

## **Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya**

By

Janet Jerono Biwott,

Student School of Social Sciences, Mount Kenya University

&

Dr. Charles Nyamwanya

Lecturer, School of Social Sciences, Mount Kenya University

### **Abstract**

This study aimed to investigate the impact of strategic reforms on the performance of the National Police Service in Kirinyaga County. Despite government efforts to reform the police force, there was a decline in performance and an increase in criminal activity. The study specifically focused on the effects of training and development, community policing, oversight, and police technology on police performance. The research was guided by institutional and resource-based view theories, as well as deterrence theory in criminology, organization learning theory, and the postmodern theory of technology. The sample size consisted of 60 respondents, randomly selected from a target population of 475 individuals, with 10 officers being chosen from each police station in Kirinyaga County. To select the respondents, a combination of stratified, purposive, and simple random sampling methods was employed. Methodology: The data collected was analyzed using descriptive and inferential statistical techniques to draw meaningful conclusions. The study conducted an in-depth exploration of the impacts of Police Training and Development Programs, Community Policing, Police Oversight Mechanisms, and Police Technology, drawing on officer responses and incorporating statistical insights. These quantitative findings offered valuable perspectives on officer attitudes and experiences. For instance, a substantial 62.7% of civil servants viewed seminars, conferences, and publications addressing accountability positively, showcasing the efficacy of knowledge-sharing platforms. In terms of capacity-building training, a significant 80.0% of officers noted its positive impact on job performance, emphasizing the correlation between training investment and enhanced effectiveness. However, 20.0% expressed concern about ethical behavior within the force, underlining the need for focused ethics training. Similarly, community policing garnered support, with 60.0% of officers recognizing its potential to drive police reform and an overwhelming 66.6% acknowledging its role in building trust and partnership. Yet, 18.3% voiced apprehension about neighborhood relations at the police station level, spotlighting the importance of addressing community interaction. Turning to Police Oversight Mechanisms, 58.3% of officers acknowledged ongoing changes within police departments, while 75.0% perceived structural changes as positive for performance. Divergent opinions also emerged regarding oversight's impact, underscoring the necessity for clearer communication. In the realm of Police Technology, 60.0% believed it could enhance overall performance, though 50.0% expressed uncertainty about organizational transparency and 58.3% about funding sufficiency for technology implementation. This comprehensive analysis guided policymakers toward optimized training strategies, improved community relations, enhanced transparency, and effective technology integration, fostering an accountable, efficient police force through a balanced synthesis of qualitative and quantitative insights.

**Keywords:** Strategic reforms, police performance, training and development, community policing, oversight, police technology, institutional theory, resource-based view theory, deterrence theory, organization learning theory, postmodern theory, Kirinyaga County

## **Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya**

By

Janet Jerono Biwott & Dr. Charles Nyamwanya

### **Introduction**

The Universal Declaration of Human Rights underscores the importance of security as a fundamental human right and stresses the necessity of professional and accountable police services (Blumberg et al., 2019). Police reform efforts are aimed at modernizing and enhancing the functionality of law enforcement agencies to instill public confidence in their capacity to uphold law and order, involving technological advancements, organizational restructuring, decentralization of decision-making, and enhanced accountability mechanisms (Amnesty International, 2016). Global police training curricula now prominently feature community policing and the respect for human rights as fundamental components (Brown & Coulter, 2015). These reforms are guided by key principles, including professionalism, objectivity, honesty, respect for human rights, non-discrimination, and accountability (Bayley, 2018). Police reform initiatives are driven by internal assessments, public pressure, government actions, and international engagement (Pilant, 2003). In order to establish public trust, police agencies must create mechanisms for public accountability, transparency in internal affairs, and external oversight bodies (Bayley, 2018).

Internationally, examples of police reforms provide valuable insights. In the United States, reform efforts were initiated to address police abuse, misconduct, and a lack of accountability, focusing on improving organizational structure and reducing excessive use of force (Chandran, 2016; Alpert, 2004). Latin American countries have streamlined hierarchical structures and strengthened police oversight (Ungar, 2012). In Asia, police reforms aimed to transition away from colonial practices and establish more democratic policing models (Shahjahan, 2006). African countries, including Kenya, have emphasized human rights training to address violations and enhance accountability (Bayley, 2018).

In the specific context of Kirinyaga County, Kenya, allegations of inappropriate behavior, excessive use of force, and corruption have plagued the police (Ndungu, 2011). In 2003, the introduction of community policing led to recommendations for policy adjustments and improvements in professionalism, accountability, operations, and management by the National Task Force on Police Reform. These reforms sought to enhance the operational capacity and efficiency of the National Police Service in Kirinyaga County.

### **Statement of the Problem**

This study centers on assessing the influence of principals' leadership practices on student academic performance in public secondary schools within South Imenti Sub-County, Meru County, Kenya. The research addresses concerns about declining educational standards in the region, exemplified by subpar Kenya Certificate of Secondary Education (KCSE) results. Factors contributing to this decline include an overcrowded curriculum, inadequate teaching resources, ineffective teaching methods, and insufficient supervision. By examining the leadership styles of school principals, the study aims to uncover how their practices impact students' performance in national exams. This investigation is crucial for identifying areas of improvement and implementing strategies to enhance the overall quality of education in South Imenti Sub-County.

**Citation:** Biwott, J. J & Nyamwanya, C. (2023). Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya.. *Journal of African Interdisciplinary Studies*, 7(10), 67 – 78.

Moreover, the research acknowledges the broader discourse on educational issues, which has historically emphasized teacher motivation, supervisory techniques, student management, and stakeholder involvement. Nevertheless, the pivotal role of principals' leadership practices in shaping the educational landscape has been somewhat overlooked. The Teaching Service Commission (TSC) recognizes the necessity to improve principal leadership techniques and their influence on school success. This study aims to bridge this knowledge gap by examining the specific ways in which principals' leadership practices shape academic outcomes. Ultimately, the research seeks to provide valuable insights that can elevate the standard of education in the region and ensure a brighter future for its students.

### **Research Objectives**

The study was guided by the following objectives:

1. To determine the effect of police reforms on the performance of the National Police Service in Kirinyaga County, Kenya.
2. To assess the impact of community policing on the performance of the National Police Service delivery in Kirinyaga County, Kenya.
3. To examine the influence of police oversight mechanisms on the performance of the National Police Service in Kirinyaga County, Kenya.
4. To investigate the effect of police training and development programs on the performance of the National Police Service delivery in Kirinyaga County, Kenya.
5. To assess the impact of policing technology on the performance of the National Police Service in Kirinyaga County, Kenya.

### **Literature Review**

In this empirical literature review, several key aspects related to police performance, community policing, police oversight, police training, and police technology are examined in the context of improving the National Police Service delivery in Kirinyaga County, Kenya. Improving service delivery in the police sector is vital, especially in regions like Kirinyaga County where enhancing public safety and maintaining law and order are paramount concerns. One of the primary measures of effectiveness in this context is citizen satisfaction with police performance. It serves as an essential barometer for evaluating how well the police force meets the expectations and needs of the community it serves.

As pointed out by Carter and Radelet (2019), a comprehensive understanding of citizen satisfaction takes into account specific interactions between the police and the public. These interactions are critical because they form the building blocks of the public's general attitude toward law enforcement. As individuals interact with the police over time, their experiences shape their overall perception of the police force. Factors influencing this perception are multifaceted and encompass a wide range of elements, from the behavior of individual officers to broader community policing initiatives and the overall effectiveness of law enforcement strategies. By recognizing the importance of these specific interactions and addressing the factors that impact them positively, the police force in Kirinyaga County can work towards building trust, improving public satisfaction, and ultimately enhancing service delivery to the community (Carter & Radelet, 2019).

Effective police interactions with communities are not only essential but also pivotal in establishing a strong and positive rapport between law enforcement agencies and the public they serve. Community policing, as highlighted by Sahapattana and Cobkit (2016) and Nair et al. (2012), plays a crucial role in enhancing police performance. It is not solely about responding to emergencies but rather a proactive approach aimed at preventing crimes and

**Citation:** Biwott, J. J & Nyamwanya, C. (2023). Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya.. *Journal of African Interdisciplinary Studies*, 7(10), 67 – 78.

maintaining a sense of security within the community. By actively engaging with the community, the police can foster an environment of mutual trust and collaboration. Factors such as crime prevention initiatives provide tangible evidence of the police's commitment to the well-being of the community.

Fraud prevention efforts demonstrate a dedication to protecting citizens from various forms of victimization. Furthermore, police-community interactions, whether in the form of neighborhood meetings or officers' presence in the community, create a platform for direct communication and relationship-building. Such positive interactions and proactive initiatives not only influence public perception but also enhance overall satisfaction with the police. In the context of Kirinyaga County, prioritizing community policing can have a profound impact on both the effectiveness of the police force and the level of trust and support it receives from the local community. This, in turn, can contribute to a safer and more harmonious environment for all residents.

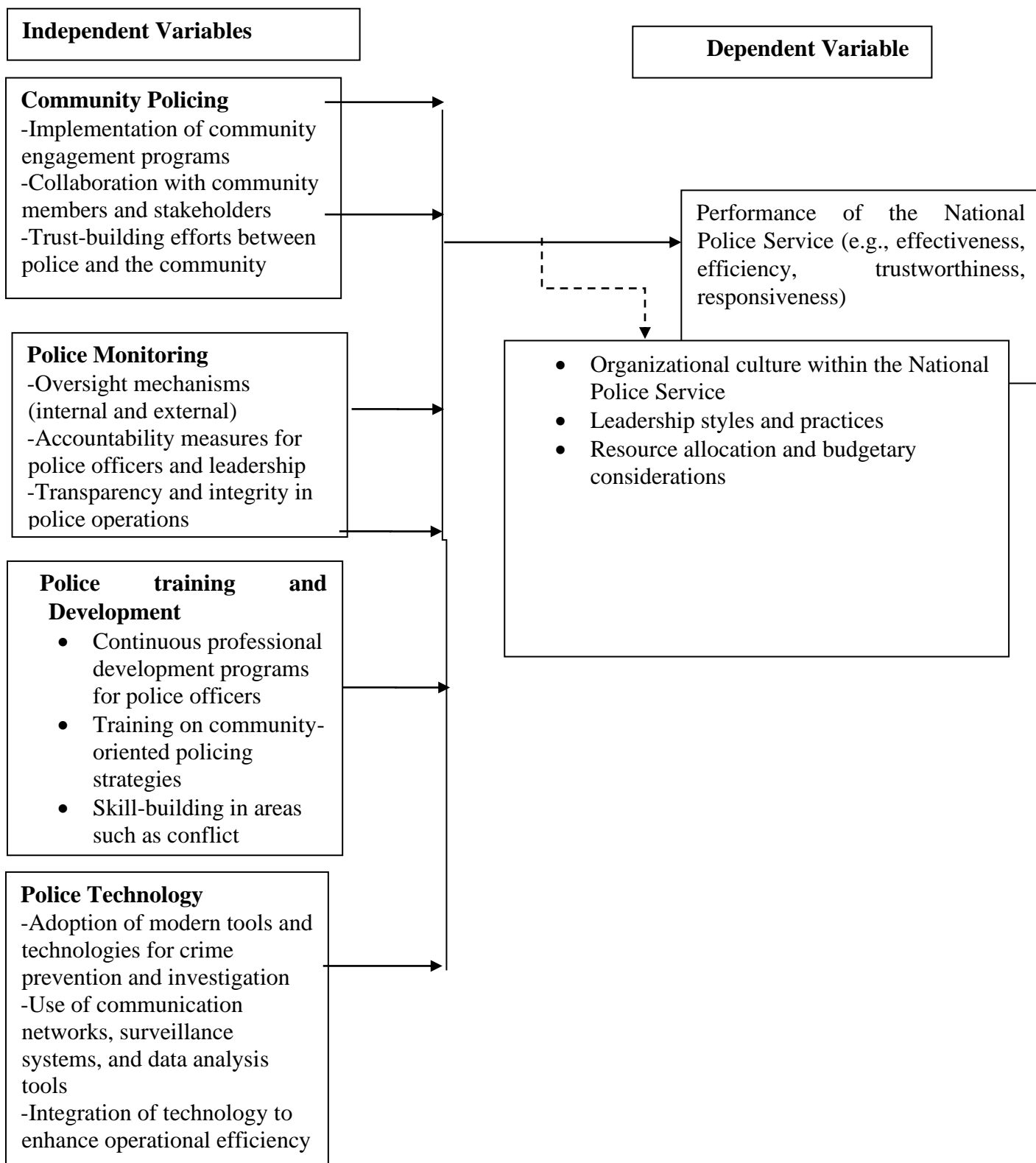
Effective police oversight is undeniably pivotal for maintaining transparency, ensuring accountability, and elevating police performance. As evidenced by research in Spain, Hungary, and New Jersey, robust civilian oversight mechanisms play a substantial role in instilling public trust and holding law enforcement agencies accountable (Pyo, 2011; American Civil Liberties Union of New Jersey, 2009). The Spanish and Hungarian models, involving routine monitoring of police stops and accessible public data, have yielded significant positive outcomes by uncovering criminal activities and encouraging a more effective, equitable, and non-discriminatory approach by the police. These outcomes are not just confined to the domain of law enforcement; they also establish a stronger sense of mutual trust between the police and the communities they serve.

Furthermore, the study in New Jersey underscored the importance of addressing shortcomings in the acceptance of civilian complaints, emphasizing the need for improved relationships between the police, the public, and citizen monitoring organizations. It is imperative that oversight mechanisms ensure impartiality and objectivity in addressing misconduct and penalties, as this is foundational to fostering public trust and garnering support (Pyo, 2011; American Civil Liberties Union of New Jersey, 2009). In Kirinyaga County, recognizing the profound role of police oversight in shaping police performance and service delivery is paramount, as it can lead to heightened accountability, more effective policing, and the delivery of higher-quality services to the local community, ultimately contributing to a secure and harmonious environment for all residents.

Police training and development are essential for improving service delivery. Issues like recruitment practices, merit-based promotions, practical on-the-job training, and executive education influence police effectiveness (Stone and Ward, 2010; Hoover, 2016). Police Technology and Performance: Advancements in police technology, including communication systems, language translation, body armor, crime scene investigation tools, surveillance cameras, and photo enforcement systems, enhance police performance and service delivery (Bettencourt and Brown, 2017; Dean and Gottschalk, 2017).

Addressing these key aspects, along with appropriate training and support, can contribute to enhancing police performance and improving service delivery in Kirinyaga County. Each of these elements plays a significant role in ensuring that the National Police Service effectively meets the needs and expectations of the community.

### Conceptual Framework



**Fig 1: Model of Conceptual Framework**

Source: (Author, 2023).

**Citation:** Biwott, J. J & Nyamwanya, C. (2023). Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya.. *Journal of African Interdisciplinary Studies*, 7(10), 67 – 78.

The conceptual framework presented in this study delineates a comprehensive understanding of the complex interplay between various independent and intervening variables, ultimately affecting the dependent variable of the National Police Service's performance. Community policing, police oversight, police training, and police technology are established as independent variables that are expected to exert a direct impact on police performance. These variables represent critical dimensions of police reform initiatives, and their effectiveness is integral to enhancing service delivery. Additionally, political will and government policy are introduced as intervening variables, posited to influence the implementation and effectiveness of these police reforms. These variables recognize the role of government commitment and policy directives in shaping the landscape of police reforms. The framework further acknowledges the potential influence of contextual factors that may moderate or mediate the relationships between the variables, considering the unique circumstances and challenges that can characterize the local context. To facilitate empirical assessment and analysis, each variable is accompanied by specific indicators designed to operationalize and measure their respective constructs, thus enabling a rigorous examination of the relationships within the framework.

## **5. Research Methodology**

A descriptive survey research design was chosen as the most suitable approach for the study. The descriptive survey design allows for a comprehensive understanding of pre-existing relationships between variables and offers a snapshot of the current state of affairs regarding police reforms and their impact on service delivery. This design aligns well with the research goals of describing and understanding the relationships between key variables without manipulating the environment or variables.

The location of the study was Kirinyaga County, which is situated in the Central region of Kenya. Kirinyaga County was selected due to its relevance to the research topic and its diverse representation of police stations throughout the region. The study aimed to provide insights into the specific context and challenges of police reforms in Kirinyaga County, with findings that can inform not only the local context but also similar regions in Kenya and beyond.

The target population consisted of all the police stations in Kirinyaga County, totaling 475 individuals. The population encompassed police officers from various ranks and departments stationed at these police stations. A sample of 60 officers was selected for the study using stratified random sampling, ensuring representation from each station. This approach allowed for a more comprehensive understanding of the impact of police reforms on the National Police Service delivery.

The data collection instruments primarily included questionnaires, structured into six sections covering demographic data, police reforms, community policing, oversight mechanisms, police training and development, and police technology. The pilot study was conducted in Embu County, specifically at Kianjokoma Police Station and Manyatta Police Station, to test and refine the research instruments and procedures.

Reliability and validity were addressed through the test-retest method to assess instrument consistency and clarity in questionnaire instructions. The ethical issues section emphasized the importance of voluntary informed consent, participant confidentiality, unbiased research conduct, transparent reporting, and obtaining ethical clearance from relevant institutions to ensure the well-being and rights of the participants.

Overall, this section outlined the robust research design and ethical considerations adopted for the study, ensuring that data collection and analysis are conducted in an objective, rigorous, and ethically responsible manner.

## **Findings**

The demographic profile of the 60 police officers involved in the study reveals that the majority are male (66.7%), primarily aged between 29 and 50 years, and have attained higher education levels, with 30.0% holding bachelor's degrees and 20.0% having master's degrees. While the gender distribution aligns with previous research trends in law enforcement, there is a need for increased female representation to promote diversity and inclusion.

In the age distribution of officers, it is notable that a significant proportion falls within the mid-career range of 29 to 50 years (66.7%), highlighting the importance of addressing their training and adaptability in the context of police reform. Additionally, the high educational qualifications of the officers (50.0% with bachelor's degrees and master's degrees) indicate a highly qualified police force in Kirinyaga County, which could be leveraged to enhance professionalism and service delivery.

The analysis of police training and development programs reveals positive perceptions among officers. The majority of officers agree or strongly agree that training programs, seminars, and publications in police stations help address accountability issues and improve performance (61.7%). The introduction of new training syllabuses and short-term courses is seen as beneficial for police reform and skill development (70.0%). Moreover, there is a consensus that capacity building and police reforms have improved work performance, positively impacted police officers' mindsets towards serving the community (78.3%), and reduced misconduct within the service (54.7%). This underscores the importance of continuous, well-planned training and development programs to enhance police service delivery and professionalism.

The impact of community policing is also examined, with varying views among officers. Some officers believe that community policing has the potential to improve police-community relations and enhance crime prevention and solving (63.3%). However, concerns about the effectiveness of good neighborly relations at the station level in reducing crime are evident. Policymakers are encouraged to address these concerns and focus on areas of consensus to strengthen community-oriented policing and public safety in Kirinyaga County. The chapter further explores officers' perceptions of police oversight mechanisms, revealing that opinions vary regarding the impact of these mechanisms on police services. While some officers believe in their positive effects (58.3%), others express uncertainty or disagreement. Policymakers should consider this feedback to enhance the effectiveness of oversight mechanisms and promote transparency and accountability within the police force.

The integration of police technology also presents mixed perceptions among officers. While many agree that technology can improve performance (61.7%), others are unsure or disagree. Policymakers should address these concerns and provide clear communication on the benefits of technology, ensuring that it is effectively integrated into police practices. Resource allocation for technology implementation and training should also be evaluated to meet officers' expectations.

In terms of police performance, there is optimism about prompt responses to recorded crimes (75.0%), an increase in solved cases (75.0%), and the reduction of complaints against law enforcement officers (58.3%). This indicates the positive impact of training and development efforts. However, infrastructure support at the station level receives mixed

feedback, suggesting the need for improvements to meet the diverse expectations of respondents.

### **Conclusion**

In conclusion, the findings of this comprehensive analysis of police reform, community policing, oversight mechanisms, training programs, and policing dynamics among officers in Kirinyaga County, Kenya, reflect a complex and nuanced landscape. While there is widespread optimism regarding various aspects of police training and development, community policing, and law enforcement performance, the presence of differing perceptions highlights the need for ongoing efforts to address concerns and capitalize on areas of consensus. Policymakers are presented with valuable insights to guide the enhancement of police professionalism, transparency, and community-oriented policing, as well as the effective integration of technology to meet public expectations and bolster law enforcement in Kirinyaga County.

### **Recommendations**

**Enhanced Training Programs:** Develop and implement a robust and continuous training program that encompasses ethical conduct, professionalism, and familiarity with new legislation. Emphasize transparency in the promotion process based on professional qualifications to motivate and inspire police officers while ensuring fairness in career progression.

**Community-Police Relations:** Strengthen community-police relations by initiating programs that foster positive neighborhood relations and enhance cooperation between law enforcement officers and the public. Invest in improving infrastructure and involve the community in decision-making processes to build trust and collaboration.

**Transparent Communication:** Improve communication within police departments to ensure officers are well-informed about ongoing reforms and understand their significance. This can help garner support for reform efforts and ensure officers are on board with changes.

**Strengthen Oversight Mechanisms:** Enhance oversight mechanisms to improve transparency, accountability, and overall performance within the police service. Such mechanisms can play a critical role in ensuring that law enforcement agencies adhere to the highest standards of conduct and operation.

**Embrace Technology:** Promote the integration of technology within the police force and effectively communicate its benefits, particularly in enhancing performance and transparency. Ensure adequate funding and streamlined responsibility for the implementation of technology at station-level to maximize its potential.

**Crime Management and Infrastructure:** Address concerns related to the reduction in complaints and infrastructure availability. Continually evaluate and improve strategies for prompt responses to reported crimes, increase crime detection rates, and promote non-violent interactions to enhance community safety.



**Citation:** Biwott, J. J & Nyamwanya, C. (2023). Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya.. *Journal of African Interdisciplinary Studies*, 7(10), 67 – 78.

## References

- African Security Dialogue and Research (ASDR). (2018). *Roundtable on police and policing*. Legon, Ghana: Author.
- African Security Dialogue and Research (ASDR). (2018). *Key issues in contemporary Ghanaian policing: Identifying reform priorities*. Legon, Ghana: Author.
- Amnesty International (2016). “Trinidad and Tobago: end police immunity for unlawful killings and deaths in custody”, available at:  
[www.amnesty.org/en/library/asset/AMR49/001/2006/en/f56a8](http://www.amnesty.org/en/library/asset/AMR49/001/2006/en/f56a8) (accessed February 1, 2010).
- Amnesty International (2013). *Police reform in Kenya: A drop in the ocean*. London: Author.
- Bayley, David, H. (2018). 'The Contemporary Practices of Policing: A Comparative View,' paper presented to the Center for Strategic and International Studies and the Police Executive Research Forum.
- Blumberg, B., Cooper, D., & Schindler, P. (2019). *Business Research Methods*. New York: McGraw Hill Higher Education.
- Brown, K. & Coulter, P. B. (2015). Subjective and Objective Measures of Police Service Delivery. *Public Administration Review* 43(1): 50-58.
- Carter, H. M., & Marenin, O. (2019). Police culture in Nigeria: A comparative perspective. *Journal of Asian and African Studies*, 15, 242–263.
- Casey, J. (2020), *Policing the World: Theory and Practice of International Policing*. Durham: NC Carolina Academic Press.
- Chan, J. (2016). Changing Police Culture. *British Journal of Criminology*. Vol 36, pp. 109 – 34.
- Chandran, E. (2014). *Research Methods: A Quantitative Approach with Illustrations from Christian Ministries*. Nairobi: Daystar University
- Dean, G. and Gottschalk, P. (2017), *Knowledge Management in Policing and Law Enforcement – Foundations, Structures, Applications*, Oxford University Press, Oxford.
- Deegan, C. (2020), “The legitimizing effect of social and environmental disclosures – a theoretical foundation”, *Accounting, Auditing & Accountability Journal*, Vol. 15 No. 2, pp. 282-311.
- Dehn, J., Reinikka, R. & Svensson, J. (2002). *Survey Tools for Assessing Service Delivery*. World Bank/Development Research Group. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.18.4708&rep=rep1&type=pdf>
- Den Heyer, G. (2011). New public management: A strategy for democratic police reform in transitioning and developing countries. *Policing, An International Journal of Police Strategies & Management*, Vol. 34 No. 3, pp. 419-433.
- DiMaggio, P. J. & Powell, W.W. (1983), “The iron cage revisited: institutional isomorphism and collective rationality in organizational fields”, *American Sociological Review*, Vol. 48, pp. 47-160.
- DiMaggio, P. J. and Powell, W.W. (1991), “Introduction”, in Powell, W.W. and DiMaggio, P. J. (Eds), *The New Institutionalism in Organizational Analysis*, The University of Chicago Press, Chicago, IL, pp. 1-40.
- Fernandez, S. & Rainey, H.G. (2006). Managing successful organizational change in the public sector. *Public Administration Review*. pp. 168 – 176.

**Citation:** Biwott, J. J & Nyamwanya, C. (2023). Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya.. *Journal of African Interdisciplinary Studies*, 7(10), 67 – 78.

- GoK, 2010. Constitution of Kenya 2010. Accessed online from <http://kenyalaw.org/kl/index.php?id=398> on 6<sup>th</sup> March 2014.
- Folz, David H. 2004. Service Quality and Benchmarking the Performance of Municipal Services. *Public Administration Review* 64(2): 209-220.
- Goldstein, H. (1977) *Policing a Free Society*, Cambridge, Mass: Ballinger, pp. 167-174, 317.
- Gottschalk, P. (2010), “Police integrity surveys: a court-based survey approach”, *International Journal of Management and Enterprise Development*, Vol. 8 No. 3, pp. 243-259.
- Holmberg, L. (2013). Scandinavian police reforms: can you have your cake and eat it, too? *Police Practice and Research: An International Journal*, DOI: 10.1080/15614263.2013.795745
- Holmes, E.J. & Goodman, D. (2010). African-American and White Perception of Police Services: The Impact of Diversity on Citizens’ Attitudes toward Police Services. *Journal of Public Management & Social Policy*. 3 – 18.
- Home Office (1993) Retrieved from: <http://www.official-documents.gov.uk/document/cm22/2281/2281.pdf>. Government’s proposal for Police services in England and Wales Cm 2281. Accessed on 2<sup>nd</sup> March 2014.
- Hoover, L. T. (Ed). (1996). Quantifying Quality in Policing. Washington DC: Police Executive Forum
- Hoque, Z. Arends, S. & Alexander, R. (2004). Policing the Police Service: A case study of the rise of “new public management” within an Australian police service. *Accounting, Auditing & Accountability Journal*, Vol. 17 No. 1, pp. 59-84.
- Humphreys, P.C. (1998). Improving Public Service Delivery. Committee for Public Management Research, Discussion Paper 7, Retrieved from [http://ipa.ie/pdf/cpmr/CPMR\\_DP\\_7\\_Improving\\_PublicService\\_Delivery.pdf](http://ipa.ie/pdf/cpmr/CPMR_DP_7_Improving_PublicService_Delivery.pdf)
- Institute of Economic Affairs (IEA) (2009). Status of Gender Desks at Police Stations in Kenya: A case study of Nairobi Province. Retrieved online from [www.ieakenya.or.ke](http://www.ieakenya.or.ke)
- Isett, K .R., Glied, S.A.M., Sparer, M.S. & Brown, L.D. (2012). When change becomes transformation: A case study of change management in Medicaid Offices in New York City. *Public Management Review*, 15(1), 1-17.
- Kagari, M. (n.d.). The Kenya Police Service Strategic Plan 2003 – 2007: A Commentary. Commonwealth Human Rights Initiative (CHRI).
- Karp, T. & Helgø, T.I.T. (2008). From change management to change leadership: Embracing chaotic change in public service organizations. *Journal of Change Management*, 8(1), 85-96.
- Kelly, Janet M. and David Swindell. (2002a). A Multiple-Indicator Approach to Municipal Service Evaluation: Correlating Performance Measurement and Citizen Satisfaction across Jurisdictions. *Public Administration Review* 62(5): 610-621.
- Kelman, S. (2009). *Unleashing change: A study of organizational renewal in government*. Washington DC: Brookings Institution Press.
- Kenya Police Service (2007). Kenya Police Service: Draft Strategic Plan, 2003 – 2007. [http://www.humanrightsinitiative.org/programs/aj/police/ea/articles/draft\\_strategic\\_plan\\_2003-07.pdf](http://www.humanrightsinitiative.org/programs/aj/police/ea/articles/draft_strategic_plan_2003-07.pdf)
- Kivoi, D. L. & Mbae, C.G. (2013). The Achilles’ Heel of Police Reforms in Kenya. *Social Sciences*. Vol. 2, No. 6, pp. 189-194. doi: 10.11648/j.ss.20130206.13.
- Loveday, B. (1995), *Reforming the Police: From Local Service to State Police?* Oxford: The Political Quarterly Publishing Company Limited.

**Citation:** Biwott, J. J & Nyamwanya, C. (2023). Police Reforms and how it Affects National Police Service Delivery in Kirinyaga County Kenya.. *Journal of African Interdisciplinary Studies*, 7(10), 67 – 78.

- Marenin, O. (2009). The futures of policing African states, *Police Practice and Research: An International Journal*, 10(4), 349-363.
- Maguire, M., Morgan, R., Reiner, R. (2007). *The Oxford handbook of Criminology*, Oxford University Press, Social Sciences.
- McNulty, T. & Ferlie, E. (2004). Process transformation: Limitations to radical organizational change within public service organizations. *Organization Studies*, 25(8): 1389-1412.
- Mugenda O. & Mugenda A. (2003). *Research Methods: Quantitative and Qualitative Approach*. Nairobi: Acts Press.
- Ntimama, W. (2005). Public Sector Reform and Institutional Capacity Building. A Paper Presented during the Kenya Consultative Group Meeting held in Nairobi, 11<sup>th</sup> – 12<sup>th</sup> April, 2005. Retrieved online from [http://siteresources.worldbank.org/INTKENYA/Resources/ps\\_reform\\_cb\\_ntimama.pdf](http://siteresources.worldbank.org/INTKENYA/Resources/ps_reform_cb_ntimama.pdf)
- Ombwori, (2009). *Status of Gender Desks at Police Stations in Kenya: A Case Study of Nairobi Province*. Institute of Economic Affairs. Retrieved from [www.ieakenya.or.ke](http://www.ieakenya.or.ke).
- Pollitt, C. & Bouckaert, G. (2004). *Public Management reform. A comparative analysis*. Oxford: Oxford University Press.
- Polit, D., & Hungler, B. (1997). *Essentials of nursing research: methods, appraisal, and utilization* (4th ed). J.B.Lippincott Company: Philadelphia, Pennsylvania, USA.
- Saferworld (2008). Implementing community-based policing in Kenya. Author
- Schafer, J. A. (2009), “Developing effective leadership in policing: perils, pitfalls, and paths forward”, *Policing: An International Journal of Police Strategies & Management*, Vol. 32 No. 2, pp. 238-260.
- Scott, W. R. (1995), *Institutions and Organizations*, Sage Publications: Thousand Oaks, CA.
- Sekaran, U. (2003). *Research methods for business*. New York: John Wiley & Sons Inc.
- Stone, C.E. & Ward, H.H. (2010). Democratic policing: A framework for action, *Policing and Society: An International Journal of Research and Policy*, 10:1, 11-45.
- Tinnirello, P. C. (Ed.). (2000). *Project Management*. New York: Auerbach.
- Transparency International (n.d.), *Kenya Bribery Index Reports*, [http://www.tikenya.org/index.php?option=com\\_content&view=article&id=72&Itemid=66](http://www.tikenya.org/index.php?option=com_content&view=article&id=72&Itemid=66)
- UNODC (2006), *Public Safety and Police Service Delivery: Criminal Justice Assessment Toolkit*, United Nations Office of Drugs and Crime (UNODC), Vienna International Center, Vienna, available at: [www.unodc.org](http://www.unodc.org) (accessed 21 August 2011).
- Van der Voet, J., Kuipers, B.S. & Groeveveld, S. (2013). Implementing change in public organizations: The relationship between leadership and effective commitment to change in a public sector context. *Paper presented at the 11th Public Management Research Conference, Madison, Wisconsin, June 20-22 2013*. Retrieved from <http://www.union.wisc.edu>