

**CHALLENGES AFFECTING THE PERFORMANCE OF
POLICE RESERVISTS IN KENYA: THE CASE OF LOIMA
SUB-COUNTY IN TURKANA COUNTY**

BY

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**A Research Thesis submitted in partial fulfillment for the award
of Masters of Arts Degree in Security Management and Police
Studies in the School of Humanities and Social Sciences of
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DECLARATION

This research thesis is my original work and has not been presented for a degree in any other university. No part of it may be reproduced or transmitted in any manner without permission in writing from the researcher or Kenyatta University.

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DEDICATION

This research thesis is dedicated to my family and friends for their support and encouragement during my Masters studies.

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ABSTRACT

The study examined the challenges affecting the performance of Police Reservists in Loima Sub-county within Turkana County. Specifically, the study sought to understand why insecurity was thriving despite continued recruitment of the Reservists in the Sub-county. The objectives of the study were: to examine the performance of the Reservists; to identify the challenges affecting the performance of the Reservists; and to come up with appropriate measures to address these challenges. In order to analyze and address the problem three organizational theories namely Open Systems theory, Theory of Bureaucracy and Contingency theory were reviewed. The Theory of Bureaucracy was considered the most relevant for the study. The study used survey design to collect data from the Reservists. The study population comprised 358 Reservists, with a corresponding sample size of 188. Stratified and simple random sampling techniques were used to select the Reservists. Primary data was collected using questionnaires, interviews and FGDs, while secondary data was collected through thematic review of secondary materials. Primary data was analyzed using frequencies and percentages with the aid of STATA statistical program, while secondary data was analyzed using thematic method. The study established that all the Reservists were male, majority aged between 35 and 44 years, at primary level of education, married and poor. Having youthful people most of who were married presented an energetic and responsible workforce and was seen as an opportunity to improve performance. Poverty and low literacy level were seen as a threat to performance. The study identified and prioritized legal/policy gaps on the basis of their level of threat to effective Reservists performance. These include ambiguity on the procedure on remunerative allowances, lack of clear guidelines on recruitment and deployment, inadequate guidelines on supervision and control, lack of clear guidelines on training, lack of guidelines on medical cover, injury and life compensation and role ambiguity in that order. Additionally, the Reservists level of training in security and policing was found to be very low especially in areas such as community policing, human rights, intelligence collection, peace building and conflict resolution and protection of crime scenes. Training on weapons was a bit better due to frequent use and training. Finally, the study found out that the Reservists level of operational capacity was also very low. This mostly resulted from inadequate supply of uniforms, protective clothing, arms and ammunition, dry food ration and communication gadgets among others. It is clear that these challenges largely contribute to the rising level of insecurity and unless they are addressed continued recruitment of the Reservists will not solve the problem. Recommendations were made on the appropriate measures to address the challenges and improve the performance of the Reservists.

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ABBREVIATIONS AND ACRONYMS

Cap:	Chapter
DCI:	Directorate of Investigation
FGDs:	Focus Group Discussions
KHRC:	Kenya Human Rights Commission
KNBS:	Kenya National Bureau of Statistics
KPRs:	Kenya Police Reservists
LAPD:	Los Angeles Police Department
LoK:	Laws of Kenya
NPSC:	National Police Service Commission
NPSA:	National Police Service Act
OCS:	Officer Commanding Police Station
OCPD:	Officer Commanding Police Division
Rtd:	Retired
SAPS:	South Africa Police Service
SCs:	Special Constables
SPCs:	Special Police Constables
USA:	United States of America

DEFINITION OF TERMS

Police Reserve

A Police Reserve is a program of a police department which engages the services of civilians to assist the police in their functions without receiving fulltime payment (LAPD, 2012). In this study, therefore, Kenya Police Reserve (KPR) was construed to mean a program of the National Police Service, which has Police Reservists as its members assisting the police in their functions without receiving financial compensation, especially in the pastoral areas where police officers are inadequate.

Police Reservist

In the context of this study, a Police Reservist (also referred to as Reservist) is a civilian volunteer recruited by the National Police Service to assist police officers in executing their mandate, especially where there is shortage of the police officers. In Kenya, Police Reservists are commonly known as KPRs (Kenya Police Reservists) and are recruited in the remote pastoral areas to protect communities against internal and cross-border conflicts and other incidents of crime.

Economic Status

The term Economic Status was used in this study to imply economic status of the Police Reservists. Traditionally, the Turkana community measures their wealth by

the number of cows one owns. The study adapted the same method to measure economic status of the Reservists. This variable was examined at three levels of analysis which included rich, poor and extremely poor. Those Reservists with over hundred cows were regarded as rich; those with between one and hundred cows were regarded as poor; while those with no cows were regarded as extremely poor.

Operational Capacity

The term operational capacity was used in the study to mean the operational capacity of the Police Reservists to perform their duties and includes having tools and equipment such as firearms, ammunition, protective uniform, food supply, medical care and patrol vehicles among others..

Key Security Leaders

Key security leaders in the study were regarded those individuals who play a critical leadership role in the security of Loima Sub-county. These may be several but for the purpose of the study only the OCPD, the OCS and DAPC were surveyed.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The study focused on the challenges affecting the performance of Police Reservists within the Kenyan pastoral setting. Specifically, Loima Sub-county in Turkana County was purposively selected as the ideal pastoral area to undertake the study. Loima Sub-county is largely characterized by high levels of insecurity, under-development, low levels of state presence and inadequate state security, hence presenting the ideal characteristics of most pastoral areas of Kenya. The Reservists are literary the only visible security force in the sub-county (Mkutu and Wandera, 2013).

There has been no single definition for the Reservists as this is dependent on the country that is employing their services. For instance, the Los Angeles Police Department in the USA defines them as civilians who volunteer their time and services to the Police Department without receiving full time payment (LAPD, 2012). The South Africa Police Service (SAPS) defines them as members of the community who in the underlying principle of community-oriented policing assist police in combating crime without becoming permanent SAPS members (SAPS, 1993). In Kenya, they are defined as persons resident in Kenya (other than serving members of the Kenya disciplined services), who having attained the age of 18

years volunteer to assist the Kenya Police Service and the Administration Police Service in their respective mandates including maintenance of law and order, preservation of peace, protection of life and property, prevention and detection of crime, apprehension of offenders and enforcement of all laws and regulations (NPSA, 2011).

Research has shown that most countries around the world engage Reservists for three main reasons; to cut down the cost of policing, to establish good rapport between the police and the community and to provide enough personnel resource for critical incidents (James et al, 2010). Due to lack of enough personnel and resources to police the vast pastoral areas, Reservists have been of great benefit to the police department in Kenya. According to Mkutu (2008) the Reservists protect the local communities against internal and cross border attacks since they are within reach, respond quickly, are familiar with the local people and endure difficulties of the local terrain. Mkutu and Kizito (2007) have equally held that the Reservists are capable of dealing with cattle-rustling menace in the pastoral areas at no cost to the exchequer. Mwasaru (2006) supported this argument by positing that the Reservists are strategically positioned to implement the community policing program by promoting police-community partnership since they enjoy legitimacy from the local community.

It is as a result of these benefits that the Kenya Police Service has been recruiting the Reservists in pastoral areas as a strategy to tame the rising level of insecurity.

According to Loima police records, the number of Police Reservists in the sub-county was 328 by December 2011 and 358 by December 2012, recording an increase of 30 Reservists. This notwithstanding, several studies have identified several challenges affecting the performance of Police Reservists in Kenya.

According to Mwasaru (2006) lack of a clear compensation mechanism makes the Reservists vulnerable to inefficiency and malpractices, hence worsening the security situation. Ndung'u (2010) also observed that their recruitment and deployment is governed by weak guidelines and lack of compliance to these guidelines. Poorly coordinated recruitment with unclear policy guidelines has appeared to undermine the characteristics of the Reservists such as age, gender, education level and economic status, which have unforeseen influence over their performance (KHRC, 2010).

According to Mkutu and Kizito (2007) lack of professionalism in recruitment has brought on board unvetted people as Reservists further compromising security. Poor supervision and management of the Reservists coupled with weak accountability measures has also been seen to create avenues for corruption and abuse of their role. Wepundi et al (2012) were of the view that, although the Reservists are supposed to be equipped, supervised, trained, and motivated to work for the community, these are largely ignored.

As a result of these challenges, the Reservists have not been able to achieve their intended goal of taming the persistent insecurity. In fact, the security situation in

Loima Sub-county has continued to worsen (Kenya Police, 2012). According to Loima police crime reports, the reported number of cattle-rustling incidents was 31 by December 2012 compared to 26 by December 2011. This controversy has brought mixed views among the community members as to the value of Police Reservists. Mkutu and Wandera (2013) observed that, for some community members Reservists provide an important first response to insecurity in remote areas because of their knowledge of the local terrain, and ability to operate in harsh climates, while for others they are a source of insecurity through firearms misuse, poor training and supervision, lack of operational policy and absence of compensation mechanism for the misdeeds they commit.

The identified challenges revolve around age, gender, education level and economic status of the Reservists; the legal/policy framework governing them, their level of training in security and policing as well as their level of operational capacity. In order to address the problem, there was need to examine these challenges with a view of getting empirical data on the current situation.

1.2 Statement of the Problem

As summarized in above, existing studies have reported several challenges affecting the performance of the Reservists, which include lack of clear recruitment criteria, poor supervision, lack a clear command and control, poor job performance, lack of professionalism and weak accountability among others

(Mkutu, 2008; Mwasaru, 2006; Mkutu and Kizito, 2007; Ndung'u, 2010; Wepundi et al, 2012; Mkutu and Wandera, 2013; and KHRC, 2010).

Despite increased number of the Reservists in most pastoral areas of Kenya, the rate of insecurity has continued to increase. In Loima Sub-county in particular, there was an increase in the number of cattle-rustling incidents from 26 in 2011 to 31 in 2012 against an increase in the number of Police Reservists from 328 in 2011 to 358 in 2012. This is a threat to the constitutional right to peace and security as well as the economic pillar of the vision 2030 which highly depends on security. Security is also seen as a key factor in protecting and sustaining the devolved systems of government.

The study addressed this problem by examining the challenges affecting the performance of the Reservists and coming up with empirical data on the current situation as well as recommendations on the measures to address the problem.

1.3 Research Purpose

The purpose of the study was to examine the performance of the Reservists with a view of identifying challenges that affect the performance. Specifically, the study intended to identify and examine the personal and career-related characteristics of the Reservists, and identify appropriate measures to address any challenges emanating from these characteristics.

1.4 Research Objectives

The research objectives included the following:

- a) To examine the performance of the Reservists.
- b) To identify the challenges affecting the performance of the Reservists, particularly their personal characteristics and career-related challenges.
- c) To come up with appropriate measures to address the challenges affecting the performance of the Reservists.

1.5 Research Questions

The study was guided by the following research questions:

- a) What is the Reservists level of job performance?
- b) What are the challenges affecting the performance of the Reservists?
- c) What measures can be used to address challenges affecting the performance of the Reservists?

1.6 Research Assumptions

The research assumptions were as follows:

- a) There are challenges affecting the performance of the Reservists which have contributed to high level of insecurity in Loima Sub-county.

- b) If these challenges are well addressed the performance of the Reservists can improve leading to reduction of insecurity in the Sub-county.

1.7 Justification and Significance of the Study

In the recent past, a wave of insecurity has sparked remote pastoral areas of Kenya in the nature of ethnic/clan conflicts, cattle-rustling and banditry, mainly caused by competition for resources and infiltration of small arms from the neighboring conflict states (Mkutu and Wandera, 2013). This has been a major challenge to Kenyans constitutional right to protection and can also be a threat to sustainability of the devolved systems. Although security remains a state function, each county is expected to have a County Policing Authority to oversee and advice on security matters at the county level, hence protecting the stability of the county.

Security is also a key factor in the attainment of Kenya's vision 2030, especially the social and economic pillars. Moreover, future economic prospects of this country lie mainly in the remote rural areas as a result of the recent discovery of oil, gas, coal and other valuable natural resources in the areas. These are the resources expected to fast-track attainment of the vision 2030. However, with the rising level of insecurity in the pastoral areas the dream remains uncertain.

Under the prevailing situation, where the state security presence is minimal in the vast pastoral areas and operating with over-stretched resources, the most cost-effective and easiest way of managing security is by engaging the services of

Police Reservists, which the government has done. However, the Police Reservists are facing serious challenges which seem to compromise the very security they are mandated to provide. Unless these challenges are properly examined and addressed, security in the pastoral areas will remain a nightmare and under-development will continue to thrive. As a result, there was need to conduct this study, in order to examine the stated challenges and come up with recommendations on the appropriate measures to address them.

The study is significant to the National Police Service because it supports the efforts of the service to improve security in the pastoral areas. Additionally, the study is significant to the Reservists because it has far-reaching recommendations on improving their management, motivation and welfare issues. The study is also significant to the pastoral communities because increased security will improve their economic welfare through market liberalization and investor attraction. Improved security will also be significant in protecting the sustainability of the delicate devolved systems of governance. Finally, the study is significant because it exposes the highly under-researched topic of Police Reservists to further academic debates.

1.8 Scope and Limitations of the Study

The study was based on the topic of Police Reservists in the Kenyan pastoral setting. Specifically, the study sought to examine the challenges affecting the performance of Police Reservists, with the aim of providing information on the

current state of affairs. In terms of geographical scope, the study was based in Loima Sub-county within Turkana County. Loima Sub-county was selected because it is a prototype example of areas where despite continuous recruitment of Police Reservists, they are facing serious challenges that are believed to contribute to increased levels of insecurity.

The study was limited in the sense that other aspects of Police Reservists such as their existing opportunities were not looked into. In addition, the study did not intend to go deeper and test the relationship between variables because it was only interested in examining their typical characteristics so as to provide information on the current state of affairs of the challenges affecting the performance of the Reservists as projected in the objectives. Likewise, the study did not examine the challenges in other parts of the country in order to address the problem from a wider perspective. These limitations can be addressed through further research.

The study also experienced other limitations which included difficulty to convince the Reservists to share information due to sensitivity of the topic to security, poor transport infrastructure, high insecurity and high illiteracy level among the Reservists. These limitations were addressed through strict adherence to the ethical requirements of research, and availability of an off-road vehicle and police escort for easy access to the difficult and insecure terrain of the study area.

CHAPTER TWO

LITERATURE REVIEW

2.1 Historical Perspective of Kenya Police Reservists

According to Campbell (1986) Police Reservists in Kenya were first recruited as early as 1943. They were Kenya Europeans who at the time were called conscripts. Their name was later changed in 1944 from conscripts to auxiliary police. The auxiliary police regulations were repealed in 1947 and the name changed again to special police. A year later in 1948, the special police were converted into Police Reservists and set up with a command structure parallel to that of the regular force. At this time the program was open to Europeans, Asians and Africans, although Europeans were favored with direct promotions to the rank of Inspector (Campbell, 1986). Campbell observed that during this time the main duty of the Reservists was to assist the colonial police in safeguarding the interest of the colonial government against a rebellious majority Kenyans who had already started agitating for freedom. The Reservists played a vital role in supplying aerial intelligence and air-dropping supplies to forces fighting the Mau-Mau.

After independence, the government decided to retain the Police Reservists to continue assisting the regular force in their duties. The Reservists continued their operations in both urban and rural areas until 2004 when according to Spuy and Rontsch (2008) they were disbanded from all urban areas due to increased

allegations of corruption and abuse of authority. Nowadays, the Reservists only operate in the remote pastoral areas where state security presence is low and cases of insecurity in the nature of ethnic/clan conflicts, cattle-rustling of banditry are high (Misol et al, 2002).

2.2 Regional and International Perspectives on Police Reservists

2.2.1 Uganda

The Uganda Police Act provides for two Police Reserve Force systems which are established by the Inspector General. The Uganda Police Reserve consists of police officers from the permanent force, who have reached retirement age and whose contract with the force has expired; or who have terminated their service with the force and offered to continue serving on the reserve (www.policeseecretariat.gov.za).

Uganda also has the special police constables (SPCs) as part of the police reserve force consisting of both members from the community and police officers whose contracts expired and are turned into a reserve police force by the Inspector General. The special police constables operate as non-uniformed police officers. The SPCs perform police work anywhere in the country and normally execute functions only when called on duty, especially during elections and other major events (www.policeseecretariat.gov.za).

2.2.2 Botswana

The Botswana Police Act makes provision for two categories of Reservists namely: the special constables system and the police reserve. The special constables are appointed by the Commissioner of Police only when there are not sufficient members of the permanent service available to perform police duties, especially during serious civil disturbances. Special constables are also appointed when the implementation of any written law that is in the public interest requires that general or specific police powers be exercised by particular persons or class of persons. In this instance the President may authorize generally, or in any particular case, any senior officer to appoint in writing persons prepared to act as special constables for such time and in such manner as the senior officer may deem fit and necessary (www.policeseecretariat.gov.za).

Special constables appointed under this Act are subjected to limitations related to the time and nature of their duties as may be imposed by the Act. They have the same powers and authority as police officers and may be suspended or expelled from the service in writing. If a special constable dies or is killed or is permanently or temporarily disabled by sickness or injury on duty, the special constable or his/her dependants become eligible to compensation at the same rate and subject to the same conditions applicable to other police officers (www.policeseecretariat.gov.za).

The President authorizes the establishment of a Police reserve which consists of members up to the rank of Superintendent. Members of the police reserve are appointed by the Commissioner who may also terminate such appointment without notice or obligation to provide reason thereof. The reserve is voluntary, and members are required to carry out such police duties on part-time basis as the Commissioner may direct. The Act makes provision that during a state of emergency the President may direct that the Police Reserve or any member or part thereof render full-time service for such period that the President deem necessary. The Commissioner must provide necessary resources for use by the police reserve, such as batons, weapons, uniforms and other articles as he may consider necessary for the proper carrying out of their duties (www.policeseecretariat.gov.za).

2.2.3 United Kingdom (London)

In London the Police Reservists are called the Volunteer Special Constables. These are trained volunteers who work with and support their local police. Special Constables (SCs) form a vital link between the regular police and the community. SCs are unpaid members of the community who are attested by Magistrates to assist the regular police service in policing their community on part-time basis. SCs have the same powers as the regular police constables. These powers are applicable when the SCs are on and off duty (www.policeseecretariat.gov.za).

SCs are subject to the same police conduct and performance regulations as regular police. Although SCs do not receive salary they are reimbursed for out-of-pocket

expenses for traveling to and from duty and meal allowance. SCs come from all walks of life, but whatever their background they take pride in giving back to the community (www.policeseecretariat.gov.za).

SCs wear similar uniform as regular officers but with a special insignia on the shoulder identifying them as Special Constables. They are provided with the same equipment as their regular colleagues although the exact type of equipment varies from force to force. Generally SCs carry a baton, handcuffs, a personal radio and some form of incapacitating spray (www.policeseecretariat.gov.za).

2.2.4 Netherlands

The Netherlands Police Reservists are called Volunteer Police. They make a contribution to good policing by helping out during busy periods in the country. They undergo the same training as the regular police officers and they are used for the most part of work that would otherwise be carried out by surveillance officers (lower rank police officers). Volunteer police have investigative powers as police officers; they wear the same uniform and are entitled to use force. Their ranks include police trainee, police patrol, constable or constable first class. The manner in which they work differs from region to region in the country. Overall it is the force manager who determines how volunteer police are utilized in accordance with the national guidelines (www.policeseecretariat.gov.za).

2.3 Lessons for Kenya from the Regional and International Perspectives

Kenya and in particular the National Police Service has the following lessons to learn from the regional and international perspectives of Police Reservists:

Three models of police reserve policing clearly emerge from the reviewed systems and include: the ones that make use of full-time employed people to assist police when need arises, the ones that make use of unemployed people and the ones that make use of retired senior citizens with expertise/special skills useful in policing.

All the categories make clear provisions for issues around recruitment, training, deployment; command and control.

Some systems utilize the services of retired police officers or those members who left the service but voluntarily indicated to continue serving the police. These members are normally utilized to conduct training and to provide assistance in more complicated policing situations.

Most of the systems reviewed incorporate minimum working hours, working conditions, distinguishing uniform insignia, coverage of medical and other relevant expenses, training and management priorities.

Some systems incorporate services of people with special expertise or scarce skills, required by the police service.

Other systems regard reserve service as an internship program for people interested in a career in policing. The period they spend as Reservists serves as a prerequisite for employment into the police service.

2.4 Legal/policy Frameworks Governing Kenya Police Reservists

In Kenya, there is no separate legal/policy framework for Police Reservists. They have been governed by the frameworks that exist for the general police service. Therefore, the study examines the various sections of the general legal/policy frameworks touching on the Reservists, with a view of pinpointing any gaps that require to be addressed.

2.4.1 The Kenya Police Act Cap 84 Laws of Kenya

This Act envisages the framework of Police Reservists in section 53 to 58, with sections 54 and 56 having been repealed. Section 53(1) prescribes the qualification of Police Reservists to be persons resident in Kenya (other than serving members of the armed forces), who having attained the age of 18 years volunteer their service in the reserve. Section 53(2) describes their mandate which is to assist the Kenya Police in maintenance of law and order, preservation of peace, protection of life and property, prevention and detection of crime, apprehension of offenders and enforcement of laws and regulations ([Kenyalaw.org/kl/](http://kenyalaw.org/kl/)).

The period of service of the Reservists is prescribed in section 55 which states that they shall be enrolled for a minimum period of 2 years and may be re-engaged for further periods of 2 years, but when there is a period of emergency or war they can be engaged for as long as the period lasts. Section 57(1) gives the police officer in charge of the province the power to call and deploy Police Reservists to assist police under circumstances other than state of war or emergency, while section 57(2) gives the Commissioner of Police, in consultation with the minister in charge of internal security, the power to call and deploy Police Reservists during state of war or emergency (Kenyalaw.org/kl/).

There disciplinary control is stated in section 58. The section states that the reserve officers shall be subject to the disciplinary provisions that apply to officers of the police force of equivalent rank. This Act has since been repealed by the enactment of the National Police Service Act of 2011 following adoption of a new constitution in 2010 (Kenyalaw.org/kl/).

2.4.2 The Ransley Report on Police Reforms

The Ransley report is a report that was written and published by the National Task Force on Police Reforms constituted in 2009 by the former head of state of the Republic of Kenya His Excellence Mwai Kibaki and chaired by Justice (Rtd) Philip Ransley. The task force examined the existing policies and institutional structures of the police in Kenya and recommended comprehensive reforms to

enhance their effectiveness, professionalism and accountability. The task force did not look deeply into the issue of Police Reservists, but it gave the following recommendations key to their re-constitution (Kenyalaw.org/kl/):

- a) Police Reservists should be individuals who can demonstrate the capability of being able to volunteer their services.
- b) They should be people of good standing in the Communities they come from, and have a Certificate of Good Conduct.
- c) They should undergo a level of training to be determined by the relevant training establishment, which would include basic Police law, some Police Theory and Practice, the Firearms Act and Police Standing Orders.
- d) The Reservists could be placed under the control of a senior officer in police headquarters, but deployed to their own designated areas and under the control of the OCPDs, unless they are seconded to special formations, such as DCI, where they might work across a wider area, as and when necessary.
- e) Their recruitment should be undertaken in line with the recommended recruitment principles and not as undertaken in the past. The recruitment should also ensure that no one who wishes to use his or her voluntary service for monetary or political gain should be admitted.
- f) With the new emphasis on enhancing police/community relationships, Police Reservists could be very valuable in building such relationships.

2.4.3 The National Police Service Act of 2011

This Act envisages the framework of the Police Reservists in article 110 to 115. Article 110(1) defines a Police Reservists as persons who are residents in Kenya (other than serving members of the Kenya disciplined services), who having attained the age of eighteen years, volunteer for service as reserve police officers. Article 110(2) gives the National Police Service Commission (NPSC) the power to determine the maximum number of Police Reservists, while article 110(3) describes the mandate of the Reservists as to assist the Kenya Police Service or the Administration Police Service in their respective mandates including maintenance of law and order; preservation of peace; protection of life and property; prevention and detection of crime; apprehension of offenders; and enforcement of laws and regulations ([Kenyalaw.org/kl/](http://kenyalaw.org/kl/)).

Article 110(4)(5)(6)(7) state that the Police Reservists shall be bound by the same requirements as police officers; the NPSC shall keep, maintain and update a database of all Police Reservists; the NPSC shall vet all existing Police Reservists to assess their suitability and competence and discontinue those who fail the vetting; and that the NPSC shall train all existing Police Reservists to ensure they are conversant with the law. The Act in article 111(1)(2) states that the NPSC shall develop rules and regulations governing the recruitment, enlisting, training and issuance of certificate of appointment of the Reservists ([Kenyalaw.org/kl/](http://kenyalaw.org/kl/)).

Article 112(1)(2) states that the Reservists shall be engaged for a period of 2 years and may be re-engaged for another period of 2 years, provided there is no state of emergency or war were they shall be engaged for as long as the period lasts. Article 113(1) gives the police officer in charge of a county the power to call and deploy Police Reservists to assist police in circumstances other than state of war or emergency, while article 113(2) gives the Inspector-General, in consultation with the cabinet secretary in charge of internal security, the power to call and deploy Police Reservists during state of war or emergency (Kenyalaw.org/kl/).

Article 114 states that the Police Reservists shall be subject to the disciplinary provisions which apply to officers of the police service of equivalent rank. Article 115(1)(2) states that Police Reservists shall serve voluntarily, but entitled to allowances as may be prescribed for police officers of corresponding rank. Save for a few changes that were heavily borrowed from the Ransley report, this Act did not take a major departure from the previous one (Kenyalaw.org/kl/).

2.5 Gaps Identified in the Legal/policy Frameworks

There is no separate legal/policy framework to adequately address the recruitment, deployment, management and control of Police Reservists in Kenya. As result, the recruitment of Reservists has not been properly managed and coordinated. There are no clear intervals of recruitment, which leaves room for it to be regarded as a continuous process. This can easily lead to some individuals entering the system without meeting the criteria for appointment. Lack of clear guidelines on

recruitment and deployment of the Reservists can easily lead to politicization of the process and wrong deployment including privatization of their services.

The existing frameworks don't clearly state the qualifications for appointment of Police Reservists in terms of their upper age limit and level of education which are very critical. This could lead to a situation of illiterate and very old people who are ineffective entering the system. There is no clear guideline on the number of hours the Reservists should work, given that they are on voluntary basis and they need to attend to their personal chores.

The current guidelines are not clear on the covering of medical expenses for Reservists injured while on duty and compensation to their families in case of death. There is need to clearly state on the reasonable reimbursement of expenses to Reservists in instances where they are forced to pay for such expenses in the course of their duties e.g. for travelling where official transport was not provided.

2.6 A Review of the Existing Studies on Kenya Police Reservists

The issue of Police Reservists has been a matter of public debate and interest in the recent past in Kenya. The point of contention has been whether to disband it and capacity-build the police services or to re-constitute it and let it continue with services. A number of studies have been conducted surrounding this topical issue and a review of them exposed several gaps which informed the need for this study.

Misol et al, (2002) in their study titled “Playing with Fire: weapons Proliferation, Political Violence, and Human Rights in Kenya” observed that the government security presence was minimal or ineffective in conflict-hit pastoral areas of Kenya and that Police Reservists played a very critical role in providing security to citizens in these areas. This study illustrates the importance of the Reservists to both the government and the citizens hence justifying the need to continuously monitor and review their program for betterment of their services.

The above observation was supported by Mkutu (2008) in his study titled “Guns and Governance in the Rift Valley: Pastoral Conflict and Small Arms” who noted that the Reservists were advantageous in protecting the community since they were within reach, respond quickly, are familiar with the local people and endure the difficult conditions of the local terrain. In this study Mkutu identifies the characteristics of tolerance that the Reservists have over police officers and that which police can use to their advantage in protecting pastoral areas.

Kizito and Mkutu (2004) in their study titled “The Impact of Armed Criminality in Urban and Rural Kenya” have equally echoed the importance of Police Reservists in pastoral areas of Kenya by positing that the government uses them to supplement the police in these areas. This study reveals that the government in its dilemma of balancing between over-stretched police resources and the obligation to ensure safety and security to Kenyans in all parts of the country is left with no

choice but to engage the services of Police Reservists to bridge its police personnel gap in the vast and volatile pastoral areas.

Mwasaru (2006) in her study titled “Community Policing in a Pastoral Community” observed a trend where there is a shift in the role of Police Reservists mainly due to the difficulties associated with pastoral environments. She noted that police inadequacy has created a security vacuum which has forced the community to preconceive the Reservists as their only hope for security. Mwasaru further noted that the commitment of Police Reservists to secure the community has made the community members to view them as their ‘small government’ on security matters, hence allowing them to make key security decisions without involving the police. However much the government is in dire-need to employ the services of Police Reservists in the pastoral areas, it should discourage a perception by the community that the reservist can be a substitute for police officers, so as to avoid a trend where they may be diverted from their intended goal.

Mwasaru supported her observation by arguing that Police Reservists have shouldered the bulk of police work in the pastoral areas, since police have delegated to them the duties of gathering information, preventing crime, arresting and interrogating suspects. She however noted that failure to include them on the government payroll makes them vulnerable to traps of corruption and violation of human rights, hence worsening the security situation. This study reveals over-

delegation and failure to pay Police Reservists as challenges which can easily lead them into misuse of their role.

Mkutu and Kizito (2007) in their study titled “Private Security Companies in Kenya and Dilemmas for Security” observed that Police Reservists were very effective in 1970s, as regulations governing their operations were strictly followed. They however noted that with the rise in corruption people of questionable behavior have been recruited as Reservists. This study identifies failure to follow regulations and rise in corruption as challenges facing the management and control of Police Reservists in Kenya.

Ndung’u (2010) in his study titled “A Reserve Force in Decline: Dilemmas of Supporting Community Security through Auxiliary Police in Greater Marsabit” also noted corruption within the police as a challenge influencing the performance of Police Reservists. He argued that their recruitment and deployment is politicized, uncoordinated and highly controversial. Ndung’u further observed that, although Police Reservists play a noble role, some have privatized the arms given to them by the government and allegedly use them for criminal ends.

Allegations of corruption, political interference and weak accountability in the recruitment, deployment and control of Police Reservists were also noted in a KHRC (2010) report titled “Morans no More: The Changing Face of Cattle-rustling in Kenya”. The report observed that there is a lot of political interference with respect to recruitment and management of Police Reservists, with politicians

ensuring that their community members outnumber those of their rivals in the recruitment exercises. The report further argued that, while Police Reservists recruitment was initially meant to be a transparent Community Policing initiative, the same has been marred with allegations of corruption, incompetence and favoritism along ethnic lines. The report also noted that there are weak accountability procedures within the Reservists system, as it has been reported that some of them either use their official guns to carry out criminal activities or loan them out to criminals.

Similar challenges were also found in a study conducted by Wepundi et al (2012) titled “Availability of Small Arms and Perceptions of Security in Kenya”. The study noted that although Police Reservists enjoyed legitimacy from the local communities and were a better option in securing the pastoral areas, they were facing poor supervision and management which has been seen to create grounds for misuse and abuse of their role. The study further noted that the Reservists are not well equipped, supervised, trained and motivated to work for the community.

Mkutu and Wandera (2103) in their study titled “Policing the Periphery: Challenges and Opportunities for Police Reservists” made far-reaching findings on the challenges influencing the performance of Police Reservists. They observed that there was a general lack of control over the Reservists in terms of recruitment, mandate, record keeping and firearms regulation. They noted that lack of an operational mandate has blurred the role of Police Reservists, changing it from

providing remote livestock security to providing private security, with the younger Reservists more easily tempted than the older ones.

Mkutu and Wandera further observed politicization of the Reservists, under-resourced police force, communal versus private property conflicts, unequal distribution of resources, state's arbitrary arming of some Reservists and not others and availability of illicit arms and ammunition as some of the factors causing problems with the Reservists system.

Wepundi (2011) in his study titled "Analysis of Disarmament Experiences in Kenya" examined some of the actions the government has taken in reaction to the problems facing Police Reservists. He noted that in 2003, the government committed to disarming all Police Reservists countrywide since it could no longer entrust the security of its people in them. This commitment was restated in 2010 when the government disarmed Police Reservists in the North Rift and Upper Eastern and promised to re-establish them after thorough vetting. Wepundi observed that the move was based on the Reservists' previous implication in banditry, cattle-rustling and trafficking of small arms, with people using unscrupulous means to join the system and later using the guns issued to them for personal purposes.

2.7 Gaps Identified from the Existing Studies on Kenya Police Reservists

A review of the existing studies on Police Reservists in Kenya identified opportunities that can be exploited in employing the services of Police Reservists. At the same time, challenges affecting their performance have been identified in equal measure. Most of the challenges identified in the studies revolve around legal/policy issues. These include problems of recruitment, deployment, management, accountability, professionalism and compensation. The studies did not single out these issues as legal/policy problems in order to examine them in details and make specific policy recommendations for the relevant institutions to address them.

In addition, it was observed from the studies that some of the challenges affecting the performance of Police Reservists were greatly influenced by their poor training on security and policing. These include misuse of firearms and ammunition, involvement in criminal activities and abuse of their role. These problems would have been well understood by examining the Reservists level of training on security and policing and recommending appropriate course of action, which none of the studies did.

The other important issue which greatly featured in the studies is inadequate operational capacity of the Reservists, largely contributed by alleged inadequate tools and equipment. None of the studies however examined the level of equipping of the Reservists in order to understand their current status of operational capacity.

Such an examination was important because it would have led to useful recommendations regarding what is needed to improve their operational capacity.

Lastly, it was clear from the studies that other challenges identified were related to the socio-demographic characteristics of the Reservists. These include factors like age, gender, marital status, education level and economic status. These factors could be influencing the behavior of Police Reservists significantly and deeper information on them may solve some of the problems facing the Reservists. There is need to deeply examine these factors in order to inform policy decisions by the relevant institutions, which the reviewed studies have failed to do.

2.8 Theoretical Framework

From the literature review it was evident that most of the problems facing the Reservists are organizational problems which include inadequate policies, poor management and control among others. Therefore, there was need to review organizational theories in order to understand why the underlying problems were occurring and how they can be solved. Three organizational theories were reviewed which include open systems theory, contingency theory and theory of bureaucracy.

2.8.1 Open Systems Theory

A system is a set of interlocking elements that acquires inputs from the environment, transforms them, and discharges the outputs to the external

environment in the form of goods and services (Daft, 2001). Thompson (1967) was the first to distinguish between closed and open systems, arguing that closed systems are relatively autonomous from the external environment, whereas open systems must constantly interact with their environment.

Daft (2001) argues that organizations in general are shifting from mechanical closed systems to more biological open systems. The increasingly complex and unpredictable context in which organizations must operate was recognized in the Hawthorne studies of the 1920s and 1930s and their demonstration of the importance of social needs and informal organizations in the workplace, as well as in Maslow's (1943) theory of motivation. The discovery that factors outside the control of organization play a role in organizational function and form led theorists such as Katz and Kahn (1966) and Lawrence and Lorsch (1967) to consider organizations as open systems, and Morgan (1997) to liken open system organizations to organisms depending on both context and internal subsystems. As an open system, the organizational structure and activities within a police agency depend on these contextual and internal features within the organizational context.

The Police Reserve unit can be likened to a subsystem within the overall police system; meaning that if anything goes wrong within the police organization, it will definitely affect all the subsystems, including the Reservists. According to this theory, the problems facing Police Reservists can be traced back to the police as an

organization. Therefore, for one to analyze and understand the problems, they need to examine the organizational context and compare with features of the environment under which the Reservists operate.

The systems theory has shortcomings in that it does not specify when and how collaboration with the organization needs to take place, nor what to do when the analysis suggests that there are existing or potential conflicts between the organizational environment, work environment, work, and the structure of the organization. These are issues that relate to uncertainty and thus challenge the organization to identify appropriate responses. The theory also gives little guidance as to which aspects of the system of interest should be manipulated to achieve policy objectives.

2.8.2 Contingency Theory

The contingency theory was first proposed by Lawrence and Lorsch (1967). They observed that different environments place different requirements on organizations. They specifically emphasized that different environments present different demands.

While the contingency theory has been greatly elaborated over the years, the general orienting hypothesis of the theory suggests that program design decisions depend on environmental conditions, meaning that organizations need to match their programs to the demands of the environment in order to achieve the best

adaptation (Scott, 2002). In other words, if you subject the same program to different environments you end up getting different results, but if you vary the program design to match the existing environment, you are likely to achieve similar results. Scott pointed out two assumptions proposed by Galbraith (1973) that underlie the contingency theory, and added a third one. These assumptions can be utilized to address the challenges encountered in the implementation of the KPR program. They include:

- a) There is no one best way to organize.
- b) Any way of organizing is not equally effective.
- c) The best way to organize depends on the nature of the environment to which the organization relates.

The first assumption challenges the traditional view that certain general rules and principles can be applied to organizations in all times and places. In policing, it is often assumed that there are certain guidelines that are usually indispensable for an effective policing program. However, it is a common misunderstanding that all guidelines and procedures of a policing program can be applied uniformly regardless of time and place.

Scott argued that the second assumption challenges the conventional way of thinking that organizational structure is not relevant to organizational performance. Today, it is commonly held that organizational structure is associated with the

performance of the organization. In policing, however, importance of organizational structure is often ignored or underestimated. An effective policing program often requires certain changes in the organizational structure.

The third assumption is particularly important in that it explains most of the factors that lead to problems in the implementation and application of police programs. Scott stressed that, organizations are successful if they are successful in adapting to their environments. When implementing a police program, specific features of the environment and characteristics of the community are often not taken into account, which is a major threat to the success of the program. The contingency theory is relevant because it explains why the challenges affecting the Reservists were occurring but it has a short coming in the sense that it does not suggest how these can be addressed.

2.8.3 The Theory of Bureaucracy: Max Weber (1864-1920)

Max Weber saw the emerging forms of organization as becoming increasingly rational in their activities. He believed that organizations would become instruments of efficiency if structured around certain guidelines. Weber constructed an ideal type so that he could study this movement towards rationality of organizations. He termed this ideal type as bureaucracy which described an organization in its most rational form. While he did not believe any organization would perfectly conform to the dimensions that compose his bureaucratic model, Weber felt that some organizations would come closer than others. The closer to

the bureaucratic type, the more rational society was becoming, and it was Weber's interest in the rationality of social life that directed his attention to the study of organizations (Hahn, 2007).

According to Weber's theory of bureaucracy, Police agencies are highly bureaucratized government institutions, with a structured chain of command, training curriculum, promotion and rank structure, operationally equipped and established under a structured legal/policy framework. Ideally, police are trained and inducted to conform to and pay loyalty to their bureaucratic structures. Therefore, all police units/formations in Kenya including the Reservists are part of the bureaucratic organization and must conform to its principles for efficiency of the entire organization. However, as seen in the literature review, the Reservists have been isolated in so many aspects. They do not enjoy benefits of the bureaucracy in equal measure as their regular counterparts. This has led to the organizational and operational challenges identified in the study.

In this regard, Max Weber's theory of bureaucracy is relevant in explaining how challenges affecting the performance of the Reservists can be addressed. The theory provokes our thinking that the best way to address the challenges is by recognizing the Reservists as part of the police bureaucracy and understanding that their problem is a problem to the whole organization. This understanding creates a legal and moral obligation to the police leadership to address the challenges and improve the performance of the Reservists.

CHAPTER THREE

METHODOLOGY

3.1 Site of the Study

The study was conducted in Loima Sub-County. The Sub-county was purposively selected as the ideal pastoral area to undertake the study. Loima Sub-county is largely characterized by high levels of insecurity, under-development, low levels of state presence and inadequate state security, hence presenting the ideal characteristics of most pastoral areas of Kenya. The Sub-county is situated in the South East of Lodwar town. It borders Uganda to the South East, Pokot North to the South, Turkana Central to the North West and Turkana East to the East. The district headquarters is at Lorugum shopping centre. There are eight locations namely Kotaruk, Letea, Lorengippi, Lorugum, Loima, Nadapal, Namurupus and Lokiriama. See appendix 1 for the map of Loima District.

According to KNBS (2009) the Sub-county has a population of 134,674 and occupies a geographical area of 776.1 square kilometers with arid climatic conditions. It is home to the Turkana ethnic community who practice pastoralism as their main economic activity. Police Reservists are at the centre of solving most of the security challenges in the Sub-county since police presence is minimal.

3.2 The Study Population

Police Reservists in Loima Sub-county constituted the study population. The Reservists usually recruited from among community members in the Sub-county and most of them are pastoralists. According to Loima Police Reservists register (2012) the Sub-county had 358 Police Reservists, distributed across the eight locations as shown in the table below:

Table 3.1: Population of the Reservists in Loima Sub-county as per locations

S/No	Location	Population
1	Kotaruk	65
2	Letea	19
3	Lorengippi	71
4	Lorugum	33
5	Loima	42
6	Nadapal	21
7	Namurupus	39
8	Lokiriama	68
Total		358

Source: Loima Police Sub-county KPRs register for 2012.

3.3 Sampling Techniques and Sample Size

The 2012 Loima Sub-county Reservists register was used to apply stratified and simple random sampling techniques to obtain the sample. The eight locations constituting the Sub-county were treated as the strata. This method gave the Reservists equal chance of being selected. The sample sizes for the locations were

determined based on their specific populations using Boyd et al (2004) formula as shown in table 3.2 below:

Sample Size = Population/[1+Population(Error)²] at 95% level of confidence and ±5% margin of error

Table 3.2: The Reservists sample sizes as per locations

S/No	Location	Population	Sample
1	Kotaruk	65	34
2	Letea	19	10
3	Lorengippi	71	37
4	Lorugum	33	17
5	Loima	42	22
6	Nadapal	21	11
7	Namurupus	39	21
8	Lokiriana	68	36
Total		358	188

3.4 Research Design

The study used survey design and questionnaires to collect data from the selected Reservists. In this respect, questionnaires were used to collect primary data that included the Reservists level of job performance, and their personal and career-related characteristics. In addition, interviews and FGDs were used to collect additional information from the Reservists and key security leaders. The design was considered because it was seen the most appropriate to deal with the sensitive nature of the topic, by providing a natural atmosphere for the respondents to

express their views, suggestions and experiences freely, while safeguarding their anonymity and confidentiality.

3.5 Research Instruments

Research instruments included questionnaire, semi-structured interview schedule and Focus Group Discussion guide. A questionnaire was used to collect the primary data from the Reservists. The instrument was convenient and less costly to collect data from the Reservists, while maintaining their confidentiality and anonymity. A semi-structured interview schedule was used to conduct interviews with some selected security leaders. This instrument was considered because of its flexibility to probe and gather in-depth information from sensitive topics like the one under study. The Focus Group Discussion guide was used to conduct FGDs with the Reservists.

The questionnaire was the most used instruments in the study and it captured data from the variables identified from the study objectives as indicated in the table below:

Table 3.3: Variables and indicators used in the study

S/No	Variable	Indicator
1	Reservists level of job performance	Very low, low, medium, high, very high
2	Reservists personal characteristics	Age, gender, education level, marital status, economic status
3	Reservists career-related characteristics	
	a) Training in security and policing	Community policing, human rights, collection of intelligence, peace building and conflict resolution, preservation of crime scenes, and care and use of firearms.
	b) Supply of materials of work	Uniforms, firearms, ammunition, dry food ration and patrol vehicles
	c) Legal/policy gaps	Lack of clear guidelines on recruitment, deployment, supervision, remuneration, training, medical cover, and life and injury compensation

3.6 Validity and Reliability

A pilot study was conducted prior to the actual survey with a group of 10 Reservists drawn from Turkana Central Sub-county. This was meant to get a sample group different from the one under study but bearing similar characteristics. After they gave their responses, a few adjustments were made on the instruments to make sure they yielded the expected results.

The reliability of the instruments was determined by testing the internal consistency of the items using Cronbach's coefficient alpha (Boyd et al, 2004) by applying SPSS computer program. The items were considered reliable because

they yielded reliability coefficients of between 0.821 and 0.976, which were above the benchmark of 0.5.

3.7 Data Collection

Primary data was collected by administering questionnaires, conducting semi-structured interviews and FGDs. Data collection process involved visiting each location and mobilizing the Reservists through assistance of the local Chiefs. The Chiefs also assisted in identifying two reliable youths from each location who had attained 'O' level education and who after volunteering were briefly trained to act as research assistants. This was followed by a simple random selection of the samples from each location as in table 3.2. The selected Reservists were adequately briefed on the purpose of the study, the ethical guidelines, and contents of the questionnaire and interview schedule.

The literate Reservists were identified from the sample and given questionnaires for self administering. The illiterate ones were interviewed by the research assistants who converted the questionnaire into an interview schedule by reading the questions to them in their local language and noting down their responses. Both the questionnaires and the interviews took an average of fifteen minutes to complete, with a response rate of 91% (171). After completing the questionnaires and the interviews, two FGDs comprising the Reservists were constituted at Lorengippi and Lorugum. The themes shaping the discussions were based on the research objectives.

In addition, data was collected by interviewing ten key security leaders in the Sub-county, who included OCPD, OCS, Lorengippi chief, Lorugum chief, official from APAD, official from DPC and three retired police officers. The interviews were thorough and lasted for an average of thirty minutes. On the other hand, secondary data was collected through thematic review of police records/reports, journals, books, internet, and published and unpublished research materials.

3.8 Data Analysis

Quantitative data formed the bulk of the information and was analyzed using frequencies and percentages, and presented in tables. STATA statistical computer program was used to perform this analysis. Prior to analysis, data was coded using numerical variables to make it easy for computer analysis.

Qualitative data was analyzed using thematic data analysis method, which involved identification of the major themes from raw data based on the research objectives, followed by grouping together similar information and placing it under respective themes. Qualitative analysis was done with a specific purpose of assisting in the discussion and validation of quantitative data.

3.9 Data Management and Ethical Considerations

The raw data was stored in a computer protected with password to avoid unauthorized access for security reasons. All participants were assured of their safety, anonymity and confidentiality. They were equally informed about the

purpose of the research which is academic. An informed consent was sought from them, which included informing them on their right to withdraw from the survey. The study was accordingly approved by Kenyatta University and authorized by the National Commission for Science, Technology and Innovation (NACOSTI).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

As indicated, the purpose of the study was to examine the performance of the Reservists with a view of identifying any challenges from their personal and career-related characteristics, and identify appropriate measures to address the challenges.

4.1 The Reservists Performance

Table 4.1: The Reservists rating of their performance

Response	Frequency	Percentage
Excellent	11	6.4
Very good	19	11.1
Good	68	39.8
Poor	61	35.7
Very poor	12	7.0
Total	171	100

Table 4.5 above shows the Reservists rating of their performance. 11(6.4%) said their performance was excellent, 19(11.1%) said it was very good, 68(39.8%) said it was good, 61(35.7%) said it was poor and 12(7.0%) said it was very poor. It is clear from the analysis that majority of the Reservists rated their performance as good. They attributed their answers to the fact that majority of them have served for a long time, are well experienced, understand their environment well and are well versed with the problems their community is facing.

However, majority of the Reservists admitted that there were serious challenges impeding their performance without which they could do better. Some of the challenges they mentioned include isolation by the government, lack of remuneration, inadequate operational capacity, inadequate training, poverty, involvement in crime by some of their colleagues and unending inter-community conflicts.

4.2 Personal Characteristics of the Reservists

4.1.1 Age

Table 4.2: Distribution of the Reservists by Age

Response	Frequency	Percentage
18-24 yrs	4	2.3
25-34yrs	10	5.9
35-44yrs	75	43.9
45-54yrs	58	33.9
55yrs and above	24	14.0
Total	171	100.0

Table 4.1 above shows that 4 (2.3%) and 10 (5.9%) of the Reservists fell in the 18 – 24yrs and 25 – 34yrs age brackets respectively, while 75 (43.9%) and 58 (33.9%) fell in the 35 – 44yrs and 45 – 54yrs age brackets respectively. The remaining 24 (14.0%) fell in the 55yrs and above age bracket. From the findings, it can be inferred that majority of the Reservists are between the ages of 35 years and 44 years because this category was represented by the biggest number at 43.9%.

Thus, holding all other factors constant the Reserve unit has energetic work force that can be utilized to ensure security in the Sub-county.

Interviews with the local police leadership who included both the OCPD and DAPC Loima established that older Reservists were not as effective as the youthful ones and therefore having Reservists who were over-age (above mandatory retirement age of 60 years) was likely to contribute to poor performance.

4.1.2 Gender

All the Reservists who participated in the survey were found to be of the male gender. This observation was explained during FGDs with the Reservists and interviews with the OCPD, where it emerged that female Reservists were not being recruited in the Sub-county. The findings were also supported by secondary data from Loima police records, which showed all the Reservists as being of the male gender.

The OCPD emphasized that failure to recruit female Reservists was informed by the risky nature of the duties the Reservists performed in the region. He however argued that absence of female Reservists was likely to have a negative impact on policing because there were certain cases such as handling female gender violence victims which required presence of female Reservists. According to the OCPD:

“In the past ladies were not showing interest in the reserve service, but currently they are interested in joining the service and quite a number of them had placed their applications for consideration.”

4.1.3 Marital Status

Table 4.3: Distribution of the Reservists by Marital Status

Response	Frequency	Percentage
Married	161	94.2
Single	4	2.3
Windowed	6	3.5
Total	171	100.0

Table 4.2 above shows that 161 (94.2%) of the Reservists were married, 4 (2.3%) were single and 6(3.5%) were windowed. There were no cases of divorce or separation identified although these were also tested. It can therefore be inferred that majority of the Reservists in Loima are married. This outcome was explained during FGDs with the Reservists, who explained that traditionally Turkana men married at young age and that’s why majority of the Reservists were married. The Reservists argued that marriage was a symbol of responsibility and married Reservists were expected to be more responsible in handling security matters. In this sense, marital status was a factor seen to affect the performance of the Reservists to some extent.

4.1.4 Education Level

Table 4.4: Distribution of the Reservists by Education Level

Response	Frequency	Percentage
'O' level	9	5.3
Primary level	114	66.7
None	48	28.0
Total	171	100.0

Table 4.3 above shows that 9 (5.3%) of the Reservists were at 'O' level of education, 114 (66.7%) at primary level, while 48 (28.0%) had not gone to school. The Reservists were also surveyed on whether they had attained Post graduate, Graduate or 'A' levels of education but none of them had attained these levels. It can be concluded that majority of the Reservists in Loima had only attained primary level of education. At primary level of education the Reservists at least knew how to read and write in either English or Kiswahili. Still this is a low level of literacy which could be impacting negatively on their policing ability, leading to some of the identified challenges. Policing mostly requires a lot of discretion which sometimes needs high intellectual capacity.

4.1.5 Economic Status

Table 4.5: Distribution of the Reservists by Economic Status

Response	Frequency	Percentage
Over 100 cows	23	13.5
Between 1 & 100 cows	98	57.3
Without cows	50	29.2
Total	171	100.0

The economic status of the Reservists was examined on the basis of the number of cows they owned. This was adapted from the traditional method of measuring wealth by the Turkana community and it was meant to make it easier to measure this particular variable. Table 4.4 above shows that 23 (13.5%) and 98 (57.3%) of the Reservists owned over 100 cows and between 1 and 100 cows respectively, while 50 (29.2%) had no cows. The analysis shows that majority of the Reservists in Loima were poor. The findings concur with Mwasaru (2006) that most of the Reservists were poor. Mkutu and Wandera (2013) also observed that poverty was driving the Reservists from their core duty of protecting the community and their livestock to providing security to private companies and NGOs (privatization of the Reservists). In the circumstances economic status of the Reservists is likely to be affecting their performance.

4.3 Career-related Challenges affecting the Reservists

4.3.1 Gaps in the Legal/policy Frameworks

Table 4.6: The Reservists ranking of the legal/policy gaps in terms of the degree of effect on their performance

S/No	Legal/policy gaps	% of the reservists who stated the gap	Total percentage
1	Ambiguity on the procedure on remunerative allowances for the Reservists	32.8	100
2	Lack of clear guidelines on recruitment and deployment of the Reservists	27.5	100
3	Inadequate guidelines on supervision and control of the Reservists	19.8	100
4	Lack of clear guidelines on the Reservists training	8.8	100
5	Lack of guidelines on the Reservists medical, injury and life compensation	8.2	100
6	Others	2.9	100

KEY

% - Percentage

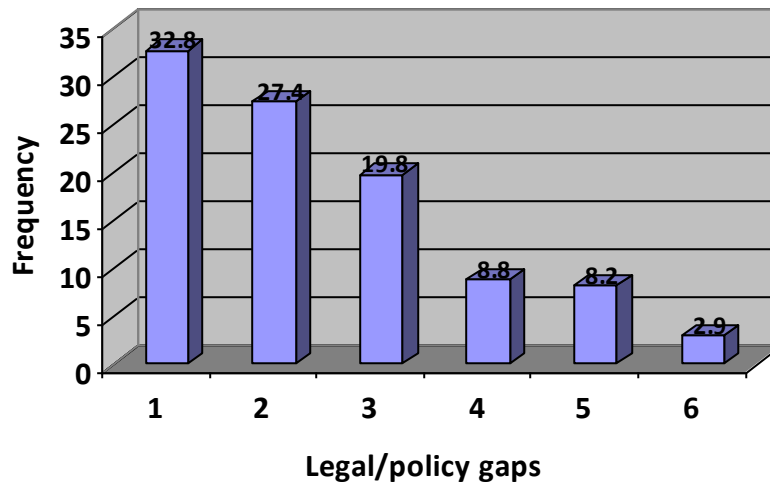


Figure 4.1: The Reservists ranking of the legal/policy gaps in terms of the degree of effect on their performance

Table 4.6 and figure 4.1 above show the Reservists ranking of the legal/policy gaps in regard to effect on their performance. Ambiguity on the procedure on remunerative allowances attracted the highest number of Reservists after having been mentioned by 56 Reservists (32.8%). This was followed by Lack of clear guidelines on recruitment and deployment which was mentioned by 47 Reservists (27.5%). The others include inadequate guidelines on supervision and control mentioned by 34 Reservists (19.8%), lack of clear guidelines on training mentioned by 15 Reservists (8.8%), lack of guidelines on medical cover, injury and life compensation mentioned by 14 Reservists (8.2%) and ‘Others’ mentioned by 5 Reservists (2.9%).

It can therefore be inferred that majority of the Reservists were of the view that ambiguity on the procedure on remunerative allowances was the most critical issue that needs first priority to be addressed. Other issues like lack of clear guidelines

on recruitment and deployment, inadequate guidelines on supervision and control, lack of clear guidelines on training, lack of guidelines on medical cover, injury and life compensation and ‘Others’ which included ambiguity in their role followed in that order of priority. The Reservists supported the findings during FGDs by emphasizing that it was important to address these policy gaps. They also raised concerns that police should carry out awareness creation programs to let them (Reservists) understand and internalize the policy issues, pointing out their critical role in implementation.

In an interviews with the OCPD, it was established that majority of the Reservists were not familiar with the policies governing their operations, leading some of them to do contrary to what is expected of them. According to the OCPD:

“Most of the Reservists were not aware of the rules and regulations governing their operations which has led some of them to ignorantly involve themselves in cattle-rustling and other criminal activities”

The OCPD also said that he was running a program with the support of the UNDP to train the Reservists on matters touching on security and policing. It however emerged that a preliminary survey was never carried out before the launch of the training program to establish the Reservists training needs, which otherwise would have incorporated issues like sensitization on the policies and procedures among others.

It can be argued that existence of these legal/policy gaps creates an avenue for abuse of the Reservists program. This is likely to lower the performance of the Reservists resulting to challenges some of which Mkutu (2008) observed identified as misuse of firearms and lack of professionalism. From the Bureaucracy theory perspective these policy gaps should be addressed through the ongoing police reforms. This is based on the argument that the Reservists are part of the bureaucracy and they should be incorporated in the comprehensive police reforms agenda’.

4.3.2 The Reservists Level of Training in Security and Policing

Table 4.7: The Reservists rating of their level of training

S/No	Training component	Indicator					Total
		Very low	Low	Medium	High	Very high	
		%	%	%	%	%	
1	Community policing	83.6	13.5	1.7	0.6	0.6	100
2	Human rights	72.5	13.5	9.9	2.9	1.2	100
3	Intelligence collection	56.1	32.2	6.4	4.1	1.2	100
4	Peace building and conflict resolution	49.7	44.4	1.7	3.5	0.6	100
5	Preservation of crime scenes	47.9	35.7	13.5	1.2	1.7	100
6	Care and use of firearms	27.5	56.7	11.7	3.5	0.6	100
7	Others	62.0	26.3	7.1	2.3	2.3	100

KEY: % - Percentage

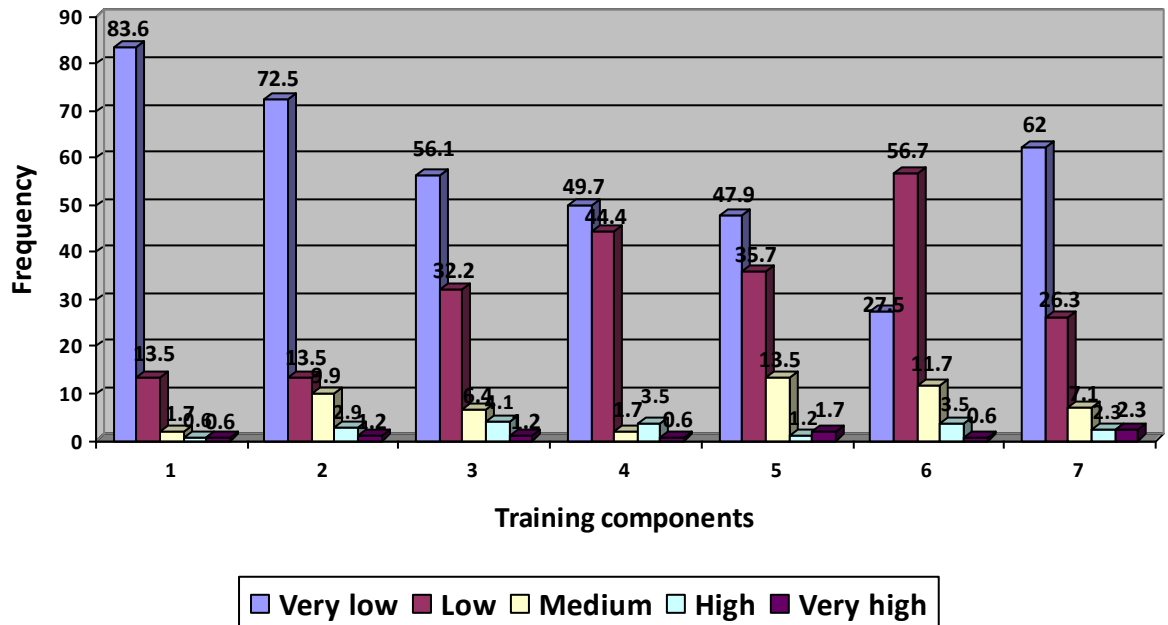


Figure 4.2: The Reservists rating of their level of training

Table 4.7 and figure 4.2 above show the Reservists rating of their level of training based on six training areas which include community policing, human rights, peace building and conflict resolution, care and use of firearms, intelligence gathering and preservation of a crime scene. The Reservists were also given an option of identifying any other areas they find important in order to make the list exhaustive.

The results were as follows: community policing very low 144(83.6%), low 23(13.5%), medium 3(1.7%), high 1(0.6%) and very high 1(0.6%); human rights very low 124(72.5%), low 23(13.5%), medium 17(9.9%), high 5(2.9%) and very high 2(1.2%); intelligence gathering very low 96(56.1%), low 55(32.2%), medium 11(6.4%), high 7(4.1%) and very high 2(1.2%); peace building and conflict

resolution very low 85(49.7%), low 76(44.4%), medium 3(1.7%), high 6(3.5%) and very high 1(0.6%); preservation of crime scenes very low 82(47.9%), low 61(35.7%), medium 23(13.5%), high 2(1.2%) and very high 3(1.7%); care and use of firearms very low 47(27.5%), low 97(56.7%), medium 20(11.7%), high 6(3.5%) and very high 1(0.6%); and others very low 106(62.0%), low 45(26.3%), medium 12(7.1%), high 4(2.3%) and very high 4(2.3%).

It is evident from the results that majority of the Reservists were of the view that their level of training in all the identified areas was very low with exception of care and use of firearms which was low. During FGDs with the Reservists, majority stated that they are rarely trained on most of the areas outlined with some of them claiming they have never been trained since they were recruited. They however stated that the only training the police emphasized mostly was weapon (care and use of firearms) training.

An interview with the OCPD established that although there was serious deficiency in training the Reservists, a program had been launched in collaboration with UNDP to address the problem. The OCPD said that the major setback on training the Reservists was lack of funds and an established training curriculum, however, with the support of the UNDP training on areas like community policing, skill at arms, care and custody of arms, crime detection and crime scene protection among others was piloted at Kalemunyang sub-location and plans were underway to roll the same to the entire Sub-county.

The DAPC Loima supported the Reservists training concerns during interview by saying:

“The fact that most of the Reservists were ready and willing to be trained was a very strong opportunity which needs to be exploited for the sake of security in our district. We are aware that the OCPD is incapacitated in terms of funding and that’s why we need to join hands as stakeholders and support him for this noble course.”

During an FGD with the Reservists one of them was quoted saying:

“Things were different when Loima district used to fall under Turkana Central in terms of policing, but now that we have our OCPD who is very committed, we are witnessing a change from the past and are very optimistic that he is going to organize training programs for us.”

The Reservists suggested that police should come up with a comprehensive training curriculum for them, complaining that currently there was no structured training program because they were at the mercy of the OCPD who was not under obligation to train them. They added that areas like relevant Acts of the law, crime detection and investigation, and weapon mastery should be given priority.

The above observations concur with Mkutu and Wandera (2013) and Mwasaru (2006) that the reserve unit was a very unprofessional unit that mainly relied upon their traditional knowledge of the local environment to fight insecurity. The

foregoing training challenges can be well explained in the context of the Open systems theory in the sense that the Reservists unit is a sub-system of the police organization and its structures should be in tandem with those of the overall organization for it to function effectively.

Police have failed to recognize the fact that they need to accord the Reservists training an importance equivalent to that given to regular officers. Failure to do this has resulted to the foreseen challenges. It can also be inferred from the Bureaucracy theory perspective that for these challenges to be addressed there is need for the police leadership to recognize the fact the Reservists are part of the police bureaucratic structure and they cannot be avoided.

4.3.3 The Reservists Level of Supply of Materials/tools of Work

Table 4.8: The Reservists responses on the frequency to which they receive equipment/tools to support their work

S/ No	Supplies materials/tools	Indicator							Total
		Quarterly	Semi- annually	Annually	Bi-annually	More than 2 yrs	Once since recruited	Never received	
		%	%	%	%	%	%	%	
1	Uniform	0.6	0.6	1.7	4.1	20.5	57.9	14.6	100
2	Firearms	0.6	2.3	2.9	1.7	9.9	60.2	25.1	100
3	Ammunition	26.3	47.4	10.5	7.0	4.1	4.7	8.2	100
4	Dry food	0.6	1.2	2.3	5.8	69.0	11.1	9.9	100
5	Patrol vehicles	0.6	0.6	0.6	1.2	0.6	1.2	95.9	100
6	Others	0.6	0.6	1.2	12.3	13.5	63.7	8.2	100

KEY: % - Percentage

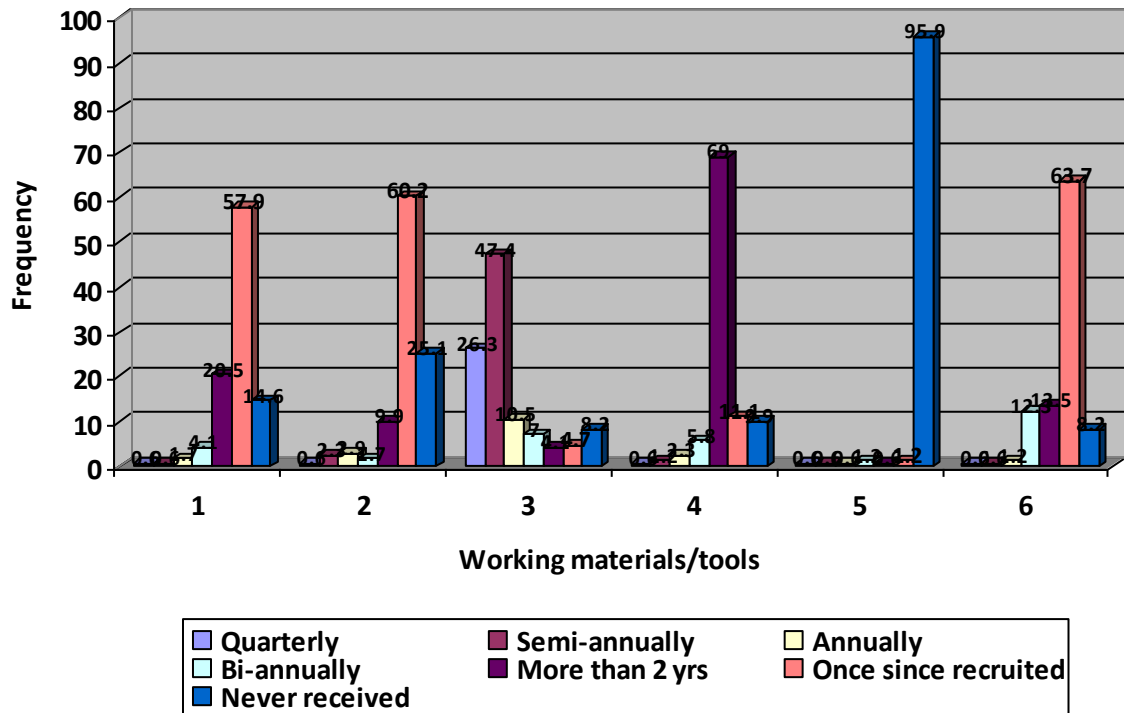


Figure 4.3: The Reservists responses on the frequency to which they receive equipment/tools to support their work

Table 4.8 and figure 4.3 above summarize the Reservists responses when asked to state how often they received supply of the identified equipment/tools. The responses were as follows: uniforms - quarterly 1(0.6%), semi-annually 1(0.6%), annually 3(1.7%), bi-annually 7(4.1%), more than two years 35(20.5%), once since recruited 99(57.9%) and never received 25(14.6%); firearms - quarterly 1(0.6%), semi-annually 4(2.3%), annually 5(2.9%), bi-annually 3(1.7%), more than two years 17(9.9%), once since recruited 103(60.2%) and never received 43(25.1%); ammunition - quarterly 45(26.3%), semi-annually 81(47.4%), annually 18(10.5%), bi-annually 12(7.0%), more than two years 7(4.1%), once since

recruited 8(4.7%) and never received 14(8.2%); dry food ration - quarterly 1(0.6%), semi-annually 2(1.2%), annually 4(2.3%), bi-annually 10(5.8%), more than two years 118(69.0%), once since recruited 19(11.1%) and never received 17(9.9%); patrol vehicles - quarterly 1(0.6%), semi-annually 1(0.6%), annually 1(0.6%), bi-annually 2(1.2%), more than two years 1(0.6%), once since recruited 2(1.2%) and never received 164(95.9%); and 'others' - quarterly 1(0.6%), semi-annually 1(0.6%), annually 2(1.2%), bi-annually 21(12.3%), more than two years 23(13.5%), once since recruited 109(63.7%) and never received 14(8.2%).

It is evident from the analysis that majority of the Reservists stated that they received uniforms, firearms and other minor operational tools grouped as 'others' once since they were recruited. However, majority stated that they received supply of ammunition semi-annually, with majority stating they had more than two years without getting a supply of dry food ration. The other item was patrol vehicles which majority stated that they had never been allocated in their entire time as Reservists.

The objective of this analysis was to examine the operational capacity of the Reservists which from the findings it is inadequate. During FGDs with the Reservists it was established that the firearms in their possession were issued long time ago and have been handed over from generation to generation. Most of them are old Mark IV rifles which ammunition is no longer in supply. The Reservists

also argued that they are rarely supplied with uniforms forcing some of them to corruptly acquire from rogue police officers at inflated prices.

An interview with the OCPD established that the supply of ammunition to the Reservists was somewhat regular because they played a critical role in combating armed bandits/cattle-rustlers in a situation where the number of regular officers was inadequate. Concerning supply of uniforms, firearms, dry food rations, patrol vehicles, communication gadgets and other operational tools, the OCPD stated that the department had no allocation of the same for the Reservists. He explained that:

“The Reservists were facing a major challenge especially in getting uniforms which was critical for identification. They wear mixed uniforms ranging from that of Kenya Police, Administration Police, Kenya Army and even from Uganda military.”

During FGDs, the Reservists were very categorical on some specific nature of their work which due to lack of certain tools exposed them to health hazards. One of them lamented that:

“In most incidents of violent attacks police task us with the work of evacuating dead bodies and injured victims without providing us with protective tools and equipment, thus exposing us to the danger of transacting communicable diseases.”

This is a challenge which can equally be argued in the context of the Open Systems theory in that the police leadership seems to have forgotten the principle that the Reservists unit is a sub-system of the whole organization and for the organization to achieve its intended goals all the sub-systems must be inter-dependent and efficiently functioning. In order to address this problem the supply of operational equipment/tools for the Reservists should be integrated in the procurement program for the whole organization.

4.4 Measures to Address Challenges Affecting the Performance of the Reservists

Table 4.9: The Reservists suggestions on the appropriate measures to address challenges affecting their performance

S/No	Measures of addressing challenges	% of the Reservists who stated the measure	Total
1	Provide remunerative allowances	100.0	100
2	Ensure regular supply of dry food and water	99.4	100
3	Ensure regular issuance of uniform	98.3	100
4	Improve supervision measures	90.1	100
5	Develop clear training curriculum and academy for the Reservists	85.4	100
6	Closely supervise supply of arms and ammunition	71.9	100
7	Ensure availability of emergency medical aid	65.5	100
8	Come up with compensation plan for injury or death while on duty	63.7	100

9	Improve the procedure of recruitment	57.3	100
10	Enhance control on deployment	55.6	100
11	Provide medical cover	49.1	100
12	Create adequate road network in the district	24.0	100
13	Come up with a clear procedure on disengagement	18.1	100
14	Provide enough patrol vehicles	14.6	100
15	Ensure standby air support	13.5	100
16	Provide communication gadgets	9.4	100
17	Ensure supply of protective clothing (bullet-proof vests)	7.0	100

KEY: % - Percentage

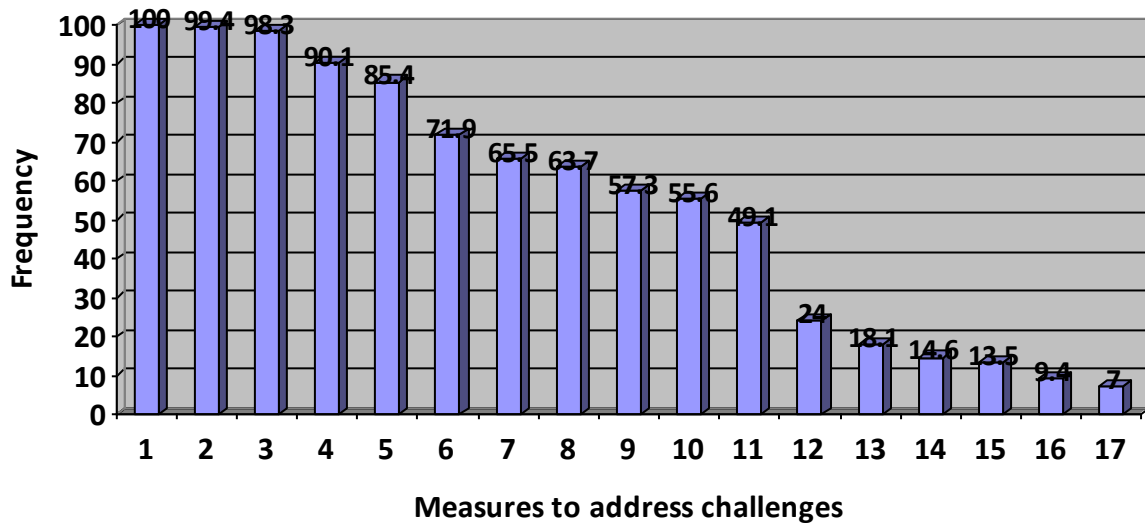


Figure 4.4: The Reservists suggestions on the appropriate measures to address challenges affecting their performance

Table 4.9 and figure 4.4 summarize the Reservists suggestions on the appropriate measures to address challenges affecting their performance. The Reservists identified a total of 17 measures as follows: to improve the procedure of

recruitment was mentioned by 98 Reservists (57.3%), to enhance control on deployment was mentioned by 95(55.6%), to improve supervisory control 154(90.1%), to come up with a clear procedure on disengagement 31(18.1%), to develop clear training curriculum and academy for Reservists 146(85.4%), to closely supervise supply of arms and ammunition 123(71.9%), to ensure regular issuance of uniform 168(98.3%), ensure supply of protective clothing (bullet-proof vests) 12(7.0%), to provide enough patrol vehicles 25(14.6%), to provide communication gadgets 16(9.4%), ensure standby air support 23(13.5%), to ensure regular supply of dry food and water 170(99.4%), to ensure availability of emergency medical aid 112(65.5%), provide medical cover 84(49.1%), to come up with compensation plan for injury or death while on duty 109(63.7%), to provide remunerative allowances 171(100.0%) and to create adequate road network in the district 41(24.0%).

It is evident from the above analysis that providing remunerative allowances was the most appropriate measure to address challenges affecting the Reservists, having been mentioned by all the Reservists; while ensuring supply of protective clothing e.g. bullet proof vests was the least appropriate, having been mentioned by only 12 Reservists (7.0%). Most of the Reservists who suggested provision of remunerative allowances alleged that they dedicated most of their time doing the work that should have been the responsibility of the government and needed some form of compensation. They argued that they worked under very difficult conditions and sometimes they risked their lives to assist the government.

During separate interviews with the OCPD and the DAPC it emerged that considering the security dynamics in the sub-county, there was an urgent need to identify and implement measures to address the many challenges affecting the performance of the Reservists. The two identified a number of measures which were similar or related to the ones identified by the Reservists as shown in figure 4.4. They were categorical that these measures should be incorporated in the ongoing police reforms for ease of fast tracking the implementation.

Like other structures of governance, the Kenya Police Services are highly bureaucratized government institutions, with clear chain of command, training curriculum, promotion and structure, and effective legal/policy frameworks. The Reservists are meant to be part of this bureaucratic arrangement but they appear to operate in isolation exposing them into the witnessed challenges. It is clear that the Reservists don't enjoy the benefits of the bureaucratic arrangement in equal measure as their regular counterparts. Therefore, the best way of implementing the identified measures is fast to recognition that the Reservists are part of the bureaucracy and should be fully incorporated in the organization so as to progress in the same pace with the rest of the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

It will be noted the purpose of the study was to examine the performance of the Reservists with a view of identifying any challenges from their personal and career-related characteristics, and identify appropriate measures to address the challenges. In order to achieve this purpose, three objectives were identified and related data collected, analyzed and discussed, after which the study came up with the following findings, conclusion and recommendations:

5.1 Summary of Findings

Analyses of the Reservists' rating of their performance revealed that majority of them (39.8%) were of the view that their performance was good. Most of them attributed their views to the fact that they had served as Reservists for a long time, they were well experienced, understand their environment well and are well versed with the problems their community is facing.

Analysis on the personal characteristics of the Reservists established that majority of them (43.9%) were aged between 35 and 44 years, thus offering the reserve unit with an energetic work force for effective policing. Youthful Reservists were found to be more effective compared to the elderly ones. All the Reservists in the Sub-county were male, an aspect which most participants suggested should be

changed offering that there were certain aspects of policing which required the attention of female Reservists e.g. handling female victims of gender violence.

Majority of the Reservists (94.2%) were found to be married, a factor which they said was positive because according to them married men were more responsible than unmarried ones. Majority (66.7%) were educated up to primary level, which was said to be a low literacy level for effective performance owing to the fact that policing sometimes requires highly specialized skills. Finally, majority (57.3%) were found to be poor, a factor that was driving them away from their core duty of protecting communities and their livestock to providing security to private entities.

Analysis of the career-related challenges affecting the Reservists, particularly on the legal/policy gaps established that majority of the Reservists stated ambiguity on the procedure on remunerative allowances as the most critical issue that needs to be addressed immediately. Other issues included lack of clear guidelines on recruitment and deployment, inadequate guidelines on supervision and control, lack of clear guidelines on training, lack of guidelines on medical cover, injury and life compensation and 'Others' like ambiguity in their role which followed in that order from the most to the least critical.

On their training in security and policing, majority of the Reservists stated that they had low level of training in all the identified aspects of training except training in care and use of firearms. However, it was established that a training program for the Reservists had been launched by the local police in collaboration

with UNDP. The program which mostly covered topics like community policing, skill at arms, care and custody of arms, crime detection and crime scene protection was piloted at Kalemunyang sub-location and plans were underway to roll the same to the entire Sub-county.

On the supply of materials/tools for work, majority of the Reservists stated that ammunition was supplied to them at least once semi-annually, while dry food ration had not been supplied in more than two years. The Reservists had not been allocated patrol vehicles in the entire service as Reservists. It was also established that the firearms in their possession were issued long time ago and have been handed over from generation to generation. Most of them are old Mark IV rifles which ammunition is no longer in supply. The Reservists are rarely issued with uniforms forcing some of them to corruptly acquire from rogue police officers at inflated prices. The supply of ammunition to the Reservists was regular because police highly depend on them to repulse cattle-rustlers at the peripheries. For the other items it was established that police were not getting budgetary allocations to equip the Reservists.

The measures identified to address challenges affecting the performance of the Reservists include: to improve the procedure of recruitment, to enhance control on deployment, to improve supervisory control, to come up with a clear procedure on disengagement, to develop clear training curriculum and academy for Reservists, to closely supervise supply of arms and ammunition, to ensure regular issuance of

uniform, ensure supply of protective clothing (bullet-proof vests), to provide enough patrol vehicles, to provide communication gadgets, ensure standby air support, to ensure regular supply of dry food and water, to ensure availability of emergency medical aid, provide medical cover, to come up with compensation plan for injury or death while on duty, to provide remunerative allowances and to create adequate road network in the district.

Provision of remunerative allowances appeared the most popular measure among the Reservists with all of them having stated it, while ensuring supply of protective clothing (bullet proof vests) was the least popular with only 7% of the Reservists having stated it.

5.2 Conclusion

The study succeeded in examining challenges affecting the performance of the Reservists. Particularly, the study was able to examine the performance of the Reservists, identify and examine personal characteristics of the Reservists identify and examine career-related challenges affecting the Reservists as well as come up with appropriate measures to address the challenges..

The study established that all the Reservists were male, majority aged between 35 and 44 years, at primary level of education, married and poor. Having youthful people most of who were married was found to present an energetic and

responsible workforce and was seen as an opportunity to improve performance.

Poverty and low literacy level were seen as a threat to performance.

The study identified and prioritized legal/policy gaps on the basis of their level of threat to effective Reservists performance. These include ambiguity on the procedure on remunerative allowances, lack of clear guidelines on recruitment and deployment, inadequate guidelines on supervision and control, lack of clear guidelines on training, lack of guidelines on medical cover, injury and life compensation and role ambiguity in that order.

Additionally, the Reservists level of training in security and policing was found to be very low especially in areas such as community policing, human rights, intelligence collection, peace building and conflict resolution and protection of crime scenes. Training on weapons was a bit better due to frequent use and training.

Finally, the study found out that the Reservists level of operational capacity was also very low. This mostly resulted from inadequate supply of uniforms, protective clothing, arms and ammunition, dry food ration and communication gadgets among others. It is clear that these challenges largely contribute to the rising level of insecurity and unless they are addressed continued recruitment of the Reservists will not solve the problem. Recommendations were made on the appropriate measures to address the challenges and improve the performance of the Reservists.

5.3 Recommendations

The following measures were identified as appropriate to address challenges affecting the performance of the Reservists and are therefore recommended to the National Police Service for implementation:

1. Recruitment of the Reservists should incorporate their characteristics such as age gender, marital status, education level and economic status. This will ensure an effective workforce by selecting young, energetic, literate and responsible people while considering gender balance. They should also be economically empowered to avoid compromising their integrity.
2. Strategies should be put in place to ensure that the performance of the Reservists is always kept above board. This includes providing favorable working conditions with continuous performance monitoring.
3. There is need to come up with the best policies and procedures to adequately address critical issues like Reservists remuneration, recruitment and deployment, supervision and control, training, medical cover, compensation for injury and deaths that may occur while on duty, roles and disengagement.
4. There is need to establish a Reservists Training Centre and develop a comprehensive curriculum covering areas such as community policing, human rights, weapon training, crime scene protection, peace building and

conflict resolution and intelligence collection among others. There should be a compulsory initial and refresher training of the Reservists in these areas to sharpen their skills.

5. The operational capacity of the Reservists should improved through adequate and regular supply of uniforms, enough arms and ammunition, protective clothing such as bullet proof vests, first aid kits, dry food rations and clean water, communication gadgets and patrol vehicles where possible.
6. Immediate efforts should be done to address immediate challenges through vetting of all existing Reservists for suitability, followed by retaining the suitable ones and discharging the unsuitable.

5.4 Areas of Further Research

The study recommends the following areas for further research:

1. Comparative examination of challenges affecting the performance of the Reservists in other pastoral areas of Kenya.
2. Identification of the existing opportunities for the Reservists.
3. Establishing the relationship between the challenges affecting the performance of the Reservists and level of insecurity in the pastoral areas.

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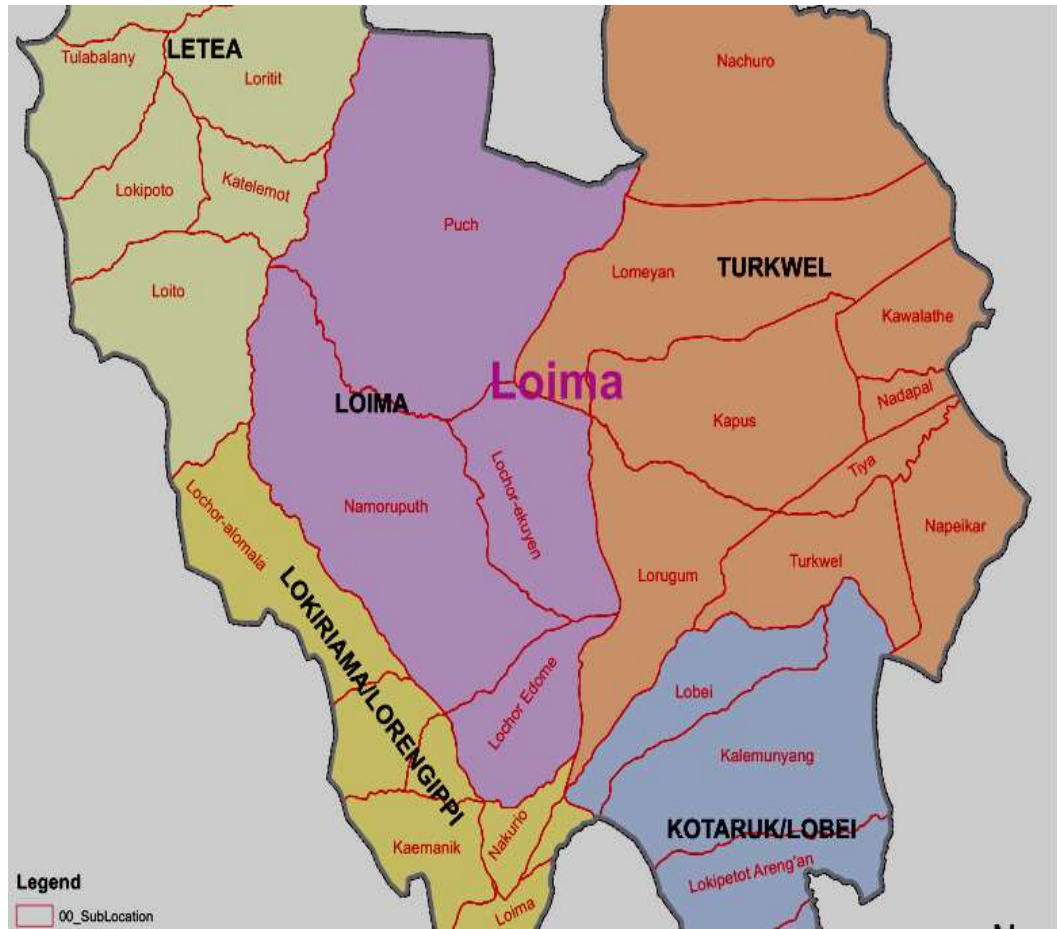
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APPENDICES

Appendix 1: Map of Loima District



Source: Downloaded from www.flickr.com

Appendix 2: Police Reservists' Questionnaire

INTRODUCTION

Dear Participants,

This questionnaire is meant to collect data for a Master's Degree Thesis being undertaken at Kenyatta University, titled "Challenges affecting the Performance of Police Reservists in Kenya: The case of Loima Sub-county in Turkana County". You have been selected as one of the respondents, and if you consent to participate, you are kindly requested to be sincere with your answers. Please note that any information you will give will be treated with utmost confidentiality and privacy, and will be used for academic purpose only. Therefore, you are not required to put down your name in the questionnaire or obliged to write anything that can identify you. Additionally, your participation is voluntary and you have the right to withdraw from the survey anytime before the end.

Please sign your consent below.

I consent to participate in this survey voluntarily after the purpose of the study and the right to withdraw, have been clearly explained to me, which I understood.

SIGNATURE.....

DATE.....

HOW TO COMPLETE THE QUESTIONNAIRE

Once you have the questionnaire, please read the statements in each section and answer by ticking (√) the response that best reflects your opinion. If you don't understand English language, listen keenly to the translator who will translate for you in your local language and follow instructions. The exercise should take about 15 minutes to complete.

A. Characteristics of the Reservists

1. What is your age group?

a) 18-24yrs.....

b) 25-34yrs.....

c) 35-44yrs.....

- d) 44-54yrs.....
- e) 55yrs and above.....
2. What is your gender?
- a) Male.....
- b) Female.....
3. What is your marital status?
- a) Married.....
- b) Single.....
- c) Divorced.....
- d) Separated.....
- e) Windowed.....
4. What is your education level?
- a) Post-graduate.....
- b) Graduate.....
- c) Diploma.....
- d) 'A' Level.....
- e) 'O' Level.....
- f) Primary school.....
- g) None.....
5. Rank your economic status in terms of the number of cows you have.
- a) Over 100 cows.....
- b) Between 1 and 100 cows.....
- c) Without cows.....

A. The Reservists Performance

6. Rate your job performance in the scale below from excellent to very poor.

- a) Excellent.....
- b) Very good.....
- c) Good.....
- d) Poor.....
- e) Very poor.....

7. Explain your answer in 6 above.

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

B. Gaps in the Legal/policy Framework

8. Which of the below legal/policy gaps impacts most on your performance and requires urgent attention?

- a) Lack of clear guidelines on the Reservists recruitment and deployment.....
- b) Lack of clear guidelines on the Reservists supervision and control.....
- c) Ambiguity on the remunerative allowances for the Reservists.....
- d) Lack clear guidelines on the Reservists training.....
- e) Lack of guidelines on Reservists injury and life compensation while on duty.....
- f) Other, specify.....

9. Explain your answer in 8 above.

.....

.....

.....

C. Level of Training of the Reservists

10. Rate your level of training on the topics below in a scale of 1-5 from very high to very low.

	Nature of training	Very high	High	Medium	Low	Very low
		1	2	3	4	5
a	Community policing					
b	Human rights					
c	Peace building and conflict resolution					
d	Care and use of firearms					
e	Intelligence gathering					
f	Preservation of a crime scene					
g	Other, specify					

A. Operational Capacity of the Reservists

11. State how often you receive the equipment/tools listed below in a scale of 1-5.

	Type of equipment/tool	Quarterly	Semi annually	Annually	Biannually	More than two years	Once since recruited	Have never received
		1	2	3	4	5	6	7
a	Uniforms							
c	Firearms							
d	Ammunition							
e	Dry food rations							

f	Patrol vehicles							
g	Other, specify.....							

B. Measures to Address Challenges Affecting the Performance of the Reservists

12. List and explain any measures you think can adequately address challenges affecting your performance.

- a)
- b)
- c)
- d)
- e)

Appendix 3: Key Security Leaders Interview Schedule

INTRODUCTION

Dear Participant,

This interview is meant to collect data for a Master's Degree Thesis being undertaken at Kenyatta University, titled "Challenges affecting the Performance of Police Reservists in Kenya: The case of Loima Sub-county in Turkana County". You have been selected as one of the participants, and if you consent to participate, you are kindly requested to be sincere with your answers. Please note that any information you will give will be treated with utmost confidentiality and privacy, and will be used for academic purpose only. Additionally, your participation is voluntary and you have the right to withdraw from the interview anytime before the end. Thank you.

1. Describe the characteristics of the Reservists.
2. Describe the Reservists job performance.
3. Identify and prioritize any gaps in the legal/policy framework governing the Reservists.
4. Describe the Reservists level of training on the topics such as community policing, human rights, peace building and conflict resolution, care and proper use of arms and ammunition, intelligence gathering, and preservation of crime scenes.
5. Describe the frequency at which the Reservists were issued with operational equipment/tools such as uniform, bullet proof vests, firearms, ammunition or patrol cars.
6. What measures can be used to address challenges affecting the performance of the Reservists.

Appendix 4: The Reservists FGD Guide

The under listed six thematic areas guide the Focus Group Discussions (FGDs) with the Reservists.

1. Characteristics of the Reservists.
2. The Reservists Performance.
3. Challenges in the Legal/policy Framework.
4. Level of Training of the Reservists.
5. Operational Capacity of the Reservists.
6. Measures to Address Challenges Affecting the Performance of the Reservists.

Appendix 5: Research Work Plan

S/N	ACTIVITIES	DURATION	TIME SCHEDULE
1	Preliminary literature search and writing of the Concept paper	2 Weeks	Aug 2012
2	Literature search and consolidation	2 ½ Months	Sep to Nov 2012
3	Development of the Proposal	2 ½ Months	Nov 2012 to Jan 2013
4	Developing of the Research instruments	2 Weeks	Feb 2013
5	Presentation of the Proposal at the Department's BPS	1 Day	Feb 2013
6	Action on any recommended corrections and submission of the proposal to the school of Humanities	1 Month	Mar 2013
7	Data collection	1 Month	Apr 2013
8	Data analysis	1 Month	May 2013
9	Writing of the final report	2 Weeks	Jun 2013
10	Submission of the final report	1 Day	Jun 2013

Appendix 6: Research Budget Estimates


S/N	ITEMS	QUANTITY	UNIT COST (KSH)	TOTAL COST (KSH)
1	Printing papers	15 reams	500	7,500
2	Notebook, pens and folder	1; 10; 1	150; 25; 100	500
3	Laptop	1	65,000	65,000
4	Flash disk	1	2,000	2,000
5	Scientific calculator	1	1,500	1,500
6	Travelling and accommodation	1 Person	80,000	80,000
7	Internet services	_____	15,000	15,000
8	Development of research instruments	_____	2,000	2,000
9	Development of the proposal	_____	6,000	6,000
10	Development of the final report	_____	10,000	10,000
GRAND TOTAL				189,500

Appendix 7: Copy of Research Permit


THIS IS TO CERTIFY THAT:
MR. EDWARD MUTEMI WILLY
of KENYATTA UNIVERSITY, 0-30500
Lodwar, has been permitted to conduct
research in Turkana County


on the topic: EFFECTIVENESS OF KENYA
POLICE RESERVISTS IN ADDRESSING
INSECURITY IN LOIMA DISTRICT,
TURKANA COUNTY

for the period ending:
31st December, 2013


Applicant's
Signature


Permit No : NACOSTI/P/13/9829/88
Date Of Issue : 8th October, 2013
Fee Received : Kshs kh1000.00





Secretary
National Commission for Science,
Technology & Innovation

CONDITIONS

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
- 2. Government Officers will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**


REPUBLIC OF KENYA



NACOSTI
National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A 00395

CONDITIONS: see back page

Appendix 8: Copy of Research Authorization



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2241349, 20-267 3550,
0713 788 787, 0735 404 245
Fax: +254-20-2213215

Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke

When replying please quote

Our Ref: **NACOSTI/P/13/9829/88**


Edward Mutemi Willy
Kenyatta University
P.O.Box 43844-00100
Nairobi.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Effectiveness of Kenya police reservists in addressing insecurity in Loima District, Turkana County,"* I am pleased to inform you that you have been authorized to undertake research in **Turkana County** for a period ending **31st December, 2013**.

You are advised to report to **the County Commissioner and the County Director of Education, Turkana County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. M. K. RUGUT, PhD, HSC.
DEPUTY COMMISSION SECRETARY
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Copy to:

The County Commissioner
The County Director of Education
Turkana County.

Date: **8th October, 2013**

National Commission for Science, Technology and Innovation is ISO 2008: 9001 Certified