



TRANSPARENCY  
INTERNATIONAL  
KENYA



# KENYA POLICE SERVICE SATISFACTION SURVEY AND NEEDS ANALYSIS REPORT, 2016

A FOCUS ON KISUMU AND NAIROBI COUNTIES





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## LIST OF ACRONYMS

|              |   |
|--------------|---|
| <b>AIE</b>   | - Authority to Incur Expenditure            |
| <b>CAJ</b>   | - Commission on Administrative Justice      |
| <b>COB</b>   | - Controller of Budget                      |
| <b>EACC</b>  | - Ethics and Anti-Corruption Commission     |
| <b>FGDs</b>  | - Focus Group Discussions                   |
| <b>GBV</b>   | - Gender Based Violence                     |
| <b>GJLOS</b> | - Governance, Justice, Law and Order sector |
| <b>IPOA</b>  | - Independent Policing Oversight Authority  |
| <b>IAU</b>   | - Internal Affairs Unit                     |
| <b>JSC</b>   | - Judicial Service Commission               |
| <b>KNCHR</b> | - Kenya National Commission on Human Rights |
| <b>KPS</b>   | - Kenya Police Service                      |
| <b>MTEF</b>  | - Medium Term Expenditure Framework         |
| <b>NPS</b>   | - National Police Service                   |
| <b>NPSC</b>  | - National Police Service Commission        |
| <b>OAG</b>   | - Office of the Auditor General             |
| <b>OCPD</b>  | - Officer Commanding Police Division        |
| <b>OCS</b>   | - Officer Commanding (Police) Station       |

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## EXECUTIVE SUMMARY

The report is a compilation of feedback received from citizens in Nairobi and Kisumu counties with regard to their levels of satisfaction with the services that are rendered by police stations, police posts and patrol bases within their neighborhoods. The survey also provides information on the needs of police officers and police stations versus the resources that are allocated to enable them deliver on their mandate. Additionally, it provides an insight into the working conditions of officers and their level of satisfaction with their jobs.

The survey was conducted in two phases between 1<sup>st</sup> and 14<sup>th</sup> November 2015 and 14<sup>th</sup> to 27<sup>th</sup> January 2016. The phases focused on data collection from citizens and police officers respectively. The sampling targeted citizens who enjoy the services of police stations, posts and patrol bases within Kisumu and Nairobi counties and police officers drawn from the Kenya Police Service.

The data was collected through face to face structured interviews with citizens and police officers, semi-structured interviews with key informants and focus group discussions with targeted groups within the target communities. Data was also collected via observation and desk review of relevant laws, policies and regulations that guide policing in Kenya

## SUMMARY OF THE FINDINGS

### State of security

The study found out that 54% of the citizens interviewed described the state of security in the country as insecure while 26% described it as neither secure nor insecure, and the remaining 20% described it as secure. Fifty percent of the police officers on the other hand described the state of security in the country as neither secure nor insecure while 65% of officers in charge described the security state as secure. It was notable that citizens felt more secure in their communities with 35% of citizens describing the level of security in the community as secure compared to 20% of respondents who described the state of security in the country as secure.

### Experience with the police

Majority of the respondents (66%) interacted with the police to report crimes while police initiated interactions were mainly to seek support on investigations. Nine out of ten respondents contacted the police by physically going to the police stations.

It was established that 32% and 23% of respondents that visited police facilities seeking a service in Nairobi and Kisumu counties respectively paid some money for the services. Additionally, 38% of those who paid for the services indicated that the payment was a form of facilitation to the police to cater for airtime and fuel.

On the other hand, a third of the respondents reported having been asked to pay bribes for services sought during police initiated interactions.

In terms of compliance with Article 49 of the Constitution on the rights of arrested persons, the survey established that 70% of those who had been arrested were not informed of their right to remain silent while 82% were not informed of the consequences of not remaining silent.



## Satisfaction with services rendered by the Police

About half (53%) of the respondents who initiated interaction with the police were dissatisfied with the manner in which their cases were handled. Additionally, 27% of the respondents from Nairobi and 22% from Kisumu reported opting not to involve the police in situations where their intervention was required.

## Complaints reporting mechanisms within the police

The survey found that 40% and 57% of the citizens in Kisumu and Nairobi were not aware of the existing complaints mechanisms for citizens within the sector. On the other hand, only 46% of the officers interviewed reported existence of an internal complaints reporting mechanism for the police.

## Performance of the police

Citizens perceived the police to have necessary skills and equipment to perform their duties yet they rated their actual performance of duties as fair. Notably, use of ICT at the police premises was still relatively low as none of the report offices in the police facilities visited used a computer to record complaints. In terms of trainings, responses received from the officers' pointed to gaps in provision of training and knowledge of relevant legislations to enhance delivery of their mandate.

## Overall job satisfaction by the police officers

The survey established that job satisfaction varied depending on the number of years in service and gender. Thirty six percent of officers that had worked for a period of 6 to 10 years were dissatisfied with their jobs while majority of the officers that had worked in the Service for over 25 years were satisfied with their jobs. On the other hand, half of the male officers reported being satisfied with their jobs compared to 45% of their female counterparts. It was established that 66% of the officers in charge regarded serving members of the public as the most rewarding aspects of their jobs while the junior officers regarded the guaranteed salary as the most rewarding aspect.

## Community Policing Initiatives








The survey established lack of awareness and existence of community policing structures envisioned under the National Police Service Act. It was however noted that the National Police Service (NPS) was in the process of finalizing the draft guidelines on community policing with a view to harmonize community policing initiatives in the country.

## Budget making process for the National Police Service

Regarding the budget making process, the survey established that over ninety percent of the officers interviewed reported not being involved in the budget making process. Some of the officers in charge indicated their participation through submission of proposals to the division or county commands but noted that subsequent fund allocations did not reflect their input.

## RECOMMENDATIONS

### 1. National Police Service

-  To promote a transparent budget making process with emphasis on needs responsive budgeting.
  -  To fast-track the ongoing reforms initiatives to address the current challenges.
  -  To strengthen the capacity of the Police on certain aspects such as investigation of crime, collection of criminal intelligence and prevention and detection of crime.
  -  To establish proper information handling mechanisms that would include protection of informant's identities to encourage citizens to share information with the police.
  -  To enhance the existing complaints reporting mechanism at the station levels by standardizing the process for uniformity purposes.
  -  To fast-track gazettelement of community policing guidelines to ensure streamlining of community policing structures.
  -  To ensure distribution and sensitization on laws, legislations and policies that govern policing to officers so as to enhance their knowledge on these legal provisions.
2. National Police Service-Internal Affairs Unit to create awareness on the mandate of the unit, publicize the complaints reporting mechanisms and procedures, and fast-track its devolvement to the counties.
  3. National Police Service Commission to consider review of officers' salaries, establish a system that would effectively monitor performance of the police and address training gaps.
  4. Independent Policing Oversight Authority (IPOA) to create public awareness on its mandate, complaints handling mechanisms and procedures for reporting to enhance their oversight role.
  5. Ethics and Anti-corruption Commission (EACC) to collaborate with National Police Service in putting up systems that will promote detection, prevention and management of corruption related practices within the Service.
  6. Commission on Administrative Justice (CAJ) to push for implementation and compliance with the service delivery charters for the Service.
  7. Civil Society Organizations to consider collaborations with the NPS to strengthen their capacity on areas of common interest that contribute to the envisioned reforms e.g. capacity building on integrity management and sensitize citizens on the their role in policing .
  8. Citizens are encouraged to abide by the existing laws of the land, participate in community policing initiatives and share information with the police.

## INTRODUCTION

### Background information

The clamor for police reforms in Kenya reached its peak following the 2007/2008 post-election violence. The police were condemned for committing gross human rights violations following their actions and omissions during the period. The violence was quelled through the signing of a national peace accord which led to a power sharing deal brokered through the Kenya National Dialogue and Reconciliation process. This process included Police reforms as one of the action points. This was reinforced by recommendations made by the Commission on Inquiry into Post-Election Violence which led to the formation of a National Task Force on Police Reforms in 2009 with the mandate to make proposals for police reforms in the country.<sup>1</sup> The proposed reforms were later strengthened by the promulgation of the Constitution of Kenya 2010.

The Constitution further provided for changes in both legal and institutional frameworks that govern the police service. These included transforming the police force into a service, placing the Kenya Police Service and Administration police under one command, establishment of the office of the Inspector General of police, the National Police Service and National Police Service Commission the Independent Policing Oversight Authority(IPOA). It also led to introduction of the National Police Service Act, 2011 and the National Police Service Commission Act, 2011 to promote implementation of the Constitutional provisions. Additionally, the Constitution provides a comprehensive bill of rights which elaborates on some of the rights that are directly linked to police work and efficiency by public offices such as Article 49 which provides for the rights of an arrested person and Article 47 on fair administrative action among other relevant provisions.

Implementation of the envisioned reforms is one of the ways through which the country can promote the national values and principles of governance as stipulated under Article 10(2)(a) and (c) of the Constitution which outlines “rule of law, good governance, integrity, transparency and accountability” among others. The nation has witnessed some of the ongoing reforms in the National Police Service such as operationalization of the office of the Inspector General of Police to promote a central command for the Service and the vetting of serving police officers. It is however notable that the impact of the ongoing reform efforts is yet to be fully experienced by ordinary citizens who rely on the local police stations to meet their security concerns.

Despite the robust legal and institutional framework, effective service delivery has been a great challenge within the sector. A report by Usalama Reforms Forum on the status of police reforms established that the public was yet to see improvement in service delivery as it had not demonstrated improvement of its effectiveness and quality of service to the public.<sup>2</sup> A survey conducted by Ipsos Synovate released in July 2013 established that 58% of those who reported crimes to the police were not satisfied with their response.<sup>3</sup> TI-Kenya’s East Africa Bribery Index trends analysis (2010-2014) however documented marginal positive results in relation to reforms within the Police Service e.g. across the five years under review, the likelihood of being asked to pay a bribe while seeking services from the Police reduced. The likelihood of actual payment of bribes among those that were asked however increased.

<sup>1</sup> See Commission of Inquiry into the Post-Election Violence report, pgs. 478-481 at [http://www.knchr.org/Portals/0/Reports/Waki\\_Report.pdf](http://www.knchr.org/Portals/0/Reports/Waki_Report.pdf)

<sup>2</sup> Usalama Reforms Forum, Status of police reforms; a progress monitoring report, May 2014 accessed at <http://usalamaforum.org/images/publications/3rd%20monitoring%20report%20status%20of%20progress%20Implementation%20Report%20may%202014.pdf> on 12th January 2016.

<sup>3</sup> See Political Barometer Survey: Prepared by Ipsos Synovate Kenya and released 10th July 2013 at [www.ipsos.co.ke/.../downloads.php?...Ipsos%20Synovate%20Polls](http://www.ipsos.co.ke/.../downloads.php?...Ipsos%20Synovate%20Polls) accessed on 12th January 2016

The services rendered by the police are free of charge except for provision of escort/outrider services when requested and justified.<sup>4</sup> Provision of service delivery is however affected by several factors such as availability of resources (such as communication equipment, vehicles, housing etc.), lack of cooperation from the public, difficult working conditions among other factors. An under resourced police service cannot meet the expectations of government or the society in which it operates – particularly during times when technology, globalization, and the ready availability of firearms have contributed to criminals becoming more sophisticated, internationally connected and brutal.<sup>5</sup>

The National Police Service 2013-2018 strategic plan highlights inadequate resources and infrastructure to support effective service delivery due to low budgetary allocations, obsolete and inadequate equipment as one of the weaknesses that the strategy seeks to address.<sup>6</sup> It is notable that the budgets are allocated per police division and the Officers Commanding Police Divisions (OCPDs) use their own discretion to allocate the resources to the stations. To improve on service delivery therefore, it would be prudent for the service to allocate resources as per the needs of police stations which are at the center of service delivery.

### Contextual analysis

The survey was conducted at a time when the country was still reeling from the aftermath of serious insecurity challenges that were posed by terror attacks. These included the mass shooting at the Garissa University College, attacks on police patrols in Garissa which turned into a gun battle, killing of a police officer in Lamu by suspected Al-Shabaab militants and killing of two police officers by Al-Shabaab militants who attacked a police vehicle in Mandera County among others. These incidents had a great impact on citizen's views regarding effectiveness of the whole security apparatus in the country.

At the county level, Kisumu experienced insecurity challenges with the emergence of a criminal gang dubbed 42 brothers.<sup>7</sup> This prompted Civil Society Organizations to mobilize citizens to petition the county government over the insecurity challenges.<sup>8</sup> This action realized certain changes such as putting up of street lights, transfer of police officers who had served for a longer period in the region and intensification of police patrols. In Nairobi, there were no major reported incidents of insecurity, however, security threat alerts were issued to prevent further attacks and the police were on high alert to deal with any possible incidents.

Additionally, there was the enactment of the Statute Law (Miscellaneous Amendment) Act, 2015 which introduced amendments to the National Police Service Act. Some of the amendments included enhancement of the Inspector General's powers and functions to determine the distribution and deployment of officers in the National Police Service in the rank of Superintendent and below and to recommend to the National Police Service Commission and the County Policing Authorities for the distribution and deployment of officers above the rank of Superintendent.<sup>9</sup>

<sup>4</sup>Kenya Police Service delivery charter, 2015

<sup>5</sup> Kenyan National Task Force on Police Reform

<sup>6</sup> National Police Service 2013-2018 strategic plan, pg.15

<sup>7</sup>Feedback received during accountability forum (citizens, key stakeholders etc) held in Kisumu on 22nd October 2015

<sup>8</sup>See Standard media online article dated August 21st, 2015 titled "Kisumu residents demand for resignation of Governor Ranguma" by Kevin Omollo, Denish Ong'udi and Oscar Outa at <https://www.standardmedia.co.ke/ureport/story/2000173698/kisumu-residents-demand-for-resignation-of-governor-ranguma> accessed on 12th January 2016

<sup>9</sup> Statute Law (Miscellaneous Amendment) Act, 2015

It is also notable that the survey was conducted at a time when the National Police Service is implementing the Transformation framework. The framework has four key pillars which seek to address aspects of organizational culture, Human resource management, linkages and partnerships and structural issues with a view to addressing capacity gaps that hinder the police from adequately executing its mandate.<sup>10</sup> The transformation framework has so far seen formulation of key policies as well as training of several police officers as Trainers of trainers to aid in sensitization of other officers about the framework.<sup>11</sup>

### Objectives of the study

The objectives of this survey were;

1. To establish levels of satisfaction by citizens on service delivery
2. To establish levels of satisfaction by the police officers with the National Police Service
3. To establish the needs of police stations, posts and patrol bases vis-a-vis budgetary allocations
4. To establish the budgeting process for the National Police Service
5. To offer recommendations that would inform needs responsive budgeting within the service

<sup>10</sup>Policing Insights – A National Police Service in house magazine – July – September 2015

<sup>11</sup>[www.nps.go.ke](http://www.nps.go.ke)

## METHODOLOGY

This study focused on the Kenya Police Service. The study was conducted in two phases; one targeting Police officers working in selected Police facilities and another targeting communities living within the jurisdiction of selected police facilities. Both phases were carried out in Nairobi and Kisumu Counties.

### *Mapping of police facilities*

The research team first mapped police facilities<sup>12</sup> in Nairobi and Kisumu counties. The two counties were identified based on the ongoing work by TI-Kenya within the counties. The mapping of police facilities was based on various factors including: resources to carry out the survey, social economic backgrounds of the various communities, size and type of police facility as well as feedback received through various stakeholder forums. A total of 36 facilities were therefore identified for the exercise as seen in the table below.

| NAIROBI   |   |   |
|---|---|---|
| Eastleigh Patrol base   | Kabete Police station                               | Mukurukwa Njenga Police post                          |
| Buruburu Police station-<br>Divisional Headquarters           | Kamulu Police post                                  | Mutuini Police post                                   |
| Central Police station-<br>Divisional Headquarters            | Kasarani Police station-<br>Divisional Headquarters | Nyayo Police post                                     |
| Embakasi Police station                                       | Kayole Police station-<br>Divisional Headquarters   | Pangani Police station- Divisional<br>Headquarters    |
| Gigiri Police station   | Kilimani Police station-<br>Divisional Headquarters | Riruta Police station                                 |
| Huruma Police station   | Langata Police station-<br>Divisional Headquarters  | Soweto Police station                                 |
| Industrial area Police<br>station- Divisional<br>Headquarters | Marurui Patrol base                                 | Spring Valley Police station                          |
| Kahawa Sukari Police post                                     | OngataRongai Police<br>station                      |   |
| KISUMU  |   |   |
| Central Police station-<br>Divisional Headquarters            | Mamboleo Police post                                | Koru Police station                                   |
| Bus Park Patrol Base  | Sondu Miriu Police post                             | Maseno Police station- Divisional<br>Headquarters     |
| Migosi Patrol Base  | Chemilil Police post-<br>Divisional Headquarters    | Ahero Police station- Divisional<br>Headquarters      |
| RIAT Patrol Base  | Kondele Police station                              | Pap Onditi Police station- Divisional<br>Headquarters |

*Table 1: List of Police stations, posts and patrol bases targeted by phase one and two of the study*

<sup>12</sup> At the time of the mapping, the two counties had a total of 129 police facilities between them. This has since changed as the Police divisions boundaries have now been fashioned along County boundaries thus reducing the number of police facilities.

## Sampling

The survey used multi stage sampling to identify target respondents in the study. Twelve facilities were identified from the 129 police facilities (seven from Nairobi and five from Kisumu). A target of one hundred respondents (18 years and above) were picked to represent each of the target communities. This was done to allow for adequate data for meaningful sub sample analysis.

These citizens were then divided into two categories:

1. Ordinary citizens living in neighborhoods served by target police facilities. Once the sampling point was mapped, citizens were randomly identified and interviewed. A total of 1129 citizens were successfully interviewed in this phase of the study.
2. Special interest Groups within the community that had a regular interaction with the police (Small market enterprise business community, transport sector operators, the youth and community leaders). These were purposively identified to participate in Focus Group Discussions(FGDs).

Convenience sampling was used to identify police officers due to the nature of their jobs. A total of 165 Police officers drawn from 21 police facilities in Nairobi and 13 in Kisumu were interviewed. This included 37 officers who were either in charge of police divisions, stations, posts and bases. Key informants were selected based on relevance to the project.

## Data collection methods

Data was collected through different methods;

- a. Face to face structured interviews with citizens and police officers and officers in charge of divisions, stations, posts and patrol bases using questionnaires.
- b. Semi structured interviews with key informants drawn from the various key stakeholders; National Police Service (Internal Affairs Unit, Directorate of police reforms and the finance office), National Police Service Commission (NPSC) and the Independent Policing Oversight Authority (IPOA).
- c. Focus group discussions were held with specifically targeted groups within the target communities. A total of eight focus group discussions were carried out in the two counties (four per county)
- d. Observation was also used to complement information gathered during interviews with the police officers at the various Police facilities.
- e. Desk review of relevant laws and legislation that guide policing services in Kenya, National Budget, Budgetary allocations to various police divisions, reports from IPOA and NPSC, media articles and other surveys conducted on Policing services in Kenya among others.

Data for phase one of the study ( with citizens ) was collected between 1<sup>st</sup> and 14<sup>th</sup> November 2015 while data for phase two of the study ( police officers ) was collected between 14<sup>th</sup> to 27<sup>th</sup> January 2016. Key informant interviews were conducted in March 2016. The survey, while focusing on a wide range of issues, narrowed down on key issues that touched on the budgetary allocations of the National Police Service such as police transport, Remuneration, Communication equipment, Personnel, Housing and Continuous training.

## Data entry and analysis

Quantitative data was entered and analyzed using Statistical Package for Social sciences (SPSS) and was used to generate numerical summaries while qualitative data was coded and indexed thematically. Summaries of qualitative data as well as desk review were used to provide empirical dimensions of the survey.

## Validation of draft reports

Draft reports of phase one and phase two were taken through validation forums in Kisumu and Nairobi. Both forums were attended by key stakeholders drawn from government departments (National Police Service (NPS), Office of the Auditor General (OAG), Office of the Controller of Budget (COB), Independent Policing Oversight Authority (IPOA) independent commissions Ethics and Anti-Corruption Commission (EACC), National Police Service Commission (NPSC), Commission on Administrative Justice (CAJ), Kenya National Commission on Human Rights (KNCHR), Civil Society Organizations, individual Human Rights Defenders among other stakeholders. The phase two report was also validated by the NPS representatives from the headquarters and the targeted Police divisions in Nairobi in a separate forum. Validation of the phase one report was held in January of 2016 while validation for phase two was held in March 2016 and the forum with NPS officials held in April of 2016.

These forums provided an opportunity for the various stakeholders to critically review the findings of the report and provide valuable feedback that enriched it.

## Limitations of the survey

Phase two of the study was largely dependent on official documentation from the National Police Service which was not always availed to the research team. For example, the teams were unable to secure copies of Authority to Incur Expenditure documents from majority of the stations visited to allow for a proper comparison.



## Demographics (Citizens)

The survey interviewed a total of 1129 respondents; 47% female and 53% male respondents. Seventy five percent of the respondents were from urban centers while a quarter was drawn from rural areas. Further, majority of the respondents had lived in these communities for over five years. Additionally, majority of the respondents were aged between 18 and 45 years old, were mostly self-employed, with a monthly income of between six thousand and twenty thousand shillings. A complete breakdown of demographics is provided in the table below:

|   |   |     |
|---|---|-----|
| <b>Gender</b>                                 | Male  | 53% |
|   | Female  | 47% |
| <b>Residence</b>                              | Urban   | 76% |
|   | Rural   | 24% |
| <b>Number of Years lived in the community</b> | Less than 1 year                                  | 1%  |
|   | 1 year ≤Y≤ 5 years                                | 33% |
|   | 5 years ≤Y≤ 10 years                              | 19% |
|   | 10 years ≤Y≤ 20 years                             | 19% |
|   | 20 years and above                                | 28% |
| <b>Age</b>                                    | 18-25   | 22% |
|   | 26-35   | 33% |
|   | 36-45   | 20% |
|   | 46-55   | 14% |
|   | 56 and above                                      | 11% |
| <b>Employment Status</b>                      | Student   | 5%  |
|   | Unemployed  | 14% |
|   | Self-employed/employed in SME                     | 56% |
|   | Employed in private sector                        | 18% |
|   | Employed by government/local authority/parastatal | 5%  |
|   | Other   | 2%  |
| <b>Personal income</b>                        | Less than 6,386                                   | 41% |
|   | 6,387-19,158                                      | 34% |
|   | 19,159-63,860                                     | 20% |
|   | 63,861-127,720                                    | 4%  |
|   | Above 127,720                                     | 1%  |

Table 2: Demographics of citizen respondents

### Demographics of the sampled police officers (Officers in charge not included in this breakdown)

Sixty percent of the officers were stationed in Nairobi County while the remaining 40% worked in Kisumu County. A quarter of the officers interviewed were female while the remaining 75% were male. Ninety five percent of the officers were Christian while 5% were Muslim. Eighty Seven percent of the officers were married with the remaining 13% single. Majority of the officers had worked between 10 and 25 years in the service with 21% having worked for over 25 years. The remaining 21% had been in the service for less than 10 years. The table below shows a summary of the demographics;

|                                       |               |     |
|---------------------------------------|---------------|-----|
| <b>County</b>                         | Nairobi       | 60% |
|                                       | Kisumu        | 40% |
| <b>Gender</b>                         | Male          | 74% |
|                                       | Female        | 26% |
| <b>Marital status</b>                 | Married       | 87% |
|                                       | Single        | 13% |
| <b>Number of Years In the service</b> | 0-5           | 13% |
|                                       | 6-10          | 10% |
|                                       | 11-25         | 56% |
|                                       | Over 25 years | 21% |
| <b>Religion of officers</b>           | Christian     | 95% |
|                                       | Muslim        | 5%  |
| <b>Rank of officers</b>               | Constable     | 62% |
|                                       | Corporal      | 27% |
|                                       | Sergeant      | 5%  |
|                                       | Inspector     | 5%  |

Table 3: Demographics of Police respondents

## FINDINGS

### State of security in the country

When describing the state of security in the country, 54% of citizens described it as insecure while 26% described it as neither secure nor insecure, and the remaining 20% describing it as secure. It is worth noting that there were significant differences in opinion between Nairobi and Kisumu residents as 70% of respondents in Kisumu described the level of security in the country as insecure compared to 42% of respondents in Nairobi.

Police officers on the other hand, differed with citizens as half of them described the state of security in the country as neither secure nor insecure compared to a third of the officers in charge expressing a similar sentiment. Majority of the officers in charge described the state of security as secure.

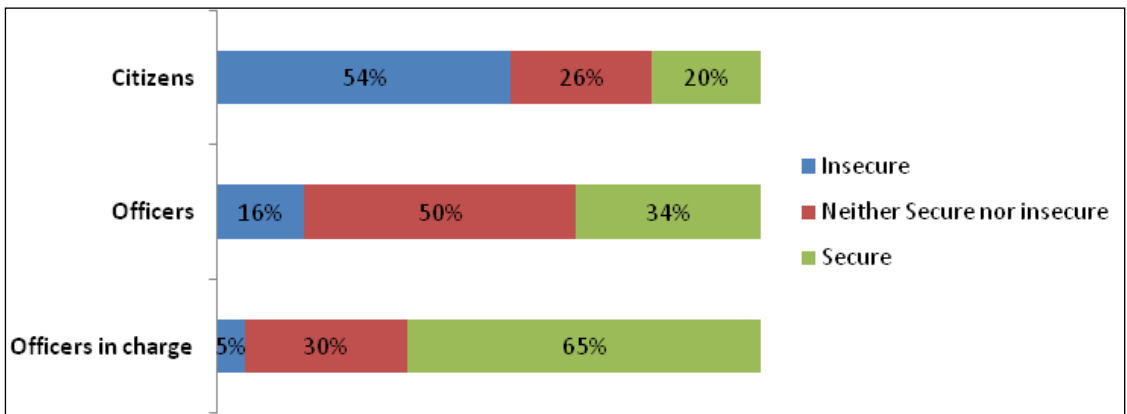


Figure 1: Perception of state of security in the country

### State of security in the community

When describing level of security in their community, about half of the officers described it as secure followed by 41% describing it as neither secure nor insecure. Only 11% of officers described it as insecure. On the other hand, 44% of citizens described the level of security in the community as insecure followed by 23% who described it as neither secure nor insecure and 20% who described it as secure. Once again, there were notable differences in opinion between Kisumu and Nairobi citizens as 64% Kisumu citizens described the state of security as insecure compared to 30% in Nairobi who expressed similar sentiments. A higher proportion of respondents in Nairobi (43%) described the level of security in their community as secure.

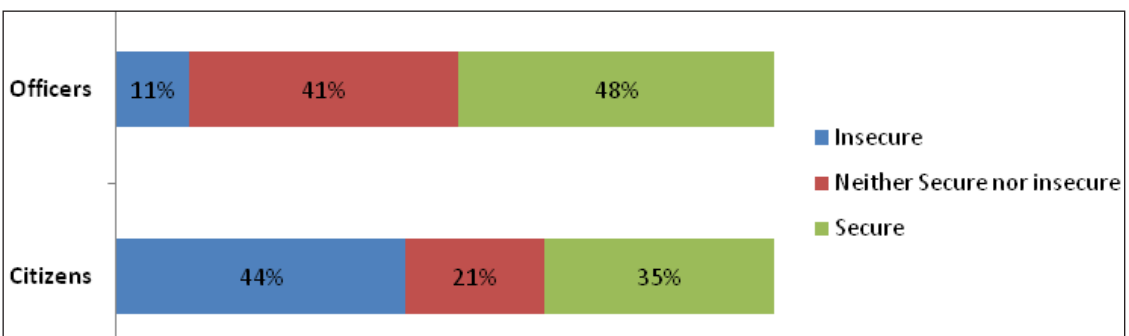


Figure 2: Respondents perception on state of security in their communities

It is worth noting that while the 2015 annual crime report from the National Police Service indicates that Nairobi County recorded a higher number of crimes as compared to Kisumu County, Kisumu had a higher crime index at 237cases per 100,000 people compared to Nairobi's 140 cases<sup>13</sup>.

### **Perception of safety**

Respondents were further asked to gauge how safe they felt in various areas within their communities during the day and during the night<sup>14</sup>. It can be observed that respondents from both counties felt safe during the day. At night however, respondents in Kisumu felt unsafe in eight out of the 14 places outlined and felt they were neither safe nor unsafe in the remaining places. Respondents in Nairobi on the other hand, felt they were neither safe nor unsafe in all the areas mentioned except at places of worship where they felt safe.

| Place   | During the day     | During the night |        |
|---|--------------------|------------------|--------|
|   | Nairobi and Kisumu | Nairobi          | Kisumu |
| At home alone                                       | 4                  | 3                | 3      |
| Entering the gate to your home/plot / compound      | 4                  | 3                | 2      |
| At taxi ranks/bus stops/ bodaboda ranks             | 4                  | 3                | 2      |
| Using public transportation                         | 4                  | 3                | 3      |
| Using public toilets                                | 4                  | 3                | 2      |
| At public water points                              | 4                  | 3                | 2      |
| At open fields/Park or play grounds                 | 4                  | 3                | 2      |
| Walking along the streets alone                     | 4                  | 3                | 2      |
| At churches and mosques                             | 4                  | 4                | 3      |
| At the market                                       | 4                  | 3                | 2      |
| At your place of work (if works in the locality)    | 4                  | 3                | 2      |
| At commercial areas i.e. supermarkets/ malls /banks | 4                  | 3                | 3      |

*Table 4: Citizen Respondent's perception of safety within various locations in their neighborhoods on a scale of 1 to 5 where 5 = Very safe and 1 =Very unsafe.*

<sup>13</sup>National Police Service – 2015 Annual Crime Report accessed at <http://www.nationalpolice.go.ke/crime-statistics.html> /

<sup>14</sup>The rating was based on a scale of 1 to 5 where 5 = Very safe and 1 =Very unsafe.number of police facilities.

The respondents in focus group discussions drawn from the business community in Kisumu reported having to close their businesses at dusk due to insecurity concerns. Those in transport sector noted that there was an increase in the number of complaints from citizens about crimes committed by or facilitated by bodaboda operators.

### ***Type of crime prevalent in the community***

Respondents were further asked to name the crimes they perceived to be most prevalent in their communities. They reported these to be burglary followed by muggings and robbery with violence as seen in the table below:

| Type of Crime                | Percent |        |
|------------------------------|---------|--------|
|                              | Nairobi | Kisumu |
| Theft of property / Burglary | 48%     | 48%    |
| Mugging                      | 17%     | 17%    |
| Robbery with Violence        | 14%     | 14%    |
| Carjacking                   | 8%      |        |
| Murder                       | 8%      | 8%     |
| Cattle rustling              |         | 8%     |
| Other                        | 5%      | 5%     |

*Table 5: Type of crime prevalent in community*

The 2014 annual crime report indicated that next to assault, these were the highest types of crimes reported in both counties.

Crime reduction is one of the key deliverables in the performance contract of the Kenya Police service<sup>15</sup>. Citizens attributed insecurity in their communities to inability or unwillingness by the police service to fight crime. Police on the other hand noted that high levels of unemployment among the youth and lack of cooperation from citizens contributed to the crime and insecurity within communities.

The difference in opinion between citizens and the police could stem from the fact that the police gave their opinion based on crime reported to them while citizens were describing the situation based on their experience with crime, whether or not it was reported to the police.

<sup>15</sup>The 2015/2016 Kenya Police Service Performance Contract

## EXPERIENCE WITH THE POLICE

### *Citizen initiated interaction*

When asked whether they had interacted with the police within their communities for any reason in the last 12 months, about four out of ten citizens responded in the affirmative. A majority of the respondents (66%) indicated that they interacted with the police to report a crime while the remaining respondents interacted with the police for other reasons. Seven out of ten respondents who reported a crime did so about a crime they had personally experienced. The remaining three out of ten reported a crime on behalf of someone else, who in most instances was a neighbor.

| Have you interacted with the Police in the last 12 months |     |
|---|-----|
| Yes   | 38% |
| No  | 62% |
| Reason for contacting the police                          |     |
| To report a crime   | 66% |
| For another reason  | 34% |

Table 6: Reasons for contacting the police

### *Other reasons for contacting the Police*

A quarter of respondents from Nairobi that contacted the police, for other reasons besides reporting crime, did so to bail out an arrested person, followed by a quarter who went to get a police abstract or a certificate of good conduct or a permit. In Kisumu on the other hand, 46% of the respondents contacted the police to get an abstract, certificate of good conduct or a permit followed by 21% who contacted the police for general assistance and 15% who went to the police to bail out an arrested person.

It is noteworthy that the Kenya Police Service has availed various forms and abstracts on their website [www.kps.go.ke](http://www.kps.go.ke) and [www.nps.go.ke](http://www.nps.go.ke) for ease of access by members of the public.

| Other reasons for contacting the police            | Nairobi | Kisumu |
|--|---------|--------|
| To pay bail for an arrested person                 | 25%     | 15%    |
| Get an abstract/ Good conduct certificate / permit | 25%     | 46%    |
| Dispute resolution                                 | 22%     | 9%     |
| General assistance                                 | 21%     | 21%    |
| Others   | 7%      | 9%     |

Table 7: Other reasons for contacting the police

## How they contacted the police

Majority of the respondents contacted the police by physically going to the station, followed by 6% that contacted the Police via the officer's private phone numbers. A survey by IPSOS Synovate in 2014 indicated that in Nairobi province 82% of respondents lived less than 3 kilometers away from a Police station compared to their counterparts in Nyanza Province (Kisumu County) that lived between 1 to 3 Kilometers (33%) and those that lived between 4-10 kilometers (34%).

| Means of contact              | Percent |
|-------------------------------|---------|
| Physically go to the station  | 91%     |
| Phone number-Police personnel | 6%      |
| Phone number-General          | 2%      |
| Other                         | 1%      |

Table 8: Citizens' means of contacting the police

Respondents from focus group discussions in Nairobi and Kisumu stated that senior police officers (Officer Commanding Police Division and Officer Commanding Station or Post) shared out their numbers whenever they interacted with citizens at various fora. It is worth noting that the National Police Service lists 999, 112 and 911 as emergency numbers. However, the survey established that most citizens lacked information regarding the available emergency numbers. Respondents admitted not to have contacted the police through the emergency numbers as they had the perception that the numbers were not operational.

## Police initiated contact

The survey sought to establish whether the police had initiated any contact with the respondents in the last 12 months. About a quarter of the respondents reported having been engaged in such interactions with significant differences noted between Kisumu and Nairobi. 30% of the respondents in Nairobi reported such interactions compared to 14% in Kisumu.

Seventy two percent of the respondents reported that the police were in uniform when they initiated contact with a similar number reporting that the police provided a reason for initiating contact. Only forty three percent of respondents reported that the officers introduced themselves during the interaction.

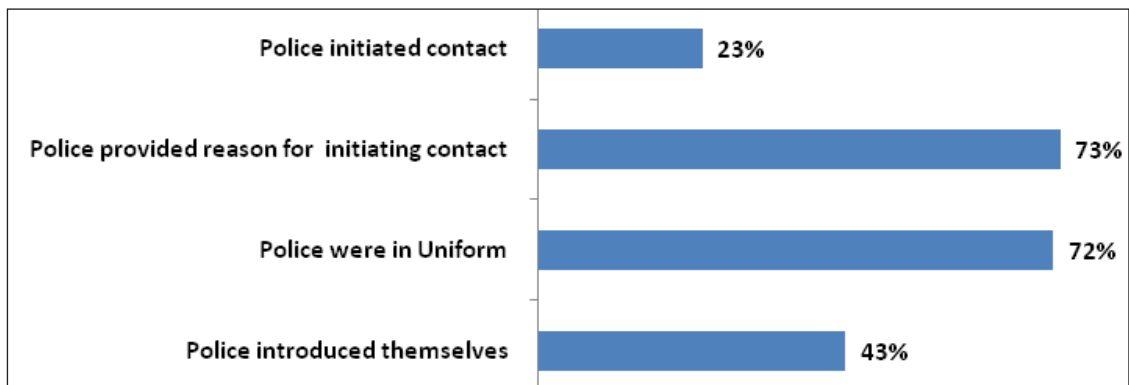


Figure 3: Affirmative responses to questions on Police initiated contact

### Why the Police initiated contact

Twenty percent of respondents in Nairobi reported having been contacted by the Police who requested to look at their identification cards followed by 19% who were contacted by the Police to help with investigations. In Kisumu, 37% of respondents reported having been contacted by the Police to help with investigations followed by 16% who were contacted by the Police because there were allegations that had been levelled against them.

| Reason for initiating Contact              | Nairobi | Kisumu |
|--|---------|--------|
| The Police wanted to look at my I.D        | 20%     |        |
| The Police wanted help with investigations | 19%     | 37%    |
| Regular Patrols                            | 14%     | 10%    |
| Traffic offence                            | 13%     | 12%    |
| Loitering                                  | 11%     | 14%    |
| Complaints / allegations against me        | 8%      | 16%    |
| Illegal brews                              | 4%      | 12%    |
| Others                                     | 12%     |        |

Table 9: Reasons for Police initiating contact

### Payment for police services during a citizen initiated interaction

Thirty two percent of the respondents that visited police facilities seeking a service in Nairobi and twenty three percent in Kisumu reported to have paid some money for the services that they sought. Further, a quarter of the respondents that contacted the Police to report a crime reported to have paid money during this interaction compared to 36% that contacted the police for some other reason. However, only 4% of respondents in Nairobi and 15% Kisumu got a receipt for the payments.

Thirty eight percent of the respondents reported to have paid the monies as facilitation to the police to cater for airtime and fuel. This was followed by a quarter of the respondents who reported to have paid the money as a bribe. Despite the service delivery charter stating that abstracts are available online for download, 18% of respondents paid for them at the Police facilities they visited.

| What the money was for      | Percent |
|-----------------------------|---------|
| Facilitation – Airtime/fuel | 38%     |
| Bribe                       | 24%     |
| Abstract                    | 18%     |
| Bail                        | 9%      |
| Other                       | 7%      |
| Don't Know                  | 4%      |

Table 10: Type of payments made by citizens at police stations



It is worth noting that Police services in Kenya are free except for provision of escort/ outrider services. This information is outlined in the Kenya Police service delivery charter while the charges for the escort / outrider services are specified in Gazette notice number 955 of 2007. The charter should ideally be displayed in all the Police facilities and be visible to members of the public as they get into these facilities to seek Police assistance. Approximately 42% of the facilities visited did not have a service delivery charter displayed. The research team further observed that of the 58% of the facilities that had the charters on display, there existed two versions of the charter; 2009 and 2012 versions. It is worth noting that at the time of the survey, the NPS and KPS websites contained a 2015 edition that the team did not find displayed in any of the facilities visited.

### ***Payment for police services during a police initiated interaction***

Majority of the respondents did not offer nor were they asked to pay a bribe during their police initiated interactions while a third reported having been asked for a bribe during their interactions with the police. Only 7% of them offered to pay a bribe.

Six out of ten respondents in Nairobi and seven out of ten respondents in Kisumu that were asked/ offered to pay a bribe actually paid the bribe. Sixty one percent of the respondents that offered to pay the bribe reported paying amounts less than five hundred shillings (Ksh 500) while 74% of those that were asked to pay reported paying amounts ranging between one thousand (Ksh 1,000) and five thousand (Ksh 5,000) shillings.

### ***Outcome of the police initiated interaction***

Respondents were asked to provide the outcome of the police initiated interaction. Forty six percent of the respondents reported having been let go after they paid a bribe to the police officers while about a quarter of the respondents were arrested.

| <b>Outcome of interaction</b>         | <b>Percent</b> |
|---------------------------------------|----------------|
| I was let go after paying a bribe     | <b>46%</b>     |
| I was arrested                        | <b>23%</b>     |
| I was let go after they checked my ID | <b>12%</b>     |
| Appropriate action was taken          | <b>12%</b>     |
| Other                                 | <b>8%</b>      |

*Table 11: Outcome of the police initiated interaction*

Respondents from Focus Group Discussions in Nairobi described intensified police presence at specific times where Police would ask for Identity cards and use it as an opportunity to ask for bribes. Their counterparts in Kisumu while appreciative of increased patrols in their neighborhoods were skeptical of the motives as they felt that more often than not the patrols were a cover used by the Police to extort citizens.

### Officer’s perception of corruption within the police service

The survey sought the officers’ opinion on the various reports that brand the police as corrupt. Forty three percent of officers and 38% of the officers in charge neither agreed nor disagreed with the corruption assessments. About a third of officers in charge and 20% of officers agreed with this assessment while the remaining 37% and 30% of the officers and their supervisors disagreed with the assessment as shown below;

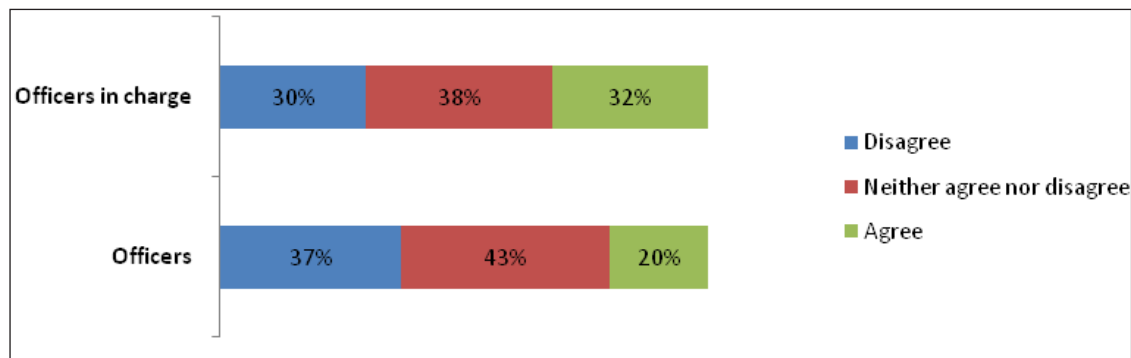


Figure 4: Officer’s perception of corruption within the police service

### Compliance with provisions on rights of arrested persons

Article 49 of the Constitution provides for rights of arrested persons and every officer is expected to comply with these provisions while conducting an arrest and in dealing with an arrested person.

Among respondents that reported being arrested, 60% were told why they were being arrested and 47% were compelled to make confessions. On the other hand, 70% of the respondents were not informed of their right to remain silent, 82% were not informed of the consequences of not remaining silent and 53% were not allowed to contact anyone for assistance.

| Rights of arrested persons                                     | Yes | No  |
|--|-----|-----|
| Were you told why you were being arrested?                     | 60% | 40% |
| Were you informed of your right to remain silent?              | 30% | 70% |
| Were you informed of the consequences of not remaining silent? | 18% | 82% |
| Were you allowed to contact anyone for assistance?             | 47% | 53% |
| Were you compelled to make a confession / admission?           | 47% | 53% |
| Did the police use force against you when you were arrested?   | 62% | 38% |

Table 12: Rights of arrested persons

### Use of force

Sixty percent of the respondents that were arrested reported that the police used force against them during the arrest. They reported being slapped and being pushed into the police vehicles as the most common type of force that was employed by the Police during arrests.

The officers on the other hand reported to have employed force in at least half of the arrests that they made. They however described the force as minimal and necessary /justified. Further that the force used in most of the instances was applied through use of handcuffs and pushing of culprits inside police vehicles. Additionally, 9% of the officers reported to have discharged their weapons in the last 12 months. In 45% of the incidents, citizens were injured and forty percent of the injuries were fatal.

| Action                                    | Percentage |
|---|------------|
| Discharge weapon                          | 9%         |
| Citizen Injury During discharge of weapon | 45%        |
| Fatal Injury                              | 40%        |

## SATISFACTION WITH POLICE SERVICES

### Citizen initiated interaction

Fifty three percent of the respondents that interacted with the police were dissatisfied with the remaining 41% being satisfied with the manner in which the Police handled their issue. Further, majority of respondents (58%) that went to report a crime to the Police were dissatisfied with the manner in which the Police handled the issue compared to 43% that went to the police for some other reason.

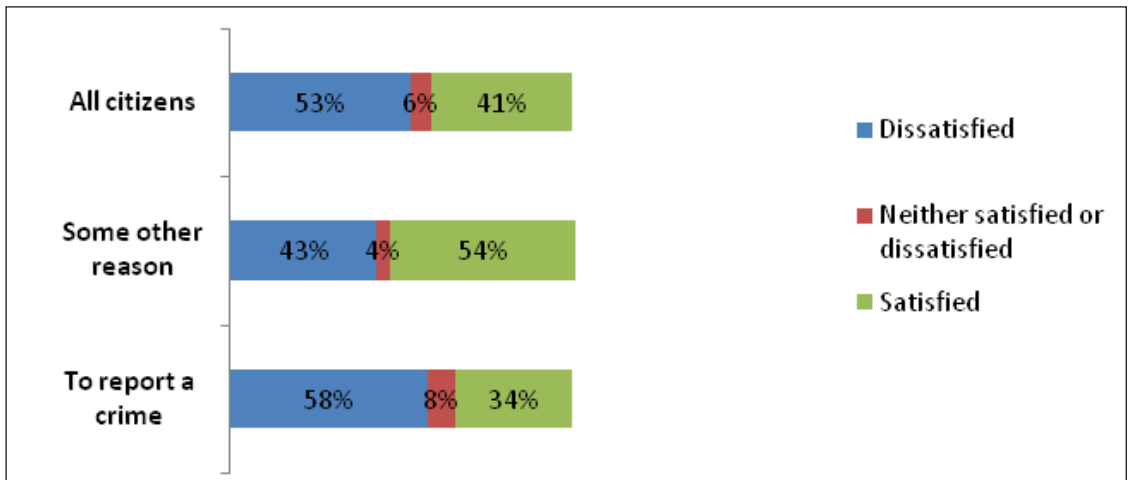
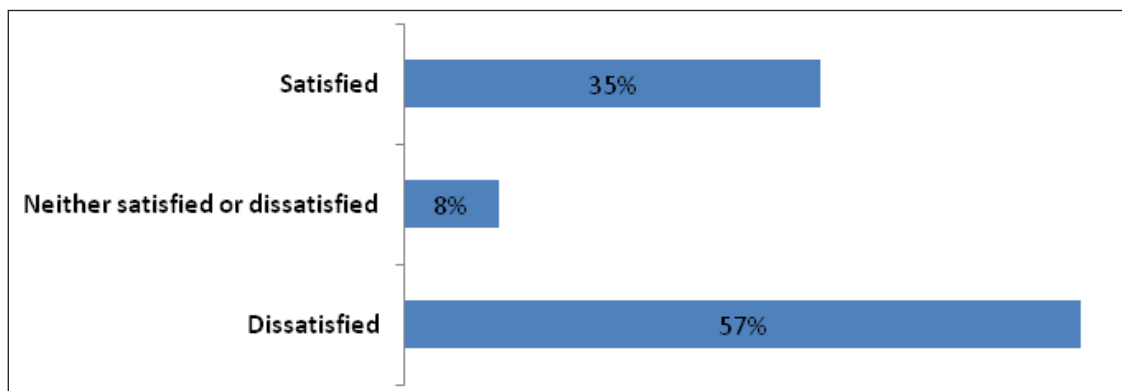


Figure 5: Citizen Satisfaction with the Police services–citizen initiated interaction

### ***Satisfaction with the police initiated interaction***

Majority of the respondents that had interactions with the police were dissatisfied with the way the police handled the interaction with about a third being satisfied with the way the police handled the contact.



*Figure 6: Citizen Satisfaction with the Police services – Police initiated interaction*

The survey established that 89% of those that paid bribes that were asked of them and 84% of those that did not pay the bribe that was asked of them were both dissatisfied with the manner in which the Police handled the interaction. This pattern was also observed among the respondents that offered to pay bribes during their interactions with the police.

### ***Confidence in the police service***

The survey sought to establish whether respondents had encountered a situation that required police intervention but they chose not to involve the police. Twenty seven percent respondents from Nairobi and 22% from Kisumu reported having been in such a situation. Majority of these respondents were male. Further, majority of these respondents mentioned that the situation in question was a crime that they had encountered.

### ***Reasons for not contacting police***

When asked why they did not contact the police in situations where they required their services, 60% of the respondents in Nairobi stated that they perceived the police to be lacking in commitment to handle their issue followed by 20% who felt that corruption within the Service would pose a hindrance in handling of the matter. In Kisumu, 44% perceived the Police to be lacking in commitment to handle their issue followed by 42% who did not see the need to report.

## COMPLAINTS REPORTING MECHANISMS WITHIN THE POLICE SECTOR

### *Existing mechanisms for citizens*

Respondents were asked whether they knew where to report complaints against police officers or the police in general whenever there was need to do so. Forty four percent of respondents in Kisumu and 57% of respondents in Nairobi were not aware of where to make such complaints. About a third of respondents in Nairobi and 41% of respondents in Kisumu stated that they would report to a senior police officer while about 5% or less of the respondents mentioned oversight institutions such as IPOA, Ethics and Anti-corruption Commission (EACC) and the Commission on Administrative Justice (CAJ).

| Where to report                                  | Nairobi | Kisumu |
|--|---------|--------|
| Don't Know                                       | 57%     | 44%    |
| Senior police officer/ authority                 | 28%     | 41%    |
| Independent Policing Oversight Authority (IPOA)  | 5%      | 3%     |
| Media  | 4%      | 1%     |
| Chief  | 2%      | 2%     |
| Ethics and Anti-Corruption Commission (EACC)     | 2%      | 5%     |
| Ombudsman (Commission on Administrative Justice) | 1%      | 4%     |

The survey further sought to establish the existence of complaints mechanisms to facilitate reporting of complaints by citizens against police officers. Sixty percent of officers and 92% of the officers in charge confirmed the existence of such a mechanism. The low percentage of officers who are aware of existence of such complaints mechanisms could explain the general state of discipline within the Service.

It is worth noting that the Kenya Police Service delivery charter outlines the procedure for lodging complaints against police officers. The process entails reporting of complaints to the Officer Commanding Police Station (OCS) and if dissatisfied, citizens are encouraged to report to the Officer Commanding Police Division (OCPD), the County Commander, Internal Affairs Unit (IAU) or the Deputy Inspector General's office at Police Headquarters. This could explain the greater awareness of the complaint reporting mechanisms among the officers in charge.

Further, complaints against the police can also be reported to other oversight institutions such as National Police Service Commission and Kenya National Commission on Human Rights. These institutions are charged with the mandate to receive and investigate complaints with a view to make recommendations on actions to be taken on the complaints.

### *Existing mechanisms for police officers*

The survey sought to establish the existence of internal complaints reporting mechanisms for the police. Forty six percent of the officers reported that they were aware of such mechanisms compared to 86% of officers in charge. This variance could be attributed to the fact that officers

in charge are responsible for follow up of all complaints that are raised against police officers in every station. These mechanisms included having a defaulters register and setting up of ad hoc committees to resolve the complaints raised at station level and escalating to the sub-division level if the complaint cannot be resolved at the station level. Officers in charge also indicated that there was a category of complaints that are recorded in the Occurrence Book.

**Effectiveness of the existing complaints reporting mechanism**

The survey sought to establish if the officers had knowledge of any complaints lodged against them by the citizens or by fellow officers.

A third of the officers in charge were aware of complaints made against them by the public compared to 14% of the other officers. Seven percent of officers and 16% of officers in charge were aware of complaints made against them by fellow officers. Additionally, officers commanding station and division reported to have received complaints ranging from 1 to 80 from members of the public while those reported by fellow officers ranged between 1 and 20.

The survey also noted that 46% of officers had witnessed a fellow officer committing an offence against discipline as outlined in the eighth schedule of the National Police Service Act, 2011 and 75% of these officers reported the offence. Further, 43% of officers reported to have received an improper command from a superior with 57% obeying the command but only 32% reporting their superiors.

Additionally, 82% of the officers and 56% of the officers in charge were satisfied with the process and outcome of the complaint resolution, while 44% of the officers in charge and 6% of officers were neither satisfied nor dissatisfied while 12 % of the officers were dissatisfied as illustrated below;

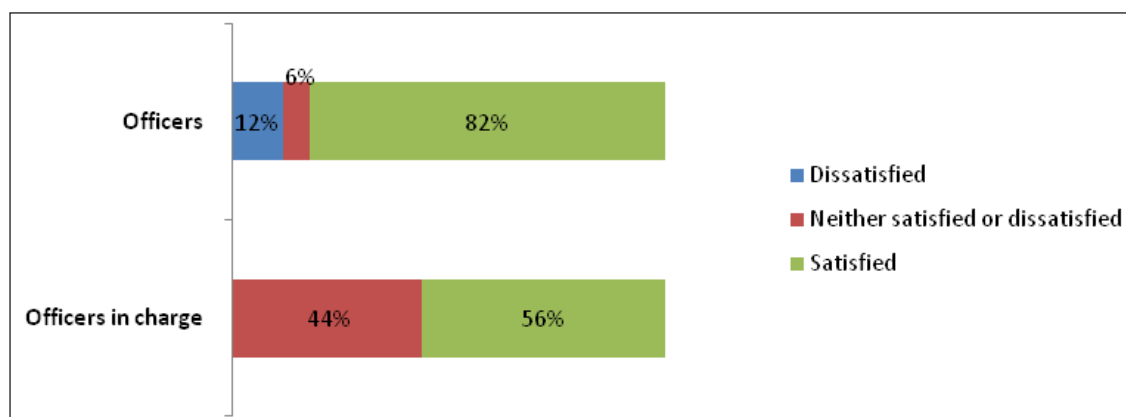


Figure 7: Officers’ satisfaction with complaint resolution mechanisms

The Police Internal Affairs Unit on the other hand received a total of 476 complaints out of which 158 were resolved while 318 are pending investigations. 153 complaints out of the 476 complaints were received from Nairobi county and 12 from Kisumu county. Other oversight mechanisms such as IPOA recorded a total of 867 complaints nationwide against the police between January and June 2015.<sup>16</sup> 650 complaints of the 867 were cleared while 217 were awaiting determination.

<sup>16</sup> IPOA performance report January to June 2015 accessed from [http://www.ipoa.go.ke/images/downloads/IPOA\\_Performance\\_Report\\_January\\_June\\_2015.pdf](http://www.ipoa.go.ke/images/downloads/IPOA_Performance_Report_January_June_2015.pdf)

## PERFORMANCE OF POLICE SERVICE

### *Rating of Service delivery by the police*

Officers were asked to rate the performance<sup>17</sup> of their duties in line with their functions as stipulated under the National Police Service Act, 2011. Officers described their performance as good in all the categories outlined, a sentiment that was echoed by the officers in charge. This is in contrast with responses from citizens that gave them an average score (3) in all the categories except collection of criminal intelligence, preventing and detecting crime and collection of criminal intelligence where respondents rated provision of this services as poor(2). Additionally, citizens in Kisumu rated support to victims and survivors of crime as poor.

| Service   | Officers | Officers in charge | Citizens |
|---|----------|--------------------|----------|
| Provision of assistance to the community  | 4        | 4                  | 3        |
| Support to victims and survivors of crime   | 4        | 4                  | 3        |
| Maintaining law and order   | 4        | 4                  | 3        |
| Preservation of peace   | 4        | 4                  | 3        |
| Protection of life and property   | 4        | 4                  | 3        |
| Investigating crime   | 4        | 4                  | 2        |
| Collection of criminal intelligence   | 4        | 4                  | 2        |
| Preventing and Detecting crime  | 4        | 4                  | 2        |
| Apprehension of offenders   | 4        | 4                  | 3        |
| Enforcement of laws and regulations   | 4        | 4                  | 3        |
| Maintaining order during processions , assemblies etc on public roads and streets | 4        | 4                  | 3        |
| Regulating and controlling traffic  | 4        | 4                  | 3        |

The study noted that the OCS maintained a crime clock indicating crime patterns within their Jurisdictions. They stated that it allowed them to prepare strategies to curb incidences of crime. The officers however lamented about the withdrawal of monetary allocation that catered for information and intelligence gathering noting that it had hampered their efforts in this regard.

It is worth noting that alongside the Kenya Police, the Directorate of Criminal investigations is charged with the mandate to collect and provide criminal intelligence, investigation of serious crime, maintain criminal records conduct forensic analysis<sup>18</sup> among other crime management duties.

<sup>17</sup>The rating was based on a scale of 1 to 5 where 5 = Very safe and 1 =Very unsafe.

Majority of the citizens agreed with the statements that the police service had the necessary skills and equipment to perform their duties effectively

|   | Disagree | Neither agree nor disagree | Agree |
|---|----------|----------------------------|-------|
| The National Police Service has necessary skills to perform their duties effectively                | 23%      | 19%                        | 58%   |
| The National Police Service has necessary equipment to enable them perform their duties effectively | 27%      | 20%                        | 53%   |

It is notable that citizens perceive the police to have necessary skills and equipment to perform their duties yet they rated their actual performance of duties as fair. This could be an indicator that other factors may be affecting effective policing within communities.

### Linkage between service delivery and provision of equipment and other resources

Officers were asked to rate provision of various resources and equipment that they require to execute their duties. Officers and the officers in charge had some point of convergence and divergence in this regard.

#### Firearms and Ammunition

| Equipment               | Officers | Officers in charge |
|-------------------------|----------|--------------------|
| Firearms and ammunition | 4        | 4                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Both the officers and their superiors described the provision of firearms and ammunition as good. The survey established that all the officers that were required to bear firearms had access to firearms and ammunition. Respondents from FGDs in both counties were of the opinion that one of the challenges police officers face is criminals having more sophisticated firearms than the police.

#### Communication and ICT

| Equipment               | Officers | Officers in charge |
|-------------------------|----------|--------------------|
| Communication Equipment | 3        | 4                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

#### Internal communication mechanisms

While officers described the provision of communication equipment as poor, officers in charge described it as good. The difference in opinion could stem from the fact that all officers in charge had constant access to communication gadgets while other officers only accessed one when necessary. Further, the survey established that the service was in the process of overhauling its communication network in favor of a modern one with enhanced capabilities and security features. This is the establishment of the integrated command and control center (IC3) that has seen the installation of CCTV cameras in major cities in the country. The control center is also

<sup>18</sup> Section 35 National Police Service Act, 2011



connected to the Police emergency numbers. This new system was already in use in the facilities visited in Nairobi while those visited in Kisumu were still using the old network.

It is worth noting that use of ICT at the police premises was still relatively low. None of the report offices in the police facilities visited used a computer to record complaints as complaints were entered in the Occurrence Book manually. Officers commanding divisions, however, had a laptop or personal computer available for their use. Printers / photocopiers were available at divisional headquarters though their proper utilization was plagued by shortage of key items such as printing paper and cartridges.

### Stationery

| Resource                      | Officers | Officers in charge |
|-------------------------------|----------|--------------------|
| Stationery (Notebooks, pens,) | 2        | 3                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Officers described the provision of stationery as poor while their supervisors described it as average. There was quarterly allocation of funds for stationery for each division but this was described as insufficient. The survey established that quarterly allocation was Ksh3,500 and this was uniform across three of the sampled police Divisions in Kisumu County as shown below:

| Item  | Division X | Division Y | Division Z |
|---|------------|------------|------------|
| General Office Supplies (Paper, Pencils, Small Office supplies) | Ksh3,500   | Ksh3,500   | Ksh3,500   |

Source: Authority to incur expenditure breakdown for three divisions covered in the survey

### External communication mechanisms

The survey established that the most popular mode of communication used by the facilities to communicate with the community was the personal phone numbers of the officers in charge. Awareness of the same among members of the public remained low as majority of citizens (96%) reported contacting the police through physical visits to police facilities. The low awareness also extended to Police emergency numbers 999, 911 and 112.

The Officers in charge confirmed that they were indeed the link between their stations and the public. They lamented on the poor provision of airtime at their disposal to maintain smooth operations in their stations. Citizens reported being asked for money for facilitation (which included airtime and fuel) of police officers to follow up on reported cases. The survey established that the provision of airtime and communication costs to the officers was set at Ksh 9,000 per quarter, per division as shown below;

| Item                                    | Division X | Division Y | Division Z |
|---|------------|------------|------------|
| Telephone , Telex, Fascimile and Mobile | Ksh 9,000  | Ksh 9,000  | Ksh 9,000  |

Source: Authority to incur expenditure breakdown for three divisions covered in the survey

It is noteworthy that the National Police service headquarters had embraced social media (Twitter<sup>19</sup> and Facebook<sup>20</sup>) as an additional avenue to interact with citizens as one of the service delivery innovations in the 2015/2016 KPS performance contract. This, however, has not been adopted at County, division and station level.

### ***Uniforms and personal issue equipment***

| <b>Equipment</b>   | <b>Officers</b> | <b>Officers in charge</b> |
|--|-----------------|---------------------------|
| Uniforms   | 3               | 4                         |
| Personal Issue equipment<br>(Baton, Belt, Pouch, Whistle ) | 3               | 4                         |

*Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good*

Officers described the provision of uniforms as average while the officers in charge described it as good. Officers described the frequency of the distribution of uniforms as irregular and not always available when needed. On the other hand, officers in charge who have the overall responsibility of distributing the uniforms reported having adequate uniforms for issue among officers. A concern was however raised by senior police officers in Nairobi who stated that delay in distribution of uniforms was sometimes caused by lack or failure by officers to surrender their old uniforms as required before being allocated a new set.

The Ransley report noted that the standard kitting is important for personal confidence of police officers and for a positive public image of police services. It further noted that a standard outfit for police officers on patrol should include a pair of handcuffs, bullet-proof vest, baton, whistle, mace spray, communication gadget and appropriate weapon for policing<sup>21</sup>.

### ***Establishment of Police facilities***

Section 10 of the NPS Act 2011 provides that the Inspector General of Police shall be responsible for establishing and maintaining police stations, outposts and unit bases in counties as well as determine their boundaries. Further, section 40 states that the Inspector General ensures that the stations are equitably distributed across the counties. The survey however could not establish the existence of a guideline on how this is to be accomplished. The survey noted that there were approximately 85 police facilities (Stations, posts and patrol bases) in Nairobi County while there were approximately 30 in Kisumu County.

### ***Office quarters***

The survey established that each facility had a different design. However, two of the facilities (Kayole and Kondele police stations) visited had similar designs though the new station building at Kondele police station was not in use at the time of the survey. The survey further noted that facilities that doubled up as divisional headquarters had more space. Further, officers in charge had separate offices while all other officers, shared offices depending on the size of the facility.

Additionally, the survey observed that each facility had at least a room / space that functioned as a report office. Other key areas of operation such as evidence stores and records office were set up at any available space not necessarily in designated rooms.

<sup>19</sup> [https://twitter.com/npsofficial\\_ke](https://twitter.com/npsofficial_ke)

<sup>20</sup> <https://www.facebook.com/nationalpoliceke>

<sup>21</sup> See report of the National Task Force on Police reforms, 2009, pg. 109 at <http://www.ipoa.go.ke/images/Ransley%20Report.pdf>

When asked to rate the provision of office quarters, officers described it as poor while the officers in charge described them as average.

| Resource        | Officers | Officers in charge |
|-----------------|----------|--------------------|
| Office quarters | 2        | 3                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

### Condition of office quarters

Overall, the study observed that most facilities were in need of refurbishment. Some of the structures were falling apart, paint was peeling off, there were broken window panes and floors were worn off<sup>22</sup>. Some of the well maintained facilities credited the repairs to donations from the public and others from the Constituency Development Fund<sup>23</sup>.

Officers in charge were of the opinion that while there were funds allocated to the division for minor repairs, this money was hardly enough for any meaningful repairs to be done in any of the facilities under their jurisdiction.

| Item  | Division X | Division Y | Division Z |
|---|------------|------------|------------|
| Maintenance of buildings and stations<br>(Replace and minor repairs eg bulbs) | 7,000      | 7,000      | 7,000      |

Source: Authority to incur expenditure breakdown for three divisions covered in the survey

### Detention centres

All the facilities categorized as stations and posts that participated in the survey had gazetted detention centres. In patrol bases and in some posts, these detention centres were temporary, used to hold suspects pending transfers to their respective stations.

The survey established that all stations had detention cells for men but not all had extra rooms to detain women and juveniles. Some of the Officers in charge stated that they had to improvise in instances where they had detainees that did not have proper cells for example, in some of the stations, female detainees were held at the report office while those that lacked juvenile detention centres made use of the corridors outside the male and female detention centres.

### Police Transport /Vehicles

| Equipment                           | Officers | Officers in charge |
|-------------------------------------|----------|--------------------|
| Serviceable Vehicles / Motor cycles | 3        | 3                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Both officers and their supervisors described the provision of vehicles and motorcycles as average. The survey established that there were two categories of vehicles available for use by the police; those on lease from Toyota Kenya and those that were owned by the service. The leased vehicles come with an allocation of 15 litres per vehicle per day plus maintenance.

<sup>22</sup>This is not a professional assessment, rather based on the research team's observations

<sup>23</sup>Industrial area police station is a beneficiary of the Makadara Constituency CDF for the FY 2011/2012

Other vehicles owned by the station drew their fuel and maintenance from the funds allocated to the division per quarter. Further, the survey learnt that officers in charge of police divisions were the ones in charge of allocating the available vehicles as well as taking care of fuel and maintenance. The fuel allocation for three divisions can be seen below:

| Item                                       | Division X | Division Y | Division Z |
|--|------------|------------|------------|
| Refined Fuels and Lubricants for transport | 178,500    | 128,500    | 128,500    |
| Maintenance and Expenses –Motor Vehicles   | 100,000    | 100,000    | 100,000    |
| Refined Fuels and lubricants for transport | 189,000    | 189,000    | 189,000    |

Source: Authority to incur expenditure breakdown for three divisions covered in the survey

The survey observed that motorcycles were mainly used by the traffic department with the other departments using the available vehicles. Further, the survey established that not all facilities visited had a vehicle at their disposal. The survey could not establish what determined the allocation of vehicles to a particular division or facility.

According to the officers, limited availability of vehicles hampered various aspects of service delivery to the community. This included delayed response to distress calls from the community as well as limiting patrols to foot patrols only.

### **Population and distribution of Police officers**

| Resource                     | Officers | Officers in charge |
|------------------------------|----------|--------------------|
| Personnel ( Police Officers) | 3        | 3                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Both officers and their supervisors described the provision of police officers as average. According to section 10(g), of the National Police Service Act, the Inspector General is in charge of determining the distribution and deployment of police officers and recommending the same to National Police Service Commission and County Policing Authorities. The survey did not, however, access the guidelines that determined the deployment. It did however establish that none of the facilities visited was staffed according to the recommended strength in terms of numbers and ranks. This presented a strain in the existing establishment of officers as they worked for longer than the recommended 8 hour shifts. Further, as different ranks of officers had different responsibilities and job descriptions, lack of recommended strength, meant that some of the officers took on additional responsibilities while not necessarily getting compensated for them.

The 2015 Kenya National Bureau of Statistics, Economic Survey placed the number of Police officers in Kenya in 2014 at 39,215; 34,129 Male and 5,086 female. This was a 7.5% decrease from the 42,145 in 2013. This was however attributed to natural attrition and delayed recruitment<sup>24</sup>.

In 2016, 10,000 more officers graduated from the various police colleges in the country and NPSC was in the process of recruiting an additional 10,000 officers at the time of this survey, further boosting the number of officers in the service. This however still leaves the National police service short of the United Nation's recommended police to citizen ratio of 1:450.

<sup>24</sup> Kenya National Bureau of Statistics, Economic Survey 2015

### ***Training and capacity building***

With the promulgation of the Constitution in 2010, new legislation was enacted to guide policing services in the country. The survey sought to establish if the officers had undergone any training or sensitization on the new legislations. A third of the officers reported having attended a workshop that took them through the constitution, NPS Act and emerging issues such as terrorism and cybercrimes in the last 12 months. Approximately a quarter of the respondents had been taken through the NPSC Act, Traffic Act, Service standing orders and the Public Officer Ethics Act. It can be observed that more officers reported being trained on the new legislation in 2011 than in the last 12 months. It can also be observed that there was a larger proportion of officers in charge that had undergone training / sensitization compared to other officers.

| <b>Training / workshop</b>  | <b>Officers</b> | <b>Officers in Charge</b> |
|---|-----------------|---------------------------|
| The Constitution of Kenya   | 30%             | 63%                       |
| National Police Service Act , 2011                                | 31%             | 46%                       |
| Independent Policing Oversight Authority Act ,2011                | 16%             | 47%                       |
| National Police Service Commission Act , 2011                     | 23%             | 49%                       |
| The Traffic Act , Cap 403   | 26%             | 38%                       |
| Service Standing Orders (the old one ; the draft )                | 23%             | 42%                       |
| Emerging issues (Terrorism , Sexual offences , GBV, Cyber crimes) | 32%             | 68%                       |
| Public Officer Ethics Act , 2003                                  | 22%             | 50%                       |

The survey further sought to establish whether the officers had copies of the new legislation in addition to other relevant legislations that guide policing services in the country. The responses were as follows;

| <b>Document</b>                                    | <b>Officers with copy of document</b> | <b>Officers in charge with copy</b> |
|--|---------------------------------------|-------------------------------------|
| The Constitution of Kenya                          | 73%                                   | 97%                                 |
| National Police Service Act , 2011                 | 63%                                   | 97%                                 |
| Independent Policing Oversight Authority Act ,2011 | 32%                                   | 81%                                 |
| National Police Service Commission Act , 2011      | 42%                                   | 86%                                 |
| The Traffic Act, Cap 403                           | 46%                                   | 75%                                 |
| Service Standing order (Old )                      | 47%                                   | 83%                                 |
| Public Officer Ethics act , 2003                   | 49%                                   | 78%                                 |

|                         |     |     |
|-------------------------|-----|-----|
| Penal Code, Cap 63      | 73% | 89% |
| Criminal Procedure Code | 78% | 86% |
| Evidence Act, Cap 80    | 74% | 86% |

Over 70% of the officers had a copy of the Constitution, the Penal Code, the Criminal Procedure Code and the Evidence Act followed by 63% who had a copy of the National Police Service Act. About half of the officers reported having a copy of the NPSC Act, the Traffic Act, Force standing orders and the Public Officer Ethics Act. Only a third of the officers reported owning a copy of the IPOA Act. Officers lamented on the disadvantages of not having copies of the new legislation claiming that citizens were more informed than they were and this made their work more difficult.

On the other hand, majority of the officers in charge reported to have copies of the mentioned documents. Most of the Officers in charge mentioned that they had acquired copies of the legislation through their own initiative.

The National Police Service Commission is charged with development of a training policy, and approval of training curricula for the Service. Further, the Commission is expected to oversee implementation of the policy and curricula in addition to regularly reviewing the training curricula to ensure its relevance to policing requirements. Additionally, one of the objects and functions of the National Police Service as provided for in the Constitution is to train its staff to the highest possible standards of competence and integrity and to respect human rights and fundamental freedoms and dignity. Responses received from the officers' point to gaps in provision of training and relevant legislations to enhance the knowledge of officers for better delivery of their work.

| Resource            | Officers | Officers in charge |
|---------------------|----------|--------------------|
| Continuous Training | 2        | 3                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Overall, officers described provision of continuous training as poor while the officers in charge described it as average. The difference in opinion could stem from the fact that officers in charge are given priority in training compared to junior officers. For example, the strategic leadership command course that was undertaken by 24 senior police officers aims at impacting skills that are necessary for officers to attain international standards in combating crime and corruption among other security issues.<sup>25</sup>

<sup>25</sup><http://www.npsc.go.ke/index.php/latest-news/169-strategic-leadership-command-course-for-senior-police-officers>

<sup>26</sup>Independent Policing Oversight Authority, 2016 Research report on Police Housing in Kenya

## POLICE WELFARE

### Police Housing

| Resource        | Officers | Officers in charge |
|-----------------|----------|--------------------|
| Living quarters | 2        | 2                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Officers and their supervisors described the provision of housing to officers as poor. The survey observed that the problem was widespread across the various divisions interchanging between availability of housing and condition of the housing.

In some of the facilities, each officer had their own house; these however were semi-permanent, did not have indoor plumbing or electricity while others were structurally unsound. Some of the quarters were made of pre-fabricated metal houses where officers observed that the houses were susceptible to weather conditions; getting very hot during the day and very cold during the night, making the living conditions very challenging. There existed modern housing in some of the facilities however; as many as three officers had to share one house meant for single occupancy. Some of the modern housing facilities were also in dire need of refurbishment.

According to NPS, the rationale for providing houses at the police facilities was for ease of mobilization and deployment. Non-commissioned officers (Senior Sergeant, Sergeant, Corporal and Constable) are required to live in the police housing (Police lines). The survey however noted that facilities that had housing quarters did not always house officers from that specific facility. Officers explained that if they were transferred to a facility that did not have housing, they opted to remain in their housing quarters and commute to their new posting. In other facilities, there were commissioned officers that had been allocated housing contrary to the regulations; signaling a breakdown of internal processes.

TI-Kenya's findings were similar to those documented in a report by IPOA<sup>26</sup> which shows that there is a serious, perennial shortage of housing for the Police in the country. While in the recent past the government has explored ways of increasing the number of houses for use by the police, the number is still low. The process has been characterized with challenges relating to involvement of multiple ministries which has had a great effect on hosting of the funds allocated for police housing. The problem is compounded by lack of a clear policy framework on police housing. Further, an annual recruitment of 10,000 police officers serves to increase the current housing deficit.

### Medical cover

| Equipment     | Officers | Officers in charge |
|---------------|----------|--------------------|
| Medical cover | 2        | 4                  |

Source: Responses from police officers rating on a scale of 1 to 5 where 1=Very poor; 5= Very good

Officers described the provision of medical cover as poor while their supervisors described it as good. Most officers interviewed however admitted not to have used the cover but were relying on information from colleagues that had used it. Those that had used it claimed that it

was cumbersome and complicated since it used a preferred providers list that was difficult to change. This was especially when an officer was transferred to a different County. It is worth noting that 47% of the officers reported being transferred in the last 12 months. Officers in charge on the other hand described the provision of the medical cover as good saying that this was an improvement from the past where no such cover existed. The disparate opinions on the medical cover among the officers could stem from low awareness of the medical cover among the junior officers.

**Terms of service**

Officers were further asked questions that touched on their terms and conditions of service. At least half of the officers reported having gone on leave in the last 12 months compared to 18% of the officers in charge. About half of the officers reported having been transferred in the last 12 months compared to 40% of the officers in charge. Fourteen percent of officers in charge reported to have received a salary increment in the last 12 months compared to 38% of the other officers.

| Aspect                                     | Officers  |      | OCPD/OCS  |      |
|--|-----------|------|-----------|------|
|  | 12 Months | 2011 | 12 Months | 2011 |
| Gone on leave                              | 50%       | 61%  | 18%       | 50%  |
| Transfer                                   | 47%       | 57%  | 40%       | 74%  |
| Salary Increment                           | 38%       | 52%  | 14%       | 44%  |
| Deployment to disturbed or dangerous areas | 28%       | 45%  | 37%       | 58%  |
| Injury while on duty                       | 13%       | 18%  | 55%       | 40%  |
| Promotion                                  | 11%       | 23%  | 36%       | 27%  |

Figure 8: Responses from police officers on various terms of service

**Stress management mechanisms within the service/Chaplaincy services**

The nature of police work is such that officers handle risky assignments, have to be present at crime scenes, scenes of accidents and disasters. This, coupled with challenging living conditions and inadequate equipment to carry out their jobs, leaves them vulnerable to traumatic stress that requires management mechanisms.

The draft Service Standing Order provides for the establishment of a Police chaplaincy service to handle among other issues, religious guidance and counselling, critical incident stress management and psychological debriefing.

The survey established that there were very few chaplaincy and counselling services available to the officers. Officers reported seeking spiritual services from local religious institutions but this was not always a guarantee since they could only attend service when not on duty. The survey also established that there were no counselors on staff in the divisions that participated in the survey. Officers in charge however reported making local arrangements within their stations to provide these services. For example, the eldest officer was appointed as a counselor/mentor



to the rest of the officers while in other instances, this task fell to the OCS or the OCPD. In one of the stations visited, one of the officers was a trained psychologist and the OCS was in the process of securing space for him and setting him up as a counselor in the station.

A recent media report indicates that as many as 28 officers in recent months had taken their lives and in some instances lives of their family members, colleagues and even bosses. These cases are mostly attributed to work related stress, among other causes<sup>27</sup>.

### **Police associations**

The National Police Service Act, 2011 in section 83 to 86, provides for establishment of Police associations, drawing membership from the service, with the mandate to negotiate and report on behalf of officers with respect to grievances and terms and conditions of employment and other matters concerning police officers.

Officers were asked whether they belonged to any such association. Ninety six percent said they did not. For the four percent that did, they spoke of being members of the Kenya Association of Women in Policing while others considered the mess and the canteen as part of the welfare association in question. Officers regarded these associations as trade unions and as such they could not form or join them as they knew that as members of the disciplined service, they were not allowed to do so. This lack of awareness of their rights could stem from the low levels of sensitization on the provisions of the new laws as earlier stated in the study.

Officers however described setting up 'informal' welfare groups (Chamas and merry go rounds) at facility level, which they termed as instrumental in uplifting their standards of living.

## **OVERALL SATISFACTION WITH THE JOB**

The survey sought to gauge the levels of job satisfaction among the police officers. Forty seven percent of officers were satisfied with their jobs compared to 89% of the officers in charge. None of the officers in charge reported being dissatisfied with their jobs.

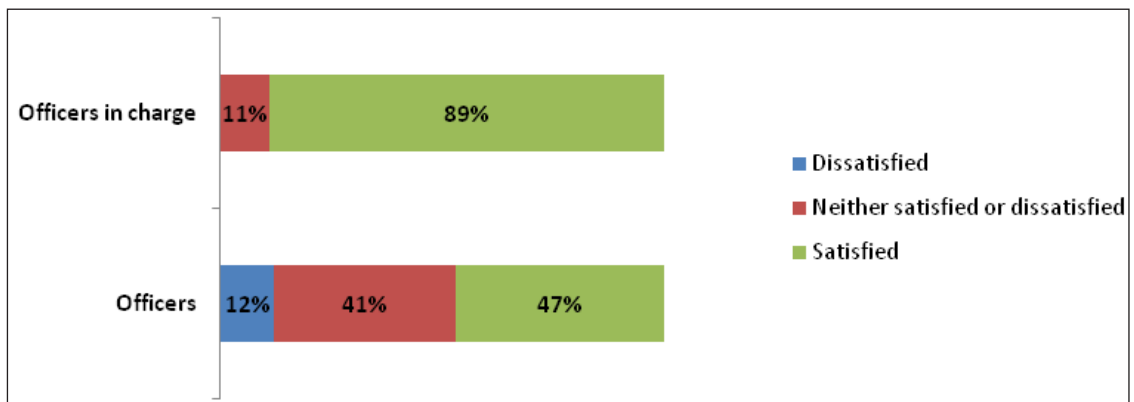


Figure 9: Job Satisfaction levels of police officers

<sup>27</sup>See Daily Nation article dated, 15th February, 2016 (Pg 10-11) titled 'Death in uniform: Frustration blame'; by Stella Cheronu

Levels of satisfaction were further analyzed according to number of years worked. Majority (68%) of the officers that had worked for over 25 years reported being satisfied with their jobs. None of the officers in this category reported being dissatisfied with their jobs. Forty six percent of officers that had worked for a period of 10 to 25 years reported being satisfied with their jobs followed by another 46% that reported being neither satisfied nor dissatisfied with their jobs. Thirty six percent of officers that had worked for a period of 6 to 10 years reported being dissatisfied with their jobs followed by those that reported being neither satisfied nor dissatisfied with their jobs. Finally, 41% of officers that had been in the service for less than five years reported satisfaction with their jobs followed by 35% that reported being neither satisfied nor dissatisfied with their jobs. A quarter of the respondents from this group reported being satisfied with their jobs. It is worth noting that this is the group that joined the service at a time when several reform initiatives had been introduced following the promulgation of the Constitution in August of 2010.

| Level of satisfaction based on number of years worked |              |                                   |           |
|---|--------------|-----------------------------------|-----------|
| Number of years worked                                | Dissatisfied | Neither satisfied or dissatisfied | Satisfied |
| 0-5   | 24%          | 35%                               | 41%       |
| 6-10  | 36%          | 36%                               | 28%       |
| 11-25   | 8%           | 46%                               | 46%       |

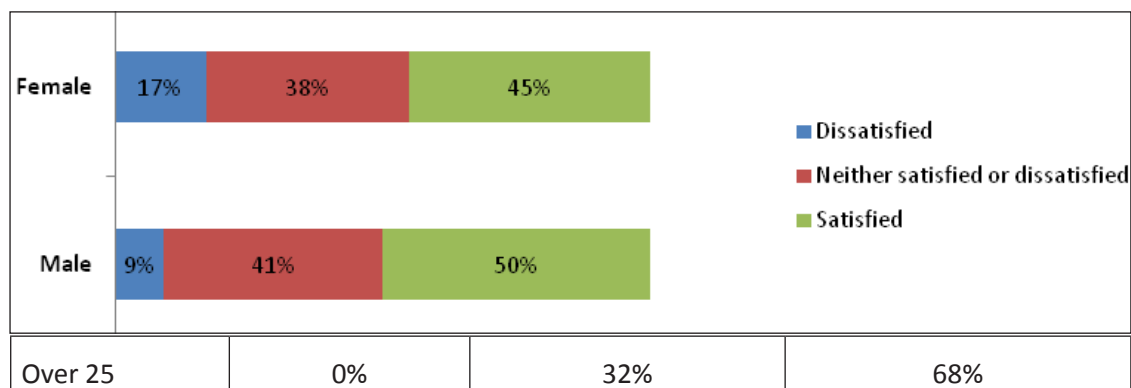


Table 13: Job satisfaction levels of police officers based on number of years worked

The satisfaction levels also varied based on differences in gender as shown below;

Figure 10: Level of satisfaction based on gender

Half of the male officers reported being satisfied with their jobs compared to 45% of their female counterparts while 9% reported being dissatisfied compared to 17% of the female officers.

### Most rewarding aspect of your job

The survey sought to find out the aspects of police work that the officers found to be most rewarding. Majority of the officers in charge felt that serving members of the public was the most rewarding thing about their job with 27% of the junior officers having a similar sentiment. One of the officers stated, “Hearing a member of the public say thank you because I assisted them in one way or another makes my day”.

About half of the junior officers identified their salaries as the most rewarding aspect of their job as it was their guaranteed source of income. This sentiment was also upheld by eighteen percent of the officers in charge. It is worth noting that officers cited low salaries as one of the challenges they experience on the job.

| Most rewarding aspect of your job        | Officers | Officers in charge |
|--|----------|--------------------|
| Salary                                   | 49%      | 18%                |
| Assisting /Serving members of the public | 27%      | 66%                |
| Doing my job well                        | 8%       |                    |
| Nothing                                  | 5%       |                    |
| Others                                   | 11%      | 16%                |

Table 14: Officers response to most rewarding aspects of their jobs

On the flipside, officers were asked to state the most frustrating aspect of their jobs. Majority of the Officers in charge cited poor working conditions including working hours. This was followed by 20% who cited poor relations with the community as a frustrating aspect of their job. On the other hand, 38% of the junior officers cited poor pay as the most frustrating aspect of their jobs followed by 18% who decried processes such as promotions, transfers and deployments. Cumulatively, 30% of officers lamented about the working conditions and facilities which included long working hours, poor housing facilities and inadequate equipment.

| Most frustrating aspect of your job | Officers | Officers in charge |
|-------------------------------------|----------|--------------------|
| Poor pay                            | 38%      |                    |
| Deployment/ transfer/promotion      | 18%      |                    |
| Working hours / conditions          | 16%      | 65%                |
| Poor facilities /equipment/housing  | 14%      |                    |
| Other                               | 7%       | 15%                |
| Bullying by senior officers         | 7%       |                    |
| Poor relations with community       |          | 20%                |

Table 15: Officers response to most frustrating aspects of their jobs

## COMMUNITY POLICING INITIATIVES

### Government initiatives

Article 244(e) of the Constitution which provides for objects and functions of the National Police Service, requires the service to foster and promote relationships with the broader society. The National Police Service Act, 2011 defines community policing as:

“the approach to policing that recognizes voluntary participation of the local community in the maintenance of peace and which recognizes that the police need to be responsive to the communities and their needs, its key element being joint problem identification and problem solving, while respecting the different responsibilities the police and the public have in the field of crime prevention and maintaining order”

The Act further provides for structures such as County Policing Authorities which are responsible for implementation of community policing policies and guidelines; facilitation of training members of community policing within the county; receiving reports from local community policing structures and preparation of county community policing reports for submission to the Cabinet Secretary. Other structures include community policing committees and community policing forums. The National government however introduced the Nyumba Kumi initiative in response to rising insecurity in the country. The initiative, though not provided for in any law was introduced through draft guidelines in 2013 and is headed by a chairperson.

When respondents were asked about the awareness of the existing government-led community policing initiatives, 90% of respondents in Nairobi and 74% of respondents in Kisumu had heard of Nyumba Kumi but only 21% and 16% of them from Nairobi and Kisumu respectively, were members.

Twenty six percent of respondents in Nairobi and 21% in Kisumu had not heard about the County Policing Authority. This could be attributed to the fact that the surveyed counties had not set up such structures. In Kisumu County for example, members of the public were reported to have cited failure to constitute County Policing Authority as one of their reasons for demanding the resignation of their Governor following the rise of insecurity in the area<sup>28</sup>.

Thirty six percent of respondents in Nairobi and 41% of respondents in Kisumu had heard about community policing forums/ committees but less than ten percent of respondents reported being members.

| Community policing initiatives      | Nairobi  |           | Kisumu   |           |
|-------------------------------------|----------|-----------|----------|-----------|
|                                     | Heard of | Member of | Heard of | Member of |
| Nyumba Kumi                         | 90%      | 21%       | 74%      | 16%       |
| County Policing authority           | 26%      | 1%        | 21%      | 1%        |
| Community policing forum/ committee | 36%      | 5%        | 41%      | 8%        |

Table 16: Citizen Responses on existence of community policing initiatives in their communities

<sup>28</sup>See standard media online article dated August 21st, 2015 titled “Kisumu residents demand for resignation of Governor Ranguma” by Kevin Omollo, Denish Ong’udi and Oscar Outa at <https://www.standardmedia.co.ke/ureport/story/2000173698/kisumu-residents-demand-for-resignation-of-governor-ranguma> accessed on 12th January 2016

Section 98 of the National Police Service Act stipulates that the officer in charge of an area, in consultation with other stakeholders, be responsible for and facilitate the establishment of area community policing committees and other administrative structures. Officers reported the existence of various community policing initiatives within their respective jurisdictions as seen in the table below:

| Community Policing Initiative      | Existence in community |
|------------------------------------|------------------------|
| Nyumba Kumi                        | 80%                    |
| County Policing authority          | 50%                    |
| Community policing forum/committee | 82%                    |
| Other                              | 48%                    |

Table 17: Police responses on existence of community policing initiatives in their communities

The survey established that NPS was in the process of finalizing the draft guidelines on community policing with a view to harmonize community policing initiatives in the country.

### **Citizen initiatives**

Respondents were further asked whether they were aware of any citizen led community policing initiative. About a third of the respondents in Nairobi and a quarter in Kisumu were aware of such initiatives whereas 35% were members. Sixty five percent of these initiatives in Nairobi and 44% in Kisumu were not registered. Further, 39% of respondents in Kisumu and 20% in Nairobi reported having members of the Police service attend their meetings.

| Community policing initiatives  | Nairobi | Kisumu |
|---|---------|--------|
| Do you know of any other initiative by citizens in your community that focuses on security matters? | 31%     | 25%    |
| Is this a formal group?/Has this group been registered?   | 65%     | 44%    |
| Are you a member of this group?   | 35%     | 35%    |
| Has the member of the police service ever attended any of your meetings?                            | 20%     | 39%    |
| Have you ever visited the police station/post/chief's camp as a group to discuss security matters?  | 33%     | 51%    |

Table 18: Citizen Responses on existence of community policing initiatives in their communities

Respondents from Focus group discussions in both counties acknowledged that citizens had tried to form groups in form of neighborhood associations or social welfare groups that discussed security matters among other things. Some of these neighborhood associations have formed patrol groups that are acknowledged by the communities who even provide a stipend for them. They also reported having meetings that were sometimes attended by the police within their communities.

| Members of the public have a role to play in maintaining security of their community |          |          |       |
|--|----------|----------|-------|
|  | Disagree | Moderate | Agree |
| Nairobi  | 3%       | 7%       | 92%   |
| Kisumu   | 5%       | 7%       | 88%   |

Successful community policing initiatives depend on commitment and cooperation by members of the public. When respondents were asked whether citizens had a role to play in maintaining security within their communities, approximately ninety percent of the respondents agreed with the statement.

Despite this, nine out of ten respondents reported not to have proactively shared any information with the police about an issue or a concern in their community. Further a majority of respondents from Kisumu were dissatisfied with the way the information was handled compared to 41% of respondents from Nairobi. About half of the respondents in Nairobi were satisfied with the way the information was handled by the Police.

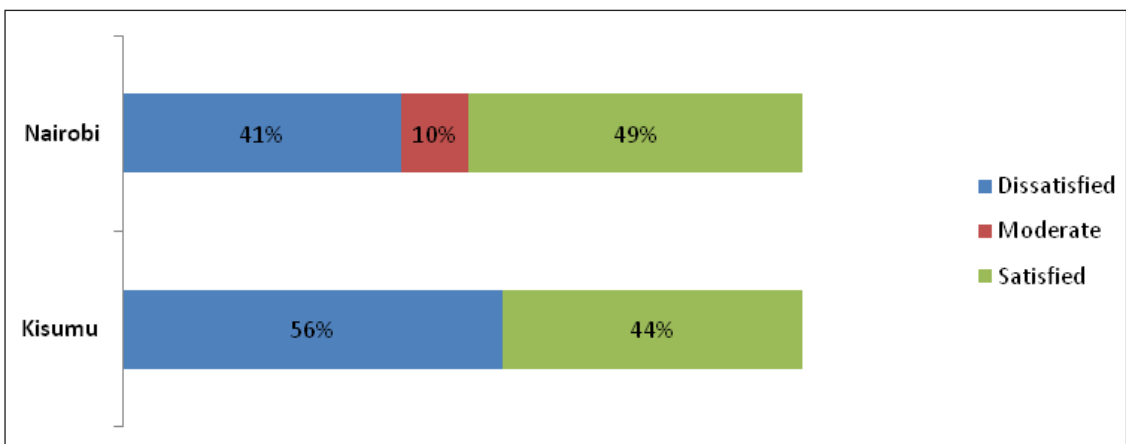


Figure 11: Citizen Satisfaction with information handling by the police

Respondents from Focus Group Discussions admitted that they had vital information to share with the Police but were reluctant to share this information because there were instances where the information was relayed back to the culprits to the detriment of the informant.

## ANALYSIS ON BUDGETARY IMPLICATIONS ON SERVICE DELIVERY WITHIN THE SERVICE

The above findings clearly show inadequacies on resource allocation to facilitate general policing work and well-being of police officers to promote effective and efficient service delivery to citizens.

### ***Budget making process for the National Police Service***

National level budgeting is done through the Medium Term Expenditure Framework (MTEF) sectors. The National Police Service is represented in the Governance, Justice, Law and Order Sector (GJLOS) as a programme (Policing services) under the sub sector State Department of Interior. Other programs in the sub sector include National Government Administration and Field Services; Government Printing Services; and Population Management Services. There are 13 other subsectors in the GJLOS sector including the Judiciary, Judicial Service Commission (JSC), National Police Service Commission (NPSC), and Independent Policing Oversight Authority (IPOA) among others and each subsector receives an independent vote during budgetary allocations. This then means that the National Police Service does not have an independent vote, deriving its allocation from the state department for interior. However, it is worth noting that policing Services gets at least 70% of the allocations in the development budget for State department of interior as seen in the budget below:

| Department   | Approved estimates<br>2014/2015 |
|--|---------------------------------|
| Kenya Police Service   | 36,050,789,435                  |
| Administration Police Service                                    | 24,223,608,649                  |
| Criminal Investigative service                                   | 4,223,070,294                   |
| General Service Unit   | 6,583,075,550                   |
| <b>Total</b>   | <b>71,080,543,928</b>           |
| <b>Total Expenditure Vote 1021 State department for interior</b> | <b>92,899,379,394</b>           |

Source: 2015/2016 Programme based budget of the national government of Kenya for the year ending 30th June, 2016

At the NPS, the Inspector General is charged with preparation of budgetary estimates and development of a policing plan before the end of each financial year by setting out the priorities and objectives of the service and their justification.<sup>29</sup> Further, Section 119 (1) of the NPS Act, 2011 states, "At least three months before the commencement of each financial year, the Inspector-General shall cause to be prepared the estimates of the revenue and expenditure of the Service for that year". Additionally, Section 120 of the NPS Act, 2011 provides that "the annual estimates shall be approved by the Service before the commencement of the financial year to which they relate and shall be submitted to the Cabinet Secretary for approval, and after the Cabinet Secretary has given approval, the Service shall not increase any sum provided in the estimates without the consent of the Cabinet Secretary". The Act is however silent on the process that leads to development of the estimates.

<sup>29</sup>Section 10(1)(e) of the National Police Service Act, 2011

Section 116 of the National Police Service Act , 2011 states that the Inspector-General shall ensure that every police station, post, outposts, unit, unit base and county authority is allocated sufficient funds to finance its activities. This provides an avenue for Police officers to participate in the budget making process.

The survey sought to know the level of participation by police officers in the NPS budget making process. Over ninety percent of both categories of officers however reported not being involved in the budget making process. Some of the officers in charge however, reported submitting proposals and requests to the division or the county commands for consideration. They reported that despite their submissions, subsequent fund allocations did not seem to be based on their proposals thus making the process an exercise in futility.

Section 41 (9) of the NPS Act outlines one of the functions of the County Policing Authorities as an avenue of citizen participation in various aspects of policing at the County level including financial oversight of the budget but it is not explicit on the budget making process. The survey established that throughout the budgetary process, the only opportunity that citizens do interact with the police budget is at the National level during the GJLOS sector presentation of estimates. This is normally conducted for the entire sector at a central location in Nairobi making it difficult for meaningful citizen participation.

#### ***Fund distribution to divisions***

The survey was unable to determine how the resources allocated to NPS are distributed to the various divisions. There were variances between the three divisions such as number of Police personnel; number of Police Facilities, Population of citizens served, average number of detainees, among the three divisions yet the variance in allocations was minimal.

| Description of Work   | Division X | Division Y | Division Z |
|---|------------|------------|------------|
| Water and Sewerage  | 54,000     | 84,000     | 54,000     |
| Telephone , Telex, Fascimile and Mobile                         | 9,000      | 9,000      | 9,000      |
| Courier and Postal Service                                      | 500        | 500        | 500        |
| Travel Costs  | 72,000     | 106,000    | 72,000     |
| Food and Rations  | 188,600    | 188,600    | 188,600    |
| General Office Supplies (Paper, Pencils, Small Office)          | 3,500      | 3,500      | 3,500      |
| Refined Fuels and Lubricants for transport                      | 178,500    | 128,500    | 128,500    |
| Maintenance and Expenses –Motor Vehicles                        | 100,000    | 100,000    | 100,000    |
| Maintenance of Plant Machinery and Equipment (Including Lifts ) | 2,500      | 2,500      | 2,500      |



|   |                  |                  |                  |
|---|------------------|------------------|------------------|
| Maintenance of buildings and stations<br>(Replace and minor repairs eg bulbs) | 7,000            | 7,000            | 7,000            |
| <b>Sub Totals</b>   | <b>615,600</b>   | <b>629,600</b>   | <b>565,600</b>   |
| Security Operations   | 400,000          | 400,000          | 400,000          |
| Refined Fuels and lubricants for transport                                    | 189,000          | 189,000          | 189,000          |
| <b>Total</b>  | <b>1,204,600</b> | <b>1,218,600</b> | <b>1,154,600</b> |

Source: Division fund allocations of 3 divisions in county X for a quarter FY 2015/2016

### **Devolution of policing services**

The survey sought opinion from police officers as to whether Policing services should be provided by the national or county governments.

A quarter of the officers were of the opinion that policing services should be under the county government compared to 5% of the officers in charge. The officers who were of the opinion that policing services be coordinated by the county governments cited reasons such as taking the services closer to the people while others felt that county governments were in a better position to provide better welfare for the officers. On the other hand, those who held the view that policing services should remain under the national government talked of security being a sensitive issue that needed a central command. They were concerned that the Service would be politicized, misused by county government and may be subject to manipulation especially along tribal lines.

### **CONCLUSION**

The above findings reveal that in as much as the police are expected to deliver on their mandate, they face a lot of challenges ranging from their welfare, housing ,provision of equipment, facilitation for transport and inadequate personnel among others. It was notable that officers commanding stations who are charged with delivering on the day to day operational functions which include offering services to the citizens do not have a proper mechanism for identifying the needs of their police stations but instead use the meagre resources that are availed to them in the course of their work.

### **Recommendations on how to improve policing from citizens' perspective**

Cumulatively, majority of respondents in Nairobi mentioned the increase of number of police officers, better cooperation with the community and better pay for the police officers as their top three recommendations to improve policing services in their communities. Respondents in Kisumu on the other hand mentioned better pay of police officers, better cooperation with the community and better equipment as the three top recommendations for improvement of policing services within their community.

| Recommendations  | Nairobi | Kisumu |
|--|---------|--------|
| Increase number of police officers                         | 18%     | 11%    |
| Better cooperation with the Community                      | 18%     | 16%    |
| Better pay   | 17%     | 24%    |
| Police should stop corruption and work with integrity      | 14%     | 7%     |
| Better equipment   | 13%     | 13%    |
| Training   | 8%      | 9%     |
| Improve the condition of police facilities(houses/offices) | 7%      | 11%    |
| Others   | 3%      | 5%     |
| Regular transfer of officers                               | 2%      | 4%     |

Table 19: Citizen Recommendations on how to improve policing services

### Recommendations from the police officers

The officers were finally asked to mention some of the things they would change in the police service. 33% of the officers stated that they would improve salaries followed by 27% who stated that they would create transparent policies on promotions and transfers and 13% that would improve the working conditions. Eleven percent of the officers also mentioned that they would change the top leadership. Forty three percent of the officers in charge on the other hand said they would improve working conditions of officers while 20% said they would improve salaries of the officers. Thirty seven percent of the officers in charge made a wide array of suggestions such as a total merger of the KPS and the APS, changing the Police training curriculum, deploying officers in their home counties among others.

Their feedback is summarized in the table below;

| What would you change in the Police service?                  | Officers | Officers in charge |
|---|----------|--------------------|
| Improve salaries  | 33%      | 20%                |
| Transparent policies on Promotion and transfer                | 27%      |                    |
| Improve working conditions/ Better facilities /Better Housing | 13%      | 43%                |
| Change top leadership/ Chain of command                       | 11%      |                    |
| Other   | 15%      | 37%                |

Table 20: Citizen Recommendations on how to improve policing services

## RECOMMENDATIONS FROM THE STUDY

Overall, the findings established gaps that have posed a challenge in effective delivery of services by the police. It further exposed the progress that has been made in achieving reforms within the service including the ongoing transformation initiative. It is however notable that the findings point to taking of a collective approach by different partners or institutions. TI-Kenya therefore recommends the following;

### ***National Police Service***

1. Introduce a transparent and participatory budget making process within the NPS. The survey findings revealed a serious gap and lack of information on the budget making process by the officers. There is a need to sensitize the officers on the process and further seek their input for better feedback on needs of the various stations and officers for consideration in the budget estimates.
2. Promote needs responsive budgeting by allowing police stations to present itemized budgetary estimates as this will give an indication of the resources to be prioritized for effective and efficient service delivery by stations.
3. Transfer the Authority to incur Expenditure (AIE) to the Officers Commanding Stations. The AIE is currently managed by the Officers Commanding Police Divisions who uses his/her discretion to allocate the resources to different police stations under his/her command. This hampers operations by the police stations who are subjected to relying on the OCPD for any form of financial requirement to address the needs of the station.
4. Fast track the ongoing police reforms as some of the aspects would address the challenges that are currently faced by the Service e.g. issues of housing, welfare, medical cover and communication among others.
5. Consider strengthening the capacity of the Police on certain aspects such as investigation of crime, collection of criminal intelligence and prevention and detection of crime. These are some of the areas that the citizens felt that they had performed poorly.
6. There is need to put up more avenues to improve communication channels between the police and citizens. This could include publicizing existing hotlines or putting up facility specific hotlines as well as use of social media.
7. There is a need to establish proper information handling mechanisms that would include protection of informant's identities to encourage citizens to share information with the police
8. The Inspector General to fast-track development of community policing guidelines to ensure streamlining of community policing structures and promotion of public participation within the sector
9. There is need to enhance the existing complaints reporting mechanism at the station levels by standardizing the process for uniformity purposes.
10. Create awareness on the existing reporting mechanisms by the police. The survey Established low levels of awareness of internal complaints reporting mechanisms by police officers hence the need to for awareness and improvement of such mechanisms.
11. Ensure distribution of revised service delivery charter to all stations in the two counties. The survey established that most stations had displayed the 2009 and 2012 versions while the NPS website contains a 2015 version
12. Ensure distribution and sensitization on laws, legislations and policies that govern policing to officers to enhance their knowledge on legal provisions that govern their work.
13. NPS in collaboration with EACC to empower both police officers and citizens on the consequences of bribery as this presents an unequal access to policing service

***National Police Service-Internal Affairs Unit***

1. There is need to create awareness about the mandate of the Unit to enable citizens to explore it as an avenue for reporting complaints against police officers. The survey established that citizens were not aware of existence of the Unit and its operations.
2. There is need to publicize the complaints reporting mechanisms and procedures for the Unit to promote greater understanding by the public
3. It is necessary to fast-track the devolvement of the Unit to the counties for ease of access its services by both citizens and police officers

***National Police Service Commission***

1. Consider reviewing of salaries of police officers as respondents (both citizens and officers) pointed out poor/low salaries as one of the challenges experienced by police officer.
2. Consider putting up a system that would effectively monitor performance of the officers. This could include mechanisms that include citizen feedback as part of the appraisal.
3. To address the training gaps/capacity in terms of requisite laws for the sector and consider continuous training for officer who are in Service

***Independent Policing Oversight Authority***

1. Create public awareness on their mandate and complaints handling mechanisms and procedures for reporting to enhance their civilian oversight role

***Independent Commissions***

1. Ethics and Anti-corruption Commission to collaborate with National Police Service in putting up systems that will promote detection, prevention and management of corruption related practices within the Service.
2. Commission on Administrative Justice to consider implementation and compliance with the Service delivery charters for the Service

***Civil Society Organizations***

1. Consider collaborations with the NPS to strengthen their capacity on areas of common interest that contribute to the envisioned reforms e.g. capacity building on integrity management, conducting trainings e.t.c
2. Consider sensitization of citizens on the their role in policing

***Citizens***

1. Appreciate the key role they play in ensuring effective policing e.g. sharing of information to enhance intelligence gathering, abiding with the existing laws of the land, participating in community policing initiatives e.t.c.

**ANNEX 1****Citizen's tool**

|                                   |    |                    |    |                    |    |
|-----------------------------------|----|--------------------|----|--------------------|----|
| <b>Interviewer Name (Capital)</b> |    |                    |    |                    |    |
| <b>Interview date(ddmm)</b>       |    |                    |    |                    |    |
| <b>Start Time (24 hour)</b>       |    |                    |    |                    |    |
| <b>County</b>                     |    |                    |    |                    |    |
| <b>Sub County/ Constituency</b>   |    |                    |    |                    |    |
| <b>Ward</b>                       |    |                    |    |                    |    |
| <b>Police Division</b>            |    |                    |    |                    |    |
| <b>Police Station</b>             | 01 | <b>Police Post</b> | 02 | <b>Patrol Base</b> | 03 |

Hello, My name is \_\_\_\_\_ and I am conducting a survey on behalf of Transparency International Kenya. The survey is about security and policing services and initiatives within your community. The interview will not take more than 30 minutes and your responses will be kept completely confidential.

|                     |    |               |    |
|---------------------|----|---------------|----|
| <b>D1.Residence</b> |    |               |    |
| <b>Rural</b>        | 01 | <b>Urban</b>  | 02 |
| <b>D2.Gender</b>    |    |               |    |
| <b>Male</b>         | 01 | <b>Female</b> | 02 |

**D3.Which of the following age groups do you belong to ?**

|              |    |
|--------------|----|
| 18-25        | 01 |
| 26-35        | 02 |
| 46-55        | 03 |
| 56 and above | 04 |

|   |    |               |    |              |    |              |    |
|---|----|---------------|----|--------------|----|--------------|----|
| <b>D.4 Religion</b>   |    |               |    |              |    |              |    |
| <b>Christian</b>  | 01 | <b>Muslim</b> | 02 | <b>Hindu</b> | 03 | <b>Other</b> | 04 |
| <b>D.5 Number of years that you have lived in this community?</b> |    |               |    |              |    |              |    |
|   |    |               |    |              |    |              |    |

**D6.Highest level of education attained**

|  |    |
|--|----|
| Primary School Only                      | 01 |
| Secondary School                         | 02 |
| Tertiary training                        | 03 |
| Informal education / No formal Education | 04 |

**D7.Employment status**

|   |    |
|---|----|
| Student   | 01 |
| Unemployed  | 02 |
| Self-employed /Employed in SME                      | 03 |
| Employed in Private sector                          | 04 |
| Employed by Government /Local Authority /Parastatal | 05 |
| Employed in community sector eg church , NGO        | 06 |
| Retired   | 07 |

| <b>D8.Personal Income (Ksh)</b> |    | <b>D9.Household Income (Ksh)</b> |    |
|---------------------------------|----|----------------------------------|----|
| Less than 6,386                 | 01 | Less than 6,386                  | 01 |
| 6,387-19,158                    | 02 | 6,387-19,158                     | 02 |
| 19,159-63,860                   | 03 | 19,159-63,860                    | 03 |
| 63,861-127,720                  | 04 | 63,861-127,720                   | 04 |
| Above 127,720                   | 05 | Above 127,720                    | 05 |

**General security questions**

1. How would you describe the level of Security in the country?

**1=Very insecure; 5=Very Secure**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

2. How would you describe the level of security in **your community**?

**1=Very insecure; 5=Very Secure**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

3. How does this level compare with last year? It has:

|           |    |                   |    |           |    |
|-----------|----|-------------------|----|-----------|----|
| Increased | 01 | Remained the same | 02 | Decreased | 03 |
|-----------|----|-------------------|----|-----------|----|

a. If Very insecure / insecure, what is the most common type of crime prevalent in your community?

.....

.....

4. How safe do you feel in your community while visiting the following places ;

**1=Very unsafe; 5= Very safe**

|    | Place   | During the day | During the night |
|----|---|----------------|------------------|
| a. | At home alone                                       |                |                  |
| b. | Entering the gate to your home/plot /compound       |                |                  |
| c. | At taxi ranks/bus stops/ bodaboda ranks             |                |                  |
| d. | Using public transportation                         |                |                  |
| e. | Using public toilets                                |                |                  |
| f. | At public water points                              |                |                  |
| g. | At open fields/Park or play grounds                 |                |                  |
| h. | Walking along the streets alone                     |                |                  |
| i. | At churches and mosques                             |                |                  |
| j. | At the market                                       |                |                  |
| k. | At your place of work (if works in the locality)    |                |                  |
| l. | At commercial areas i.e. supermarkets/ malls /banks |                |                  |

5. Does this community have a police station / post / patrol base?

|                                     |    |    |    |            |    |
|-------------------------------------|----|----|----|------------|----|
| Yes                                 | 01 | No | 02 | Don't Know | 99 |
| 5a. If yes , do you know the name ? |    |    |    |            |    |

6. In your opinion, how would rate the provision of the following services by the Police in your community?

**1=Very dissatisfied ; 5=Very satisfied ;99=Don't Know**

|    | Place   | Rate |
|----|---|------|
| a. | Provision of assistance to members of the public when in need                     |      |
| b. | Support to victims and survivors of crime   |      |
| c. | Maintaining law and order   |      |
| d. | Preservation of peace   |      |
| e. | Protection of life and property   |      |
| f. | Investigation of crime  |      |
| g. | Collection of criminal intelligence   |      |
| h. | Preventing and Detecting crime  |      |
| i. | Apprehension of offenders   |      |
| j. | Enforcement of laws and regulations   |      |
| k. | Regulating and controlling traffic  |      |
| l. | Maintaining order during processions , assemblies etc on public roads and streets |      |

7. If you required to contact the police in your community for any reason, how would you go about it?**Spontaneous answer –Max 2 answers**

|      | Avenue                         | Emergency |
|------|--------------------------------|-----------|
| i.   | Phone number- General          | 01        |
| ii.  | Phone number- Police personnel | 02        |
| iii. | Twitter                        | 03        |
| iv.  | Facebook                       | 04        |
| v.   | 999                            | 05        |
| vi.  | Physically go to the station   | 06        |
| vii. | Other (Please specify)         | 07        |



**EXPERIENCE WITH THE POLICE**

8. Have you approached / interacted /or sought help from a Police officer / facility within your community for any reason in the past 12 months?

a. If yes , please specify name of facility

|            |    |             |
|------------|----|-------------|
| <b>Yes</b> | 01 | <b>a.</b>   |
| <b>No</b>  | 02 | Skip to Q15 |

9. Thinking now about the most recent time that you approached or sought help from the Police, was it to report a crime, or for some other reason?

|                                   |    |
|-----------------------------------|----|
| To report a crime                 | 01 |
| Some other reason(please specify) | 02 |

a. If it was to report a crime, was this a crime that you personally experienced?

i, If no, please specify who experienced

|            |    |  |
|------------|----|--|
| <b>Yes</b> | 01 |  |
| <b>No</b>  | 02 |  |

b. What was the nature of the crime?

.....

10. How did you make contact with the police?

.....

11. Did you pay any money during this interaction?

a. What was the money for?

|            |    |           |
|------------|----|-----------|
| <b>Yes</b> | 01 | <b>a.</b> |
| <b>No</b>  | 02 |           |

b. Did you get a receipt?

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

12. Thinking of your last interaction with the police , do you agree or disagree with the following assessment of that interaction

**1= Completely disagree; 5=Completely agree**

|   | Aspect  | Response |
|---|---|----------|
| a | The Police officer(s) was friendly                      |          |
| b | The police officer(s) was professional                  |          |
| c | The police officer(s) went out of their way to help you |          |
| d | The police officer(s) was smart                         |          |
| e | The Police Officer (s) served you promptly              |          |
| f | The police facility was clean and orderly               |          |

13. What was the outcome of your interaction?

.....

.....

14. Overall , how satisfied were you with the manner in which your issue was handled by the police **1=Very dissatisfied; 5=Very satisfied**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

15. In the last 12 months, have you been in need of seeking help from the police and you did not?

|                                       |    |  |
|---------------------------------------|----|--|
| <b>Yes</b>                            | 01 |  |
| 15.a What was the need?               |    |  |
| 15.b Why didn't you contact police?   |    |  |
| 15.c Where did you seek help instead? |    |  |
| <b>No</b>                             | 02 |  |

16. Have you **ever** been in need of seeking help from the police and did not?

|                                     |    |  |
|-------------------------------------|----|--|
| <b>Yes</b>                          | 01 |  |
| 15.a What was the need?             |    |  |
| 15.b Why didn't you contact police? |    |  |

|                                       |    |
|---------------------------------------|----|
| 15.c Where did you seek help instead? |    |
| <b>No</b>                             | 02 |

17. Has a police officer initiated contact with you at any time in the past 12 months?  
 a. How were they dressed?

|            |    |              |
|------------|----|--------------|
| <b>Yes</b> | 01 | a.           |
| <b>No</b>  | 02 | Skip to Q 19 |

a. How/where did this interaction come about?

.....

.....

b. Did they introduce themselves?

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

c. Did they provide a reason for initiating the contact?

i. Please provide reason

|            |    |    |
|------------|----|----|
| <b>Yes</b> | 01 | i. |
| <b>No</b>  | 02 |    |

d. How long did this interaction last? (State in minutes/ hours)

.....

e. Were you asked / did you offer to pay a bribe during this interaction?

|              |    |                |    |           |    |
|--------------|----|----------------|----|-----------|----|
| <b>Asked</b> | 01 | <b>Offered</b> | 02 | <b>No</b> | 03 |
|--------------|----|----------------|----|-----------|----|

a. Did you pay the bribe?

|            |    |                     |  |                      |  |
|------------|----|---------------------|--|----------------------|--|
| <b>Yes</b> | 01 | <b>Offered- Ksh</b> |  | <b>Demanded -Ksh</b> |  |
| <b>No</b>  | 02 |                     |  |                      |  |

f. What was the outcome of this contact?

.....

.....

g. How satisfied were you with the way the police handled the contact

**1=Very Dissatisfied, 5=Very satisfied**

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

h. Why do you say so?

.....

18. For those that were arrested in **question 17f above**:

|      | Aspect   | Yes | No |
|------|--|-----|----|
| i.   | Were you told why you were being arrested?                     |     |    |
| ii.  | Were you informed of your right to remain silent?              |     |    |
| iii. | Were you informed of the consequences of not remaining silent? |     |    |
| iv.  | Were you allowed to contact anyone for assistance?             |     |    |
| v.   | Were you compelled to make a confession / admission?           |     |    |

b. Did the police use force against you when you were arrested?

i. What did they do?

|            |    |  |
|------------|----|--|
| <b>Yes</b> | 01 |  |
| <b>No</b>  | 02 |  |

c. What was the outcome of the arrest?

.....

.....

i. If you were taken to court in **question c above**, how long did the process take?(between the time of arrest and hearing of case)

.....

19. If you had any complaint to make against a police officer / the police in general, where would you make such a complaint?

.....

.....

**COUNTY POLICING INITIATIVES**

20. Which of the following initiatives have you heard about?

a. For those that you have heard about, are you a member?

|      | Aspect                                 | Heard about |  | Member of |  |
|------|--|-------------|--|-----------|--|
| i.   | Nyumba Kumi                            |             |  |           |  |
| ii.  | County Policing authority              |             |  |           |  |
| iii. | Community policing forum/<br>committee |             |  |           |  |

21. **(For those who are aware)**How would you rate the initiatives in terms of enhancing security in your community

**1=Very ineffective; 5=Very effective**

|    | Aspect                             | Rating |
|----|------------------------------------|--------|
| a. | Nyumba Kumi                        |        |
| b. | County Policing authority          |        |
| c. | Community policing forum/committee |        |

22. Do you know of any other initiative by citizens in your community that focuses on security matters?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

a. If yes, are you a member of this group?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

b. Is this a formal group? / Has this group been registered?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

c. Has a member of the police service ever attended any of your meetings?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

d. Have you ever visited the police station /post /chief's camp as a group to discuss security matters?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

23. In the last 12 months have you proactively shared information with the police about an issue or a concern in your community?

a. How did you share the information?

|            |    |          |
|------------|----|----------|
| <b>Yes</b> | 01 | <b>a</b> |
| <b>No</b>  | 02 |          |

b. How satisfied were you with the way the information was handled?

**1=Very dissatisfied; 5=Very satisfied**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**GENERAL PERCEPTION ABOUT THE POLICE**

24. If you were to describe the police in your community in one word/ sentence, what would that be?

.....

25. To what extent do you agree with the following statements:

**1=Completely disagree; 5= Completely agree**

|           | <b>Aspect</b>  | <b>Response</b> |
|-----------|--|-----------------|
| <b>a.</b> | The National police service has necessary skills to perform their duties effectively               |                 |
| <b>b.</b> | The National police service he necessary equipment to enable them perform their duties effectively |                 |
| <b>c.</b> | Members of the public have a role to play in maintaining security of their community               |                 |

26. Overall, how satisfied are you with the police service in your community?

**1=Very dissatisfied, 5=Very satisfied**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

27. In your opinion what are some of the challenges you think the police experience during the course of their work in your community?

.....  
 .....  
 .....

28. In your opinion, what do you think should be done to improve policing services in your community?

.....

.....

**Respondent details – THIS PAGE WILL BE TORN OFF**

Thank you very much for your time. You have given us a lot of useful information. Occasionally my supervisor contacts people to see how the survey went. For this purpose, would you please fill in the following details?

|                         |  |
|-------------------------|--|
| <b>Name</b>             |  |
| <b>Telephone Number</b> |  |

**Interviewer Declaration:** I certify that this interview has been personally carried out by me with the correct respondent. I further declare that all the information is truthful and as told to me by the respondent. I understand that any discrepancy discovered during back-checking of this questionnaire will result in the cancellation of this interview.

.....(Signed)

|                     |  |  |  |  |
|---------------------|--|--|--|--|
| Stop time (24 Hour) |  |  |  |  |
|---------------------|--|--|--|--|

**FOR SUPERVISOR’S USE : Name**.....

.....

| Quality Control...(Do not ask this question) |   |
|--|---|
| ACCOMPANIED                                  | 1 |
| SPOT CHECKED                                 | 2 |
| PHYSICAL BACK-CHECK                          | 3 |
| TELEPHONE BACK-CHECK                         | 4 |
| EDITED FOR ERRORS ONLY                       | 5 |

**Signature**.....**Date**.....

.....

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**Transparency International -Kenya**  
**Call Toll free from a Safaricom line (BilaMalipokutokalainiyaSafaricom)**  
**0800 720 721; SMS 22129**

## ANNEX 2

## Tool for Police officers of the rank of Constables to Sergeants

|                                 |    |                    |    |                    |    |
|---------------------------------|----|--------------------|----|--------------------|----|
| <b>County</b>                   |    |                    |    |                    |    |
| <b>Sub County/ Constituency</b> |    |                    |    |                    |    |
| <b>Ward</b>                     |    |                    |    |                    |    |
| <b>Police Division</b>          |    |                    |    |                    |    |
| <b>Police Station</b>           | 01 | <b>Police Post</b> | 02 | <b>Patrol Base</b> | 03 |
| <b>Name of facility :</b>       |    |                    |    |                    |    |

Hello, My name is \_\_\_\_\_ and I am conducting a survey on behalf of Transparency International Kenya. The survey is about Police welfare and Policing services within target communities. The interview will not take more than 30 minutes and your responses will be kept completely confidential.

## Demographics

|   |    |               |    |                         |    |              |    |
|---|----|---------------|----|-------------------------|----|--------------|----|
| <b>Rank</b>   |    |               |    |                         |    |              |    |
| <b>Number of years in service</b>                     |    |               |    |                         |    |              |    |
| <b>Approx. No. of officers in station /post /base</b> |    |               |    |                         |    |              |    |
| <b>Gender</b>   |    |               |    |                         |    |              |    |
| <b>Male</b>   | 01 | <b>Female</b> | 02 |                         |    |              |    |
| <b>Age</b>  |    |               |    |                         |    |              |    |
| 18 – 25   | 01 | 26-35         | 02 | 46-55                   | 03 | 56 and above | 04 |
| <b>Marital Status</b>                                 |    |               |    |                         |    |              |    |
| Married   | 01 | Single        | 02 | Other (please specify ) |    |              | 03 |
| <b>Religion</b>                                       |    |               |    |                         |    |              |    |
| Christian   | 01 | Muslim        | 02 | Other (Please specify)  |    |              | 03 |
| <b>Level of Education:</b>                            |    |               |    |                         |    |              |    |
| <b>Specialised training :</b>                         |    |               |    |                         |    |              |    |
| <b>Number of years in this facility :</b>             |    |               |    |                         |    |              |    |



**GENERAL SECURITY**

29. How would you describe the level of Security in the country?

**1=Very insecure; 5=Very Secure**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

30. How would you describe the level of security within this community?

**1=Very insecure; 5=Very Secure**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

31. How does this level compare with last year? It has:

|                  |    |                          |    |                  |    |
|------------------|----|--------------------------|----|------------------|----|
| <b>Increased</b> | 01 | <b>Remained the same</b> | 02 | <b>Decreased</b> | 03 |
|------------------|----|--------------------------|----|------------------|----|

32. What is the most rampant type of crime in this community?

.....

.....

a. What do you think are some of the causes of this situation?

.....

.....

5. In your opinion, should policing be an aspect of county government or national government?

|                   |    |                     |    |
|-------------------|----|---------------------|----|
| County Government | 01 | National government | 02 |
|-------------------|----|---------------------|----|

a. Why do you say so?

.....

.....

6. Looking at the state of security in the country - especially in relation to terrorism- what would you say is the biggest challenge in containing the threat?

.....

.....

7. There have been several reports that brand the police as corrupt. To what extent do you agree with that assessment? **1= Completely disagree 5= Completely agree**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

a. Why do you say so?.....

**PERFORMANCE OF DUTIES**

8. How would you rate the performance of this facility in the following categories:

**1=Very Poor ; 5=Very good**

|           |   |  |
|-----------|---|--|
| <b>a.</b> | Provision of assistance to the community  |  |
| <b>b.</b> | Support to victims and survivors of crime   |  |
| <b>c.</b> | Maintaining law and order   |  |
| <b>d.</b> | Preservation of peace   |  |
| <b>e.</b> | Protection of life and property   |  |
| <b>f.</b> | Investigating crime   |  |
| <b>g.</b> | Collection of criminal intelligence   |  |
| <b>h.</b> | Preventing and Detecting crime  |  |
| <b>i.</b> | Apprehension of offenders   |  |
| <b>j.</b> | Enforcement of laws and regulations   |  |
| <b>k.</b> | Regulating and controlling traffic  |  |
| <b>l.</b> | Maintaining order during processions , assemblies etc on public roads and streets |  |

**1=Yes ; 2=No** where applicable

|            |   |  |
|------------|---|--|
| <b>9.</b>  | Approximately, how many arrests do you make in a month? |  |
| <b>a.</b>  | Of those, how many have had to use force?               |  |
| <b>b.</b>  | What kind of force have you employed mostly?            |  |
| <b>c.</b>  | In your opinion, was this force justified?              |  |
| <b>d.</b>  | In your opinion, was this force excessive?              |  |
| <b>10.</b> | Have you discharged your weapon in the last 12 months?  |  |
| <b>a.</b>  | Was anyone injured during the incident?                 |  |
| <b>b.</b>  | Was the injury fatal?                                   |  |

**POLICE CAPACITY AND TRAINING**

11. Do you have a copy of the following items :

|         | Item   | Yes | No |
|---------|--|-----|----|
| i. a    | The Constitution of Kenya                          |     |    |
| ii. b   | National police service Act , 2011                 |     |    |
| iii. c  | Independent policing oversight authority Act ,2011 |     |    |
| iv. d   | National Police service commission Act , 2011      |     |    |
| v. e    | The Traffic Act , Cap 403                          |     |    |
| vi. f   | Service standing orders (the old one ; the draft ) |     |    |
| vii. g  | Public Officer ethics act , 2003                   |     |    |
| viii. h | Penal Code , Cap 63                                |     |    |
| ix. i   | Criminal procedure code                            |     |    |
| x. j    | Evidence Act , Cap 80                              |     |    |

12. Have you received training/ sensitization on the following: (1=Yes , 2=No)

- In the last 12 months?
- Since 2011?
- At the police training college?

|       | Item   | a. | b. | c. |
|-------|--|----|----|----|
| i.    | The Constitution of Kenya( in general ; in relation to article 49 , 244 , chapter 6) |    |    |    |
| ii.   | National Police Service Act , 2011   |    |    |    |
| iii.  | Independent Policing Oversight Authority Act ,2011                                   |    |    |    |
| iv.   | National Police Service Commission Act , 2011  |    |    |    |
| v.    | The Traffic Act  |    |    |    |
| vi.   | Service standing orders (the old one ; the draft )                                   |    |    |    |
| vii.  | Emerging issues (Terrorism , Sexual offences , GBV, Cyber crimes)                    |    |    |    |
| viii. | Public Officer ethics act , 2003   |    |    |    |

**13. If yes on any of the above, who organized the training?**

|      | Item  | Who conducted the training |
|------|---|----------------------------|
| i.   | The Constitution of Kenya( in general ; article 49 , 244 , chapter 6) |                            |
| ii.  | National Police Service Act , 2011                                    |                            |
| iii. | Independent Policing Oversight Authority Act ,2011                    |                            |
| iv.  | National Police Service Commission Act , 2011                         |                            |
| v.   | The Traffic Act   |                            |
| vi.  | Service standing orders (the old one ; the draft )                    |                            |
| vii. | Emerging issues (Terrorism , Sexual offences , GBV,Cyber-crimes)      |                            |

**14. Have you witnessed a fellow police officer engage in offences against discipline (schedule 8 of the Police service Act)**

|            |    |  |
|------------|----|--|
| <b>Yes</b> | 01 |  |
| <b>No</b>  | 02 |  |

- a. Did you report the incident(s)?
  - i. If yes, where did you report?
  - ii. If no, please state why you did not report

|            |    |     |
|------------|----|-----|
| <b>Yes</b> | 01 | i)  |
| <b>No</b>  | 02 | ii) |

- b. How satisfied were you with the action taken about your report?

**1=Very dissatisfied; 5= Very satisfied**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**15. Have you ever received a command that you deemed improper from a superior?**

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

a. Did you obey the command?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

b. Did you report to anyone about the improper command?

i. Where did you report?

ii. Why didn't you report?

|     |    |     |
|-----|----|-----|
| Yes | 01 | i)  |
| No  | 02 | ii) |

c. What action was taken after you reported?

.....

d. How satisfied with the action taken after you reported?

**1=Very dissatisfied; 5= Very satisfied**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**WELFARE /WORKING ENVIRONMENT**

**16.** Have you participated in the budget making process for the police station in the last 12 months?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

a. Have you ever participated in the budget making process?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

**17.** How would you describe the provision of following items for use during execution of your duties : **1=Very poor ; 5=Very Good**

|      | Item   | Score |
|------|--|-------|
| i.   | Communication Equipment  |       |
| ii.  | Firearms and ammunition  |       |
| iii. | Office quarters  |       |
| iv.  | Stationery (Notebooks, pens,)  |       |
| v.   | Personal Issue equipment (Baton, Belt, Pouch, Whistle ,Warrant card) |       |
| vi.  | Serviceable Vehicles / Motor cycles                                  |       |
| vii. | Uniforms   |       |

|              |                              |  |
|--------------|------------------------------|--|
| <b>viii.</b> | Living quarters              |  |
| <b>ix.</b>   | Personnel ( Police Officers) |  |
| <b>x.</b>    | Personnel (Support staff)    |  |
| <b>xi.</b>   | Medical cover                |  |
| <b>xii.</b>  | Continuous Training          |  |

**18.** Do you belong to an association that seeks to look into the welfare and issues affecting the police officers?

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

a. How would you rate the association's effectiveness in advocating for police welfare matters?

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**19.** Is there a desk or a facility/ mechanism that has been specifically set up to receive complaints about officers from :

|          | <b>Source of complaint</b> | <b>Yes</b> | <b>No</b> |
|----------|----------------------------|------------|-----------|
| <b>a</b> | The members of the public  |            |           |
| <b>b</b> | Fellow officers            |            |           |

**20.** To the best of your knowledge, has there been a complaint brought against you by:

|          | <b>Source of complaint</b> | <b>Yes</b> | <b>No</b> |
|----------|----------------------------|------------|-----------|
| <b>a</b> | A member of the public     |            |           |
| <b>b</b> | A Fellow officer           |            |           |

a. If yes, how was the issue resolved?

|          | <b>Source of complaint</b> | <b>Resolution</b> |
|----------|----------------------------|-------------------|
| <b>a</b> | A member of the public     |                   |
| <b>b</b> | A Fellow officer           |                   |

b. How satisfied were you with the way the issue was resolved ?

**1= Very dissatisfied 5=Very satisfied**

|          | Source of complaint    | Level of satisfaction |
|----------|------------------------|-----------------------|
| <b>a</b> | A member of the public |                       |
| <b>b</b> | A Fellow officer       |                       |

**21. Have you been subject to the following disciplinary actions: please specify the offence**

**a) In the last 12 months**

**b) Before 2011**

**c) Ever**

|            | Item                          | 12 months | Before 2011 | Ever |
|------------|-------------------------------|-----------|-------------|------|
| <b>i</b>   | Reprimand                     |           |             |      |
| <b>ii</b>  | Suspension                    |           |             |      |
| <b>iii</b> | Interdiction                  |           |             |      |
| <b>iv</b>  | Reduction in rank             |           |             |      |
| <b>v</b>   | Order of restitution          |           |             |      |
| <b>vi</b>  | Reprimand on pay or allowance |           |             |      |

**22. In your opinion, how would you rate the fairness of the process?**

**1=Very unfair , 5=Very fair**

|            | Item                          | Score |
|------------|-------------------------------|-------|
| <b>i</b>   | Reprimand                     |       |
| <b>ii</b>  | Suspension                    |       |
| <b>iii</b> | Interdiction                  |       |
| <b>iv</b>  | Reduction in rank             |       |
| <b>v</b>   | Order of restitution          |       |
| <b>vi</b>  | Reprimand on pay or allowance |       |

a. If unfair or very unfair, why do you say so?

|     | Item | Reason for unfair / Very unfair rating |
|-----|------|--|
| i   |      |  |
| ii  |      |  |
| iii |      |  |

23. Are you aware of any reward / award scheme in the police service?

a. If yes, have you been a recipient of such an award/reward in the last 12 months?

|     |                                   |     |    |
|-----|-----------------------------------|-----|----|
| 23  | Awareness of reward/ Award scheme | Yes | No |
| 23a | Recipient of award                | Yes | No |

24. Which of the following has happened to you in the last a)12 months b) Since 2011 c) Ever

|      | Item                                       | a) | b) | c) Ever |
|------|--|----|----|---------|
| i.   | Promotion                                  |    |    |         |
| ii.  | Transfer                                   |    |    |         |
| iii. | Deployment to disturbed or dangerous areas |    |    |         |
| iv.  | Gone on leave                              |    |    |         |
| v.   | Salary Increment                           |    |    |         |
| vi   | Vetting                                    |    |    |         |
| vii. | Injury while on duty                       |    |    |         |

25. In your opinion, how would you rate the fairness of these processes?

1=Very unfair, 5=Very fair

|     | Item                                       | Response |
|-----|--|----------|
| i   | Promotion                                  |          |
| ii  | Transfer                                   |          |
| iii | Deployment to disturbed or dangerous areas |          |
| iv  | Vetting                                    |          |



a. If unfair or very unfair, why do you say so?

|            |             |  |
|------------|-------------|--|
|            | <b>Item</b> |  |
| <b>i</b>   | Promotion   |  |
| <b>ii</b>  | Transfer    |  |
| <b>iii</b> | Deployment  |  |
| <b>iv</b>  | Vetting     |  |

b. **For those that were injured while on duty** how satisfied with the manner in which the matter was handled **1= Very dissatisfied ; 5=Very satisfied**

i. Why do you say so?

|           |    |    |    |    |    |
|-----------|----|----|----|----|----|
|           | 01 | 02 | 03 | 04 | 05 |
| <b>i)</b> |    |    |    |    |    |

**26.** What are some of the challenges that you experience as police officers during the course of your duties?

.....

.....

**27.** Have you requested authorisation to engage in any other form of employment?

a. Was this request granted?

|            |    |           |
|------------|----|-----------|
| <b>Yes</b> | 01 | <b>a.</b> |
| <b>No</b>  | 02 |           |

**28.** As a police officer, if you required psychological or spiritual support, where would you seek this service?

a. Have you sought this service in the last 12 months? **1=Yes ; 2=No**

b. Have you **ever** sought assistance from the above mentioned place/person?  
**1=Yes ; 2=No**

c. How satisfied with the service that you got from this place /person?

**1=Very dissatisfied; 5=Very satisfied**

|            |              |          |          |          |
|------------|--------------|----------|----------|----------|
|            | <b>Place</b> | <b>a</b> | <b>b</b> | <b>c</b> |
| <b>i</b>   |              |          |          |          |
| <b>ii</b>  |              |          |          |          |
| <b>iii</b> |              |          |          |          |

**COMMUNITY POLICING**

**29.** What avenues of communication has the station/post/base put for citizens to interact with the police?

**30.** How would you rate the level of reporting of vital information by the public through these means? **1= Not useful at all; 5= Very useful**

|            | <b>29. Avenues of communication</b> | <b>30.</b> |
|------------|-------------------------------------|------------|
| <b>i</b>   |                                     |            |
| <b>ii</b>  |                                     |            |
| <b>iii</b> |                                     |            |

**31.** In the last 12 months, is there any crucial information that has been reported to you or your office by a civilian that enabled you to effectively perform your duties?

a. How was this information relayed?

|            |    |           |
|------------|----|-----------|
| <b>Yes</b> | 01 | <b>a.</b> |
| <b>No</b>  | 02 |           |

**32.** Which of these community policing initiatives are present in the community?

a. For the initiative that is present, how regular are the interactions with the public within these initiatives? **State in number of days**

b. How effective are such initiatives in assisting the police maintain law and order within the community? **1=Very ineffective ,5= Very effective**

|          | <b>Initiative</b>                  | <b>32</b> | <b>a</b> | <b>b</b> |
|----------|------------------------------------|-----------|----------|----------|
| <b>a</b> | Nyumba Kumi                        |           |          |          |
| <b>b</b> | County Policing authority          |           |          |          |
| <b>c</b> | Community policing forum/committee |           |          |          |
| <b>d</b> | Other                              |           |          |          |

**33.** In your opinion, do you think that the members of public in this community freely interact with the police?

a. Why do you think this is so?

|            |           |  |
|------------|-----------|--|
| <b>Yes</b> | <b>01</b> |  |
| <b>No</b>  | <b>02</b> |  |

**RECOMMENDATIONS FOR THE FUTURE**

**34.** Overall, how satisfied are you with your job?

**1= Very dissatisfied; 5=Very satisfied**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**35.** What is the most rewarding aspect of your job?

.....

.....

**36.** What is the most frustrating aspect of your job?

.....

.....

**37.** What do you think should be done to facilitate you to be more effective in your job?

.....

.....

**38.** If you were asked to change one thing in the National police service, what would it be?

.....

## ANNEX 3

## Tool for Officers Commanding Police Divisions and Stations

**Demographics**

|                                 |    |                    |    |                    |    |
|---------------------------------|----|--------------------|----|--------------------|----|
| <b>County</b>                   |    |                    |    |                    |    |
| <b>Sub County/ Constituency</b> |    |                    |    |                    |    |
| <b>Ward</b>                     |    |                    |    |                    |    |
| <b>Police Division</b>          |    |                    |    |                    |    |
| <b>Police Station</b>           | 01 | <b>Police Post</b> | 02 | <b>Patrol Base</b> | 03 |
|                                 |    |                    |    |                    |    |

Hello, My name is \_\_\_\_\_ and I am conducting a survey on behalf of Transparency International Kenya. The survey is about Police welfare and Policing services within target communities. The interview will not take more than 30 minutes and your responses will be kept completely confidential.

|  |                   |
|--|-------------------|
| <b>Rank</b>  |                   |
| <b>Number of years in service</b>  |                   |
| <b>Approx. No. of officers in station / division</b>   | <b>M=      F=</b> |
| <b>Approx. Number of reports of crime made per month</b>   |                   |
| <b>Approx. number of arrests made in a month</b>   |                   |
| <b>Approx. Number of arrests that end up in court per month</b>                                    |                   |
| <b>Approx. Number of officers killed on duty in the last 12 months</b>                             |                   |
| <b>Approx. Number of suspects / citizens killed during police operations in the last 12 months</b> |                   |

**General information**

**33.** How would you describe the level of Security in the country?

**1=Very insecure; 5=Very Secure**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

b. If insecure /very insecure, what do you think are some of the causes for this situation?

.....

2. What is the most rampant type of crime in this community?

.....

.....

3. Is there a regular schedule for patrol in this community?

.....

a. If yes, in your opinion is this schedule sufficient to maintain law and order in this community?

.....

4. About how many roadblocks have been set in the past one month?

.....

a. What was the purpose of the latest roadblock

.....

5. There have been several reports that brand the police as corrupt. To what extent do you agree with that assessment? **1= Completely agree 5= completely disagree**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

a. Why do you say so

.....

.....

6. In your opinion, should policing be an aspect of county government or national government?

|                   |    |                     |    |
|-------------------|----|---------------------|----|
| County Government | 01 | National government | 02 |
|-------------------|----|---------------------|----|

a. Why do you say so?

.....

.....

8. Looking at the state of security in the country - especially in relation to terrorism-what would you say is the biggest challenge in containing the threat?

.....

.....

**Performance of duties**

9. How would you rate the performance of this facility in the following categories :  
**1=Very good 5=Very bad**

|          | <b>Aspect of service delivery</b>   | <b>Score</b> |
|----------|---|--------------|
| <b>a</b> | Provision of assistance to the community  |              |
| <b>b</b> | Support to victims and survivors of crime   |              |
| <b>c</b> | Maintaining law and order   |              |
| <b>d</b> | Preservation of peace   |              |
| <b>e</b> | Protection of life and property   |              |
| <b>f</b> | Investigating crime   |              |
| <b>g</b> | Collection of criminal intelligence   |              |
| <b>h</b> | Preventing and Detecting crime  |              |
| <b>i</b> | Apprehension of offenders   |              |
| <b>j</b> | Enforcement of laws and regulations   |              |
| <b>k</b> | Regulating and controlling traffic  |              |
| <b>l</b> | Maintaining order during processions , assemblies etc on public roads and streets |              |

**Police capacity and training**

10. Do you have a copy of the following items :

|          | <b>Item</b>  | <b>Yes</b> | <b>No</b> |
|----------|--|------------|-----------|
| <b>a</b> | The Constitution of Kenya                          |            |           |
| <b>b</b> | National police service Act , 2011                 |            |           |
| <b>c</b> | Independent policing oversight authority Act ,2011 |            |           |
| <b>d</b> | National Police service commission Act , 2011      |            |           |
| <b>e</b> | The Traffic Act , Cap 403                          |            |           |

|          |  |  |  |
|----------|--|--|--|
| <b>f</b> | Service standing orders (the old one ; the draft ) |  |  |
| <b>g</b> | Public Officer ethics act , 2003                   |  |  |
| <b>h</b> | Penal Code , Cap 63                                |  |  |
| <b>i</b> | Criminal procedure code                            |  |  |
| <b>j</b> | Evidence Act , CAP 80                              |  |  |

**11.** Have you/any of the officers under your command received training/ sensitization on the following: **(1=Yes , 2=No)**

- a. In the last 12 months?
- b. Since 2011?

|             | Item   | You |    | Officers |    |
|-------------|--|-----|----|----------|----|
|             |  | a.  | b. | a.       | b. |
| <b>i</b>    | The Constitution of Kenya( in general ; in relation to article 49 , 244 , chapter 6) |     |    |          |    |
| <b>ii</b>   | National Police Service Act , 2011   |     |    |          |    |
| <b>iii</b>  | Independent Policing Oversight Authority Act ,2011                                   |     |    |          |    |
| <b>iv</b>   | National Police Service Commission Act , 2011  |     |    |          |    |
| <b>v</b>    | The Traffic Act Cap 408  |     |    |          |    |
| <b>vi</b>   | Service standing orders (the old one ; the draft )                                   |     |    |          |    |
| <b>vii</b>  | Emerging issues (Terrorism , Sexual offences , GBV, Cyber crimes )                   |     |    |          |    |
| <b>viii</b> | Public Officer ethics act , 2003   |     |    |          |    |
| <b>ix</b>   | Other –please specify  |     |    |          |    |

**12.** If yes on any of the above, who organized the training?

|            | Item   | Who organized training |
|------------|--|------------------------|
| <b>i</b>   | The Constitution of Kenya( in general ; in relation to article 49 , 244 , chapter 6) |                        |
| <b>ii</b>  | National Police Service Act , 2011   |                        |
| <b>iii</b> | Independent Policing Oversight Authority Act ,2011                                   |                        |

|            |  |  |
|------------|--|--|
| <b>iv</b>  | National Police Service Commission Act , 2011        |  |
| <b>v</b>   | The Traffic Act cap 408                              |  |
| <b>vi</b>  | Service standing orders (the old one ; the draft )   |  |
| <b>vii</b> | Emerging issues Sexual offences , GBV, Cyber crimes) |  |
| <b>Vii</b> | Other  |  |

a. In your opinion, do you feel this training was sufficient enough to enable you discharge your mandate in line with the new provisions?

.....

.....

**13.** Have you ever received a command that you deemed improper from a superior?

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

a. Did you obey the command?

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

b. Did you report to anyone about the improper command?

|            |    |                        |
|------------|----|------------------------|
| <b>Yes</b> | 01 | Where did you report?  |
| <b>No</b>  | 02 | Why didn't you report? |

**14.** What action was taken after you reported?

.....

.....

a. How satisfied with the action taken after you reported?

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|



15. How many officers have undergone the following disciplinary actions in the last 12 months?

a. Have you undergone any of the disciplinary actions in the last 12 months

|     | Item                          | Other officers | Personally |
|-----|-------------------------------|----------------|------------|
| i   | Reprimand                     |                |            |
| ii  | Suspension                    |                |            |
| iii | Interdiction                  |                |            |
| iv  | Reduction in rank             |                |            |
| v   | Order of restitution          |                |            |
| vi  | Reprimand on pay or allowance |                |            |

### **WELFARE /WORKING ENVIRONMENT**

16. Have you participated in the budget making process for the police division/station in the last 12 months?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

a. Have you **ever** participated in the budget making process?

|     |    |    |    |
|-----|----|----|----|
| Yes | 01 | No | 02 |
|-----|----|----|----|

17. How would you describe the provision of following items in relation to the actual requirements of the station? **1= Very bad; 5=Very good**

|        | Item   | Score |
|--------|--|-------|
| xii.   | Communication Equipment  |       |
| xiv.   | Firearms and ammunition  |       |
| xv.    | Office quarters  |       |
| xvi.   | Stationery (Notebooks, pens,)  |       |
| xvii.  | Personal Issue equipment (Baton, Belt, Pouch, Whistle ,Warrant card) |       |
| xviii. | Serviceable Vehicles / Motor cycles                                  |       |
| xix    | Uniforms   |       |
| xx.    | Living quarters  |       |
| xvi.   | Personnel  |       |
| xvii.  | Medical cover  |       |
| xxiii. | Continuous Training  |       |

**18.** Do you belong to an association that seeks to look into the welfare and issues affecting the police officers?

|            |    |           |    |
|------------|----|-----------|----|
| <b>Yes</b> | 01 | <b>No</b> | 02 |
|------------|----|-----------|----|

a. How would you rate the association's effectiveness in advocating for police welfare matters?  
**1= Not at all effective ; 5= Very effective**

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**19.** Is there a desk or a facility/ mechanism that has been specifically set up to receive complaints about officers from :

|          | <b>Source of complaint</b> | <b>Yes</b> | <b>No</b> |
|----------|----------------------------|------------|-----------|
| <b>a</b> | The members of the public  |            |           |
| <b>b</b> | Fellow officers            |            |           |

**20.** Approximately how many complaints have been received in the desk in the last 12 months

|          | <b>Source of complaint</b> | <b>Approx. Number</b> |
|----------|----------------------------|-----------------------|
| <b>a</b> | The members of the public  |                       |
| <b>b</b> | Fellow officers            |                       |

**21.** To the best of your knowledge, has there been a complaint brought against you by:

|           | <b>Source of complaint</b> | <b>Yes</b> | <b>No</b> |
|-----------|----------------------------|------------|-----------|
| <b>i</b>  | A member of the public     |            |           |
| <b>ii</b> | A Fellow officer           |            |           |

a. If yes, how was the issue resolved?

|           | <b>Source of complaint</b> | <b>Resolution</b> |
|-----------|----------------------------|-------------------|
| <b>i</b>  | A member of the public     |                   |
| <b>ii</b> | A Fellow officer           |                   |

b. How satisfied were you with the way the issue was resolved ?

**1= Very dissatisfied 5=Very satisfied**

|           | <b>Source of complaint</b> | <b>Level of satisfaction</b> |
|-----------|----------------------------|------------------------------|
| <b>i</b>  | A member of the public     |                              |
| <b>ii</b> | A Fellow officer           |                              |

**22.** Are you aware of any reward / award scheme in the police service?

c. If yes, have you been a recipient of such an award/reward in the last 12 months?

|            |                                   |  |
|------------|-----------------------------------|--|
| <b>22</b>  | Awareness of reward/ Award scheme |  |
| <b>22b</b> | Recipient of award                |  |

**23.** Have you requested authorisation to engage in any other form of employment?

a. Was this request granted?

|            |    |           |
|------------|----|-----------|
| <b>Yes</b> | 01 | <b>a.</b> |
| <b>No</b>  | 02 |           |

**24.** Which of the following has happened to you in the last **a)12 months b) Since 2011 c) Ever**

|             | <b>Item</b>                                | <b>a)</b> | <b>b)</b> | <b>c)</b> |
|-------------|--|-----------|-----------|-----------|
| <b>i.</b>   | Promotion                                  |           |           |           |
| <b>ii.</b>  | Transfer                                   |           |           |           |
| <b>iii.</b> | Deployment to disturbed or dangerous areas |           |           |           |
| <b>iv.</b>  | Gone on leave                              |           |           |           |
| <b>v.</b>   | Salary Increment                           |           |           |           |
| <b>vi.</b>  | Vetting                                    |           |           |           |
| <b>vii.</b> | Injury while on duty                       |           |           |           |

**25.** In your opinion, how would you rate the fairness of the process?

**1=Very unfair , 5=Very fair**

|            | <b>Item</b>                                | <b>Response</b> |
|------------|--|-----------------|
| <b>i</b>   | Promotion                                  |                 |
| <b>ii</b>  | Transfer                                   |                 |
| <b>iii</b> | Deployment to disturbed or dangerous areas |                 |
| <b>iv</b>  | Vetting                                    |                 |

a. If unfair or very unfair, why do you say so?

|     | Item                                       | Response |
|-----|--|----------|
| i   | Promotion                                  |          |
| ii  | Transfer                                   |          |
| iii | Deployment to disturbed or dangerous areas |          |
| iv  | Vetting                                    |          |

26. What are some of the challenges that you experience as the OCS/OCPCD during the course of your duties?

.....

.....

27. As a police officer, if you required psychological or spiritual support, where would you seek this service?

- a. Have you sought this service in the last 12 months? 1=yes ; 2=no
- b. Have you **ever** sought assistance from the above mentioned place/person?  
**1=Yes ; 2=No**
- c. How satisfied with the service that you got from this place /person?  
**1=Very dissatisfied ; 5=Very satisfied**

|     | Place | a | b | c |
|-----|-------|---|---|---|
| i   |       |   |   |   |
| ii  |       |   |   |   |
| iii |       |   |   |   |

**COMMUNITY POLICING**

**28.** What avenues of communication has the station/post/base put for citizens to interact with the police?

**29.** How would you rate the level of reporting of vital information by the public through these means? **1= Not useful at all; 5= Very useful**

|            | <b>28.Avenues of communication</b> | <b>29.</b> |
|------------|------------------------------------|------------|
| <b>i</b>   |                                    |            |
| <b>ii</b>  |                                    |            |
| <b>iii</b> |                                    |            |

**30.** In the last 12 months, is there any crucial information that has been reported to you or your office by a civilian that enabled you to effectively perform your duties?

a. How was this information relayed ?

|            |    |             |
|------------|----|-------------|
| <b>Yes</b> | 01 | <b>30.a</b> |
| <b>No</b>  | 02 |             |

**31.** Which of these initiatives/ forums that allow the police to interact with the community about security matters are present in the community?

- a. How regular are the interactions with the public within these initiatives?
- b. How effective are such initiatives in assisting the police maintain law and order within the community?

| <b>31</b> | <b>Initiative</b>                  | <b>a</b> | <b>b</b> | <b>c</b> |
|-----------|------------------------------------|----------|----------|----------|
| a         | Nyumba Kumi                        |          |          |          |
| b         | County Policing authority          |          |          |          |
| c         | Community policing forum/committee |          |          |          |
| d         | Other                              |          |          |          |

**32.** During these forums, are police allowed to share information with the local community?

a. What’s the nature of information that you are allowed to share?

.....

.....

b. Do you think such platforms are important?

.....

**33.** In your opinion, do you think that the members of public in this community freely interact with the police?

a. Why do you think this is so?

|     |    |  |
|-----|----|--|
| Yes | 01 |  |
| No  | 02 |  |

**RECOMMENDATIONS FOR THE FUTURE**

**34.** On a scale of 1 to 5 where 5 means very satisfied and 1 not satisfied at all, how satisfied are you with your job?

|    |    |    |    |    |
|----|----|----|----|----|
| 01 | 02 | 03 | 04 | 05 |
|----|----|----|----|----|

**35.** What is the most rewarding aspect of your job?

.....  
 .....

**36.** What is the most frustrating aspect of your job?

.....  
 .....

**37.** What do you think should be done to facilitate you to be more effective in your job?

.....  
 .....

If you were asked to change one thing in the National police service, what would it be?

.....  
 .....

## ANNEX 4

## Checklist for facilities

|                                 |    |                    |    |                    |    |
|---------------------------------|----|--------------------|----|--------------------|----|
| <b>County</b>                   |    |                    |    |                    |    |
| <b>Sub County/ Constituency</b> |    |                    |    |                    |    |
| <b>Ward</b>                     |    |                    |    |                    |    |
| <b>Police Division</b>          |    |                    |    |                    |    |
| <b>Police Station</b>           | 01 | <b>Police Post</b> | 02 | <b>Patrol Base</b> | 03 |
| <b>Name of facility :</b>       |    |                    |    |                    |    |

| <b>Personnel</b>             |   |           |           |
|------------------------------|---|-----------|-----------|
|                              | Total Number of officers in facility            |           |           |
|                              | Gender breakdown                                | <b>M=</b> | <b>F=</b> |
|                              | Ranks breakdown:                                | <b>M</b>  | <b>F</b>  |
|                              | Superintendent /Senior Superintendent           |           |           |
|                              | Chief Inspector./ Inspector.                    |           |           |
|                              | Senior Sergeant/ Sergeant                       |           |           |
|                              | Corporal  |           |           |
|                              | Constable                                       |           |           |
|                              | Number of Reserve Officers in community         |           |           |
| <b>Condition of facility</b> |   |           |           |
|                              | Number of departments                           |           |           |
|                              | Total Number of rooms in facility               |           |           |
|                              | Total Number of Washrooms in facility           |           |           |
|                              | Separate washrooms for male and female officers |           |           |
|                              | Facility has electricity                        |           |           |
|                              | Facility is fenced                              |           |           |
|                              | Facility has running water                      |           |           |
|                              | Facility building material                      |           |           |
|                              | Condition of facility Building                  |           |           |
|                              | Signage is present                              |           |           |
|                              | Signage is visible                              |           |           |
|                              | Facility is clean                               |           |           |
|                              | Facility compound is well kept                  |           |           |

| <b>Vehicles for use</b>                              |  |
|--|--|
| Number of police vehicles                            |  |
| Number of Motorcycles                                |  |
| Number of Serviceable police vehicle                 |  |
| Number of working police motorcycles                 |  |
| Fuel available for their operation                   |  |
| <b>Animals</b>                                       |  |
| There is a canine unit                               |  |
| Number of canines                                    |  |
| There are Kennels for the canines                    |  |
| There is an equestrian Unit                          |  |
| <b>Detention facilities</b>                          |  |
| Has a detention facility                             |  |
| Recommended capacity of detention facility           |  |
| Population of detention facility                     |  |
| Separate section for Men                             |  |
| Separate section for Women                           |  |
| Separate section for juvenile girls                  |  |
| Separate section for juvenile boys                   |  |
| <b>Condition of detention facility</b>               |  |
| Detention facility has separate toilet – partitioned |  |
| Detention facility has no bucket toilet              |  |
| Detention facility is clean                          |  |
| Detention facility is well ventilated                |  |
| Detention facility has power (Is well lit )          |  |
| Detention facility has First aid kits                |  |
| <b>Customer service</b>                              |  |
| Customer service care desk/ Enquiries desk           |  |
| Customer service care desk is manned                 |  |
| There is a gender desk                               |  |
| There is children desk                               |  |
| Facility has Service charter                         |  |
| Facility's Service charter is clearly displayed      |  |
| Phone number displayed                               |  |
| Phone number is functional                           |  |
| <b>Stationery and ICT equipment</b>                  |  |
| Accident Registers and Files                         |  |
| Arms Movement Register                               |  |



|   |  |
|---|--|
| Briefing File                                   |  |
| Case Files                                      |  |
| Cash Bail receipt Book                          |  |
| Cell Register                                   |  |
| Charge registers                                |  |
| Civil Process Register                          |  |
| Civilian Firearms Register and receipt Book     |  |
| County Standing Orders                          |  |
| County Weekly Orders                            |  |
| Defaulters register                             |  |
| Duty Roster                                     |  |
| Escapes from Police Custody Register            |  |
| Exhibits register                               |  |
| Firearms Register                               |  |
| Inventory Books                                 |  |
| Kenya Gazette Supplements                       |  |
| Leave Register                                  |  |
| Local Purchase Order Book                       |  |
| Register of victims of violence                 |  |
| Support scheme for victims of violence          |  |
| Miscellaneous receipt Books                     |  |
| Occurrence Book                                 |  |
| Officers Visiting Book                          |  |
| Patrol Register and Books                       |  |
| Petrol, Diesel and oil Registers                |  |
| Police Gazettes                                 |  |
| Postage Imprest Book                            |  |
| Prisoner' s Property Receipt Books              |  |
| Prisoner's Escort Cash registers                |  |
| Prisoner's Meals Requisition Book               |  |
| Register of Accountable Documents               |  |
| Road Travel Warrant Book                        |  |
| Service Standing Orders (for. amendments, etc.) |  |
| Sick Registers                                  |  |
| Station Standing Orders                         |  |
| Sub-County Standing orders                      |  |
| Summons Book                                    |  |
| Ticket Warrant Book                             |  |

|                      |   |  |
|----------------------|---|--|
|                      | Traffic Ticket/Notice to Attend Court Books     |  |
|                      | Vehicle and Power Plant Log-books and Work      |  |
|                      | Ticket Warrant Book                             |  |
| <b>Miscellaneous</b> |   |  |
|                      | Armoury present                                 |  |
|                      | Protective gear present                         |  |
|                      | Police canteen                                  |  |
|                      | Mess present                                    |  |
|                      | Power plant                                     |  |
| <b>Housing</b>       |   |  |
|                      | The facility has housing facilities             |  |
|                      | Number of officers housed within the facilities |  |
|                      | Number of officers living in each house         |  |













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