	.665
The county police service develops goals and objectives continuously	4.02	.498
The county police service assures tradition and stability during changes which helps in redirecting behavior	3.80	.865

From the findings the study established that the developed mission statement clarifies the purpose of existence and a framework by which strategies are formulated had a mean of 4.36 and a standard deviation of 0.747, respondents also agreed that the the vision statement is widely circulated and communicated among internal county police service members and external stakeholders as shown by mean of 4.23 and a standard deviation of 0.665. Majority of the respondents also agreed that the county police service develops goals and objectives continuously as shown by a mean of 4.02 and a

standard deviation of 0.498. Lastly the respondents were in agreement that the county police service assures tradition and stability during changes which helps in redirecting behavior as exhibited by a mean of 3.80 and a standard deviation of 0.865. The study was generally in collaboration with the literature by Weinrich, (2000) that strategic reforms and directives enables managers to determine the kind of organization, the kind of personnel and their qualification, the kind of motivation, supervision and direction and the kind of control techniques which he must employ to reach the mission of the organization.

**Community Policing and Performance:**

The study sought to find out the extent of agreement of the following statement community policing and performance of administration police service in Bomet County police service. A scale of 1-5 was used. Where; 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree on the continuous likert scale

**Table -2 Below on Community policing and performance descriptive statistics**

	Mean	Std. Deviation
The county police service has well trained human resource to support the strategic reforms process	3.71	.984
The funds allocated are adequate to support the strategic reforms process and properly utilized.	3.69	1.077
The county police service monitors and audits all the resources allocated by the central government and other donor agency.	3.45	.827
The county police service has systems which positively influence employee satisfaction and commitment	3.40	1.221

It was established from the study that the respondents strongly agreed that the county police service has well trained human resource to support the strategic reforms process as shown by a mean of 3.71 and a standard deviation of 0.984; the respondents also agreed that, the funds allocated are adequate to support the strategic reforms process and properly utilized as shown by a mean of 3.69 and a standard deviation of 1.077; the respondent also agreed that the county police service monitors and audits all the resources allocated by the central government and other donor agency as shown by a mean of 3.45 and a standard deviation of 0.827 and finally the respondents also agreed that the county police service has systems which positively influence employee satisfaction and commitment as shown by a mean of 3.40 and a standard deviation of 1.221. These findings were in collaboration with Chang and Chen (2008) reported that adequate community policing-oriented, trained human resource, monitoring and auditing process and enough staffing business units enjoy a higher level of business performance.

**4. SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS**

**Summary of the findings:**

The overall objective of the study was to examine the role of strategic reforms process on the performance of Administration police with an emphasis on the County police service. Descriptive research design was adopted for this study. The study used a sample of 160 respondents sampled from County police service out of which the response rate was 85.62%.

The major findings from the analysis show that strategic reforms process has positive impact on the organization’s performance. This can be achieved when the organization concentrates resources on important things, professionalisms, and operational preparedness in the undertakings of the organization and police accountability.

Also, there is high and positive correlation between strategic reforms process and performance in Administration police through frequent review auditing activities so as to make proper adjustments, well trained human resource to support the strategic reforms process and adequate funds allocations to support the strategic reforms process and proper utilization of the money.

Finally, the study found out that police accountability enhances performance of departments in government counties. Strategic reforms changes direction of the police force to develop situation, analyses of opportunities and threats and provide better awareness of police force’s potential based on its strength and weakness. By doing this, organization will utilize the opportunities. Therefore, strategic reforms is evitable to the success of any organization.

### **Professionalism:**

The study found out that there is a significance of professionalism to organization performance. To realize the vision 2030, an oriented professionalism and that of activities of the institution as well as more rational and intensively communicated goals, vision and mission is imperative. The results also indicate that Professionalism has the most significant positive influence towards performance of the County police service.

Among the major finding that the researcher found out concerning professionalism in the administration police service is that introduction of professionalism strategies in the police service and especially in the administration police service has had a lot of effect in the way the administration police officers perform their duties. This has seen improved services being offered to the public by the police officers. Majority of the respondents mentioned that there was evidence that professionalism reforms introduced have ensured that the police officers handle the public in a more humane way and hence reduce the brutality that the officers had been long associated with.

### **Community Policing:**

The study found a significant and positive relationship between community policing and organization performance. Thus the study concludes that, for optimal effectiveness of the county police service, community policing aspect of strategic reforms is very vital. Resource scheduling through budget absorption rate consideration should be fine-tuned in that, the county police service allocation should meet the budget expectations and the county police service official are expected to be good stewards in use of the resources for the development of the activity of the institution.

Majority of the respondents were of the opinion that the reforms in the administration police service had ensured that there were good relations between the police officers as well the community in which they operated in. A total of 86% of the respondents mentioned that the community policing strategies had borne fruits in the long run. The relations between the administration police officers had been improved through the community policing initiative. The Nyumba Kumi initiative as well had played a major role in the curbing of crimes as well as reducing the disorders in the community caused by people who may not be from the area. A few of the respondents however were of the idea that the community policing strategies had had less effect in the performance of the police officers and especially the administration police officers.

### **Conclusions of the Study:**

The study concluded that strategic reforms process is vital for ensuring continued good performance and only those organizations that practice some form of strategic reforms process will survive. It is worthy to note that strategic reforms in highly valued and applied by the most successful and best managed organizations in Kenya. The central dynamic of this concept is the conviction that, the uncertainty and pace of change can help on its mission. It is hoped that if properly adopted, strategic reforms will improve all government agency's client satisfaction, reduced Implementation cost, staff moral and retain accountability. Successful strategic reforms is not just a rational model to plot the course for years ahead, but as a narrative between the organization and the environment, anticipating the unpredictability of external influences, the operational preparedness and adequate allocation of resources. Therefore organization must flush up strategic issues for top managers to make better decisions so as to do better project.

The study concluded that there is a positive relationship between strategic reforms process and Ministerial performance and that both the County police service and the workers benefit from strategic reforms in the sense that the organization can achieve their goals while workers can benefit in the sense that it provides clarification of individual responsibilities thereby contributing to motivation.

### **Recommendation:**

The study recommends that, successful strategic reforms is not just a rational model to plot the course for years ahead, but as a narrative between the organization and the environment, anticipating the unpredictability of external influences, the operational preparedness and adequate allocation of resources.

The county police service should improve operational preparedness through structure relationship management systems so as to attract and engage prospective stakeholders through partnerships and collaborations for collective and mutual benefits in the strategic objectives of the county police service. The government must be able to gather for the police officers in any category that they service in. Provision of logistics from the vehicles, machinery as well as all the other requirements that the officers should be well gathered for so that the police officers can perform their duties to the satisfaction of the public.

Advance the stewardship of institutional and environmental resources by further streamlining the county police service operations where efficiencies can be gained, making optimal use of prior investments in systems, re-aligning infrastructure with evolving needs, securing protected information, and minimizing waste attributable to technology use.

Police accountability is a great issue in which the police officers are gauged. There should be in place measures that will hold the police officers personally accountable to any misconduct that may arise at the course of their duties. The police officers who act responsibly as they perform their duties should also be rewarded for the good work they do. A body should be set specifically to deal with the accountability of the police officers and as well reward those who perform their duties well.

With regards to professionalism, the study recommends that, the county police service develops goals and objectives continuously and invest in assurance tradition and stability during changes which helps in redirecting behavior. The management of government counties should push for better performance by finding ways to improve the existing strategy and how it is being executed. Counties in Kenya need to understand strategic reforms and to be skilled in strategic thinking, strategic analysis and methods of strategy execution is a basic aspect that all managers should always take into consideration. The government and the head of police services should come up with awards and rewards to the officers who perform their duties with utmost level of professionalism. There also should be strategies and mechanisms that will identify the police officers who show high level of professionalism as they perform their duties.

Finally, by adopting strategic reforms processes as a tool for improving performance, government agencies would have chosen a path that will bring progress. The counties should therefore not waver in its resolve to entrench strategic reforms as a means to sustainable management reform in its operations.

#### **Suggestion for Further study:**

The study findings also revealed that key strategic elements (Police accountability, Community policing, operational preparedness and professionalism) only accounted for 52.7% of the variation in organization performance as explained by adjusted  $R^2$  of 0.527. Meaning other factors not tested like strategy implementation success and evaluation should be considered for further research. The study was only carried out from the county police service thus the same study should be carried out in the other government agencies to find out if the same results will be obtained. Equally there is room for further research on effects of strategic reforms practices on performance in other government agencies in Kenya. The researcher recommends that further studies be undertaken in the area of relations of the administration police service as well as other police organs with the public at large. How the public relate with the police officers will depend on how they will offer them information regarding crimes in the areas of their residence. Further studies should also be undertaken to understand if the level of education among the police officers affect the delivery of their duties.

This study mainly focused on the connection between the strategic reforms process and police service performance. It would also be of interest to investigate the role of intervening variables in translating the strategic reforms intentions into reality.

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