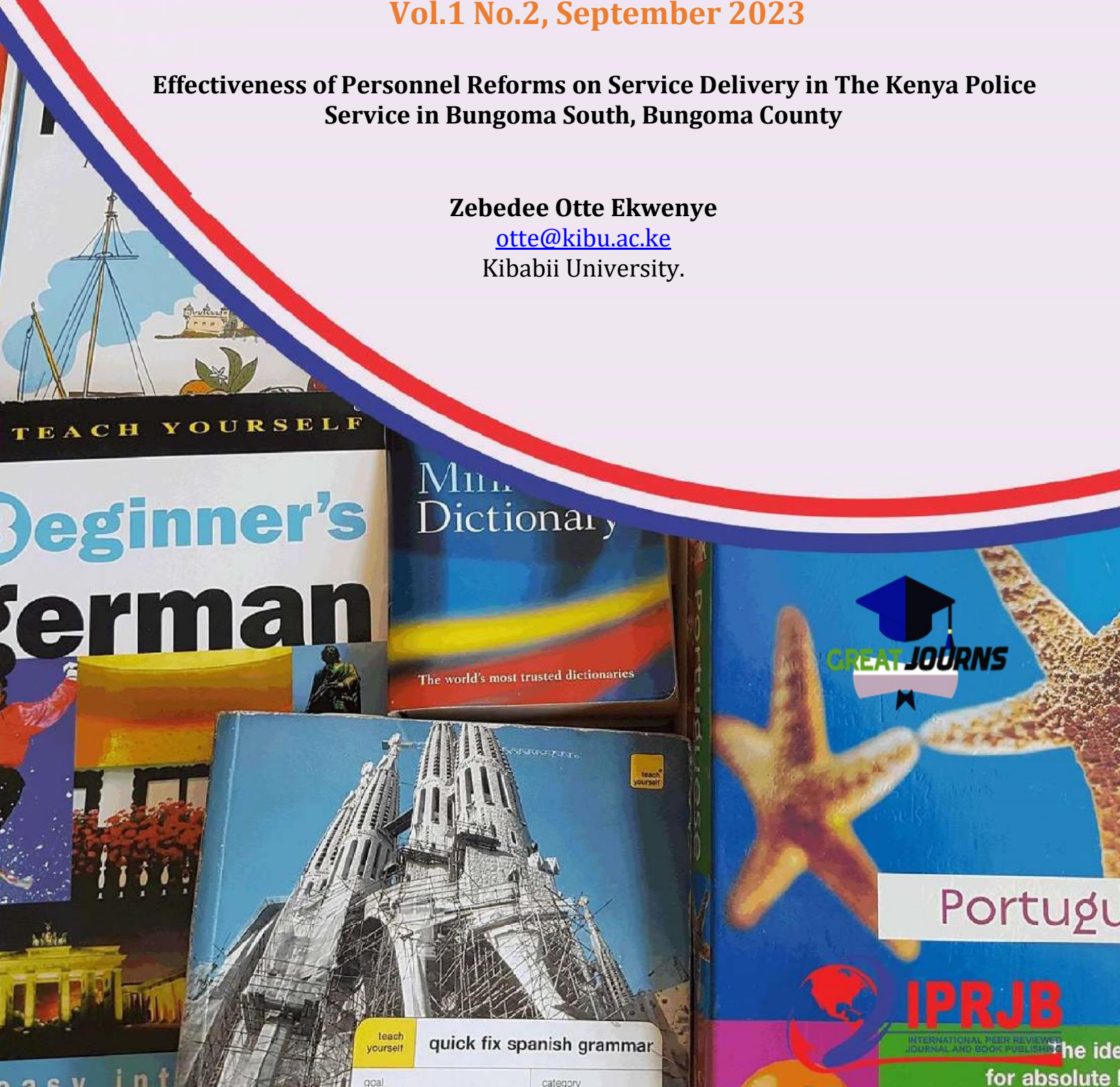
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Effectiveness of Personnel Reforms on Service Delivery in The Kenya Police Service in Bungoma South, Bungoma County

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ABSTRACT: The P*erformance in the Police Service in Kenya has been deteriorating over the years. For this reason, the National Police Service has recently developed an ambitious plan for police reforms, aimed at transforming the Police Service into an institution that will be modern, efficient and effective and responsive to the needs and expectations of the public. However, there seems to be a problem in the police reform program. Accordingly, the present study sought to ascertain the effectiveness of police service reforms on service delivery in the Kenya Police Service in Bungoma South, Bungoma County. Its objectives are to establish the effectiveness of personnel reforms on service delivery in the Kenya Police Service in Bungoma County; to establish the effectiveness of financial reforms on service delivery in Kenya Police Service in Bungoma County and to establish the effectiveness of legal reforms on service delivery in Kenya Police Service in Bungoma County; The study adopted a descriptive, survey design and was cross-sectional in nature. The study was delimited to Bungoma County, Kenya and the respondents comprised of junior cadre police officers who are the main operatives on patrols and front office desks. A sample of 100 respondents was selected from a target population of 600 officers using stratified random sampling. Primary data was collected using a questionnaire while secondary data was collected through a review of relevant content. Out of the 100 questionnaires that were distributed to the targeted respondents, sixty were correctly filled and returned. Data was analyzed by use of descriptive statistics and presented using a pie chart, tables and narration. The results reveal that police service reforms are broadly categorized as personnel reforms, financial reforms and legal reforms, Additionally, It established that while some aspects of these reforms are seen to be effective or even extremely effective in enhancing service delivery, others are not. The implication here is that those in charge of police reforms should be more careful when deciding which types of reforms to enact as some are likely to be unsuccessful, or even unpopular, resulting in poor service delivery.*

I. INTRODUCTION

The field of security is an important factor in the development of strategies for the social and economic aspects of a country. Security is a basic human right as it is underlined by Article 3 of the Universal Declaration of Human Rights. Police are the main actors in ensuring security besides other agencies like private security firms and the military. According to the UN Handbook on policing (2000), police are tasked with ensuring law and order thus should portray professionalism, act with integrity, and be accountable for their actions when executing their duties**.**

Reforms in police may take several ideal forms for instance organizational reform in which the setup, chain of command, district layout, etc. are changed; methodological reform in which the police start working in new ways, e.g. employing intelligence-led policing, community policing or hot spots policing; and cultural reform the aim of which is to alter the way the police organization and its personnel looks upon and interacts with society or special groups, e.g. minorities (Holmberg, 2013).

In the government of Kenya, The Kenya Police Service (KPS) has a responsibility to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders, and enforce all laws and regulations with which it is charged (KPS, 2007). In general, Kenyans regard the Kenya Police as ineffective, and levels of trust in them are low. Kenyans want trust and confidence in police restored, and cooperation with police officers improved to enhance the safety and security of communities (GoK, 2009).

The origin of policing in Kenya dates back to pre-independence times. After independence, the constitution at that time had provisions for the establishment of a neutral police service. However, that was just on paper because political leaders turned the police service into a political tool for suppressing and/or repressing political opponents, real or imagined. Fifty years later, Kenya is still struggling with reforming its National Police Service which is fettered in many challenges among them corruption within its ranks, extra-judicial

killings, limited and/or lack of professionalism, poor housing, and lack of modern crime-fighting equipment among numerous other challenges. (Kivoi & Mbae, 2013). Not surprisingly, the Kenya Police Service has been polled as the most corrupt of Kenya's public institutions and has been indicted for the abuse of human rights and the disregard of due process (Transparency International, n.d.).

Police reform is a critical issue not only for community safety and economic development but also because there is intense popular demand for reduced crime and better police performance. In this regard, the constitution promulgated in 2010 made demands for structural and welfare reforms to be carried out in the National Police Service. This is informed by the fact that the culture of impunity in the police service has contributed to too many cases of insecurity, gross violation of human rights, mistrust by citizens, and derailment of key achievements in democratic governance (Kivoi & Mbae, 2013).

The Kenya government is in the midst of implementing ambitious reforms in the country as is enshrined in the constitution key among them, National Police Service reforms (Amnesty International, n.d.; Kivoi & Mbae, 2013). The constitution stipulates various police reforms which if fully implemented will revamp the Police Service and address cases of police welfare, impunity by rogue officers, inefficiency, and gross human rights violations. The establishment of the National Police Service Commission (NPSC) was a big step towards reforming this critical public sector charged with enforcing the Rule of Law. It is worth noting that whereas some steps have been made in implementing police reforms; many critical reforms are yet to be made key among them the vetting of senior officers, comprehensive life insurance for all police officers, provision of security kits to all officers and the construction of a forensic laboratory for the Criminal Investigation Department (CID) (Kivoi & Mbae, 2013).

The National Police Service Act (NPSA) passed in August 2011 merges the Kenya Police and the Administration Police into one hierarchy and establishes the role of Inspector General of Police with authority over both policing branches. Article 41 of the National Police Service Act also places limits on the force that police are able to exercise, stipulating that an officer may use "force and firearms, if and to such extent only as is necessary." Publication of the Act was delayed for almost a year, raising serious concerns regarding political commitment to police reform (Amnesty International, 2013).

The National Police Service Commission Act establishes a civilian board to oversee the recruitment and appointment of police officers, review standards and qualifications, and receive complaints from the public and refer them to the Independent Policing Oversight Authority (IPOA) and other government entities for remedy. Commissioners were appointed in October 2012 after several delays which raised concerns about whether sufficient political will existed to implement the reform package (Amnesty International, 2013).

The legislative framework creation for police reforms, followed by the establishment of the three core institutions IPOA, NPSC, and the IGP are important milestones towards a reformed police service. By establishing these offices, responsibility for security has moved from the Presidency and is now spread across several institutions affording the police more autonomy from the executive and other sources of potential political interference (Amnesty International, 2013).

However, a study by Saferworld on police reforms established that despite the fact that changes have taken place, the police have not been able to reduce crime across the country. Hence, the impact of police reforms is yet to be seen. The report finds that 69% of the public is not aware of the new accountability mechanisms that have been put in place and 47% said that they do not trust the police to deal with cases of police misconduct. According to the report, police abuse of power and corruption remains high, as 64% of the police officers interviewed said that they know another officer who has been involved in corruption in the last ten years (Saferworld, 2008).

1.1 Objective

The objective of this study was to establish the effectiveness of personnel reforms on service delivery in the Kenya Police Service in Bungoma South, Bungoma County.

II. METHODOLOGY

The study employed a descriptive and evaluative research design. Both probability and non-probability sampling procedures were employed. Non-probability comprises purposeful sampling and convenient sampling, while probability encapsulates proportionate stratified random sampling. The number of households in Nyeri County is 248, 050 (KNBS, 2019). To attain a valid and reliable sample size, the researcher used Yamane's formula (1967) shown below. According to the formula, n is the sample size, N is the population size and e is the margin of error at 5 percent (0.05). A 95% confidence level is assumed for the equation.

$$n = N$$

$$N\ 1 + N\ (e)\ 2$$

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample

$$n = 2883 = 351.26 \sim 3511 + 2883\ (0.05*0.05) = 100$$

The study's target population comprised 100 respondents 10 senior Sergeant, 20 Sergeants, 30 corporals, and 40 Constables

IV: RESULTS AND DISCUSSIONS

4.1 Police Ranks

According to the summary of the ranks of the respondents, Table 4.2 shows that a majority of the respondents (59.8%) were constables, followed by roughly 20 percent (19.6%) who were corporals and fourteen (13.7%) who had sergeant rank. Only seven respondents (6.9 %) were senior sergeants. With regards to the years of service of respondents, a majority of them (38.2 %) had 6 –10 years of service, followed by 32.4 % who had between 11 – 15 years of service and 16.6% with over 21 years of service. On the other hand, there were 12 respondents (11.8 %) with between 16 – 20 years of experience, while only 1 respondent had less than five years of experience.

4.2 Responses on recruitment

Table 4.3 shows the responses to three statements regarding recruitment. The first statement concerned the effectiveness of meritocracy in police hiring. According to the table, a third of the respondents (33.3 %) felt that it wasn't quite effective, followed by an almost equal number (29.4%) who found it somehow effective. In contrast, a small minority (4.9%) were of the opinion that it was extremely ineffective. The second statement concerned the effectiveness of open/competitive recruitment process. In this case, 38 respondents (37.3 %) were of the opinion that it is somehow effective, followed by 30 (29.4 %) who found it to be not quite effective. 7 respondents (6.9 %) were extremely positive about its effectiveness.

For the statement regarding clear/fair recruitment procedures, again, 40 respondents (39.2 %) were of the opinion that it is somehow effective, while the minority (7.8 %) were extremely positive about its effectiveness.

KPS (2007) noted that transparency, fairness, among other factors, should be the hallmarks of personnel reforms as far as recruitment is concerned. The findings in this study indicate that effectiveness of recruitment on service delivery is somehow effective on the overall. This calls the government to double its efforts in ensuring that the procedures applied in recruitment meet international standards and give credence to the process.

4.3 Responses on training

Table 4.4 presents the responses to five statements regarding the effectiveness of training in the KPS. For the first statement regards human rights training, 35 respondents were of the opinion that it is somehow effective, as opposed to only 7 (6.9%) who responded with extremely effective. As to whether customer service training is effective or not, 33 respondents (32.3 %) of respondents found it to be somehow effective, in contrast to 7 (6.9%) who responded with extremely effective. In so far as computer literacy training is concerned, the results were almost similar, with 36 respondents (35.3 %) feeling it was not quite effective, as compared to only 8 respondents (7.8%) who found it to be effective.

With reference to police procedures and law, 31 respondents (30.4%) were of the opinion that it is somehow effective, in comparison to only 10 respondents (9.8%) who felt that it was extremely ineffective. Last but not least, slightly less than half of the respondents (42.25) found use of firearms to be quite effective, in comparison to 9 respondents (8.8%) who felt that it was extremely ineffective.

The findings on the training aspect show mixed levels of effectiveness. Some respondents were of the opinion that training on field craft/use of firearms is quite effective while others like training on human rights are extremely ineffective. Goldstein (1997) rightly put it that police training should anticipate situations that are likely to be encountered in the near future and prepare for them. There is a need for all police officers to be trained and retrained on several emerging issues and threats.

4.4 Responses for Deployment

Table 4.5 presents the responses to three statements relating to the effectiveness of deployment on service delivery in the Kenya Police Service. The study findings show that a third (32.3 %) of respondents felt that routine rotation after a given period is extremely effective in so far as enhancing service delivery is concerned. However, 7 % felt that it was quite effective. Further, 40 respondents (39.2%) were of the opinion that deploying policemen based on expertise is not quite effective, as opposed to 5 respondents (4.9%) who felt that it was quite effective.

With respect to whether or not deployment as a disciplinary measure affects service delivery, about a third of the respondents (31.4 %) were of the opinion that it was somehow effective, followed by 25 respondents (24.5 %) who thought it was extremely ineffective. The minority (8. %) responded that it was quite effective.

Marenin (2009) is of the opinion that there are vested interests and patronage as far as deployment of police officers is concerned. This partisan approach is unethical and must not be allowed to continue since it creates some form of despondency amongst other officers. From the study findings, it is evident that deployment as it is done presently leaves a lot to be desired. Its effectiveness is wanting and should be

addressed so that all police officers do not feel discriminated upon or treated unfairly based on how deployment is conducted.

V: CONCLUSION AND RECOMMENDATION

5.1 Conclusions

The study's findings have shown that police recruitment is perceived as being relatively effective in police service delivery, leading to the conclusion that effective recruitment is integral for service delivery. However, training and deployment showed mixed results in so far as service delivery is concerned. This limited effectiveness points to the need for improving the terms and conditions of service as part of the police modernization process (Kagari, n.d). This will include training and retraining of officers as well as recruitment of new officers. As noted by Ntimama (2005), there is a need for the development of a competency-based human Resource Management Strategy to address post-management remuneration, human resource planning, performance management, recruitment, placement, rotation, promotions, and career development in the Public Service.

5.2 Recommendations

The study recommends that as part of the reform process, the police service should put in place a human resource mechanism to evaluate the merit of proposed personnel reforms and advice accordingly. Further, recruitment into the force should be done competitively so as to procure the best personnel available while training of police and deployment should be based on approved professional procedures to ensure that the career progression as well as staff morale in the force is not negatively affected.

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