

**NATIONAL POLICE SERVICE RESPONSE STRATEGY IN THE MANAGEMENT OF
COVID-19 CONTAINMENT MEASURES IN NAIROBI CITY COUNTY, KENYA**

JEREMIAH MWAURA NG'ANG'A

**A PROJECT SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF MASTER OF ARTS IN SECURITY MANAGEMENT
AND POLICE STUDIES IN THE SCHOOL OF SECURITY, DIPLOMACY AND PEACE
STUDIES OF KENYATTA UNIVERSITY**

JUNE 2022

DECLARATION

TABLE OF CONTENT

DECLARATION	ii
TABLE OF CONTENT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
ABBREVIATIONS AND ACRONYMS	viii
OPERATIONAL DEFINITION OF KEY TERMS	x
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Problem Statement	3
1.3 Objective of the Study	3
1.3.1 Specific Objectives	4
1.4 Research Questions	4
1.5 Assumptions	4
1.6 Significance and Justification of the Study	5
1.7 Scope of the Study.....	6
1.8 Limitations and Delimitations	6
CHAPTER TWO: LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Empirical Literature Review	8
2.2.1 Capacity of NPS Response Teams in Management of COVID-19 Containment Measures	8
2.2.2 Coordination of NPS Response Strategy in Management of COVID-19 Containment Measures	13
2.2.3 Public Satisfaction in the NPS Management of COVID-19 Containment Measures ..	18
2.2.4 Management of COVID-19 Containment Measures	22

2.2.5 Political Goodwill in the NPS Response strategy in the management of COVID-19	
Containment Measures	25
2.3 Theoretical Framework	28
2.3.1 The New Public Management Theory.....	29
2.3.2 The National Intelligence Model.....	30
2.4 Summary of Research Gaps	32
2.5 Conceptual Framework	34
2.6 Conclusion.....	35
CHAPTER THREE METHODOLOGY	37
3.1 Introduction	37
3.2 Research Design.....	37
3.3 Study Area.....	37
3.4 Target Population	38
3.5 Sampling Techniques	39
3.6 Sample Size	40
3.7 Instruments of Data Collection	41
3.8 Pretesting of Research Instruments	42
3.9 Validity and Reliability	42
3.10 Data collection Techniques and Procedures.....	44
3.11 Data Analysis	45
3.12 Ethical Considerations.....	45
3.12 Conclusion.....	46
CHAPTER FOUR: PRESENTATION AND ANALYSIS OF DATA AND DISCUSSION ..	47
4.1 Introduction	47
4.2 Response Rate	47
4.3 Demographic Information of the Respondents	48
4.3.1 Gender of the Respondents.....	48
4.3.2 Age of the Respondents.....	49
4.3.3 Work Experience of the Respondents	50
4.4 Descriptive Statistics	51

4.5 Capacity of NPS Response Teams in the Management of COVID-19 Containment Measures	52
4.6 Coordination of NPS Response strategy in the management of COVID-19 Containment Measures	58
4.7 Public Satisfaction in the Management of COVID-19 Containment Measures	62
4.8 The NPS Response strategy in the management of COVID-19 Containment Measures	68
4.9 Political Goodwill	74
4.10 Conclusion	76
CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	77
5.1 Introduction	77
5.2 Summary	77
5.3 Conclusions	80
5.4 Recommendations	81
5.5 Policy Recommendations	82
5.2 Areas for Further Research	83
REFERENCES	85
APPENDICES	96
APPENDIX 1: INTRODUCTION LETTER	96
APPENDIX 2: QUESTIONNAIRE TO NPS OFFICERS	97
APPENDIX 5: GRADUATE SCHOOL RESEARCH AUTHORIZATION	112
APPENDIX 6: RESEARCH AUTHORIZATION TO NACOSTI	113
APPENDIX 7: NACOSTI RESEARCH APPROVAL	114
APPENDIX 8: MAP OF THE STUDY AREA	115

LIST OF TABLES

Table 3.1: Target Population	39
Table 3.2: Sample Size.....	41
Table 3.3 Reliability Statistics	44
Table 4.1: Response Rate	48
Table 4.2: Work Experience.....	51
Table 4.3: Capacity of NPS Response Teams.....	53
Table 4.4: Coordination of NPS Response Strategy	59
Table 4.5: Public Satisfaction on NPS Response Strategy.....	63
Table 4.6: The NPS Response strategy in the management of COVID-19 ContainmentMeasures ..	68
Table 4.7: Political Goodwill	74

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	34
Figure 4.1: Gender of the respondents	48

ABBREVIATIONS AND ACRONYMS

APS	Administration Police Service
AU	African Union
CDC	Centre for Disease Control and Protection
CIDRAP	Centre for Infectious Disease Research and Policy
COVID-19	Corona Virus Disease of 2019
EAC	East African Community
ECDC	European Centre for Disease Prevention and Control
EU	European Union
EVD	Ebola Virus Disease
HRW	Human Rights Watch
ICMA	International Capital Market Association
INTERPOL	International Criminal Police Organization
KPS	Kenya Police Service
MERS	Middle East Respiratory Syndrome
MOH	Ministry of Health
NACOSTI	National Commission for Science Technology and Innovation
NCIS	National Criminal Intelligence Service
NGAO	National Government Administration Organization
NIM	National Intelligence Model
NIS	National Intelligence Service
NPM	New Public Management
NPS	National Police Service
NPCC	National Police Chiefs Council
OECD	Organization for Economic Cooperation and Development
POP	Problem-Oriented Policing
PCA	Principal Component Analysis
PPE	Personal Protective Equipment
SAPS	South African Police Service
SARS	Severe Acute Respiratory Syndrome

SOP	Standard Operating Procedures
UK	United Kingdom
UN	United Nations
UNPD	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNISDR	United Nations International Strategy for Disaster Reduction
UNODC	United Nations Office on Drugs and Crime
UN-SDG	United Nations- Sustainable Development Goals
UPF	Ugandan Police Force
USA	United States of America
WHO	World Health Organization

OPERATIONAL DEFINITION OF KEY TERMS

In this study, specific key terms have been used in the context of the meaning of the following operational definitions:

Capacity:	The training, knowledge, information, and, resources possessed by individual NPS officers and NPS responseteams to enable them to implement the NPS response strategyin the management of COVID-19 containment measures.
Capacity of NPS response teams	The training, strengths, knowledge, information, skills possessed by and resources mobilized for NPS response teams managing COVID-19 containment measures. The capacity of NPS response teams was measured by the constructs of training, knowledge, information and resource management.
Coronavirus Disease:	A new strain of infectious disease that causes respiratory illness.
COVID-19 containment measures:	Key public interventions or protocols imposed by the WHO or MOH to minimize the health consequences caused by COVID-19. The COVID-19 containment measures were measured by the constructs of management of ban on public gatherings, curfew timings, mandatory use of face masks and public transport measures.
Coordination:	The collaborative and integrated unity of action among different actors, group members and stakeholders working towards a specific goal.
Coordination of the NPS response strategy:	The collaborative and integrated unity of action taken by different actors working jointly in the NPS response strategy in the management of COVID-19 containment measures. Coordination of the NPS response strategy was measured by the constructs of multi-agency partnerships, harmonization of operations, and communication strategies.
Interaction effect	The role political goodwill played in facilitating the successful implementation of the NPS response strategy in the management of COVID-19 containment measures.
Law Enforcement Officers:	The police officers who are constitutionally mandated to maintain law and order, detect and prevent crime and manage COVID-19 containment measures. In the Kenyan context, law enforcement officers refer to the NPS.

Level of public satisfaction	The extent to which members of the public are contented with police actions when serving them. The level of public satisfaction was measured by the constructs of NPS accountability, transparency, legitimacy, and community-police relationships.
Management:	The implementation of institutional resources, procedures, and processes to achieve the mandate of NPS in responding to COVID-19 containment measures.
Measures:	The prearranged steps undertaken by security agencies to ensure mitigation against damage to lives and property.
Political goodwill:	The willingness of governments to influence the implementation of the NPS response strategy in the management of COVID-19 containment measures. In this study, political goodwill was the intervening variable.
Response:	The steps taken by the NPS before, during, and after the COVID-19 emergency to protect life and property to enable the public to cope with and mitigate the effects of COVID-19.
Response strategy:	A plan of action created to achieve a general aim (Harvard Business Review, 2017). The NPS response strategy was measured by the constructs of the capacity of NPS response teams, coordination of NPS response strategy and levels of public satisfaction

ABSTRACT

Coronavirus disease (COVID-19) affected all countries across the globe and tested the resilience, efficiency, and inadequacy of measures put in place by response teams. This study sought to investigate the National Police Service (NPS) response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. The NPS response strategy, guided by the variables of capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction, was the independent variable, while the management of COVID-19 containment measures represented by the management of the ban on public gatherings, curfew timings, mandatory use of face masks and public transport measures was the dependent variable. Political goodwill was the intervening variable. The study was anchored on the New Public Management theory and the National Intelligence Model and adopted an exploratory research design. The target population was 4,000 people who included NPS officers, NPS managers, and members of the public. A sample size of 350 respondents was finally utilized in the study and primary data was collected using questionnaires and interview guides. The validity and reliability were tested for consistency using the Cronbach's coefficient alpha technique and all instruments were found to be reliable with values of 0.7 and above. Quantitative data were analyzed and presented using statistical tables and figures and qualitative data were organized into themes and excerpts reported verbatim. Analyzed data revealed major findings as follows: On capacity of NPS response teams, respondents agreed that: NPS had given appropriate training 44.0 percent, NPS had imparted adequate knowledge 38.6 percent, NPS had provided adequate information 42.6 percent and NPS mobilized enough resources 40.9 percent. On coordination of NPS response strategy, respondents strongly agreed that: NPS incorporated multi-agency partnerships 41.1 percent, NPS harmonized its operations 41.7 percent and NPS had adequate communication strategies 40.1 percent. On the level of public satisfaction, respondents agreed that: NPS actions were transparent 45.4 percent, NPS was accountable to the public 37.3 percent, the police-public relationship was good 37.4 percent and NPS operations and actions were legitimate 39.4 percent. These findings implied that each construct, positively, and significantly impacted on management of COVID-19 containment measures. In summary, the overall findings and conclusions revealed that the variables of NPS response teams, coordination of NPS response strategy, and the level of public satisfaction individually, jointly, positively, and significantly influenced the successful management of COVID-19 containment measures. The political goodwill facilitated the successful interaction between the NPS response strategy and management of COVID-19 containment measures. The study recommended the formation of an Emergency Situations Response Unit, development of harmonized Standard Operating Procedures (SOPs), integration of technology, emergency budget allocations, formulation of support policies, provision of pre-planned contingency plans, and protection of human rights in the management of emergencies. The research suggests further research on the need for joint coordinated pre-deployment training to recommend the best training models that would enhance operational efficiency during emergencies; the need for harmonized communication strategies during emergency operations; the use of technology in emergency operations; the enhancement of good police-public relationships during emergency operations; and challenges involved in policing an individual during emergencies.

CHAPTER ONE

INTRODUCTION

This study sought to investigate the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. This chapter presents the background to the study, problem statement, objectives of the study, research questions, assumptions, significance and justification of the study, scope of the study and, limitations and delimitations.

1.1 Background to the Study

COVID-19 is a highly contagious disease, that was first detected in Wuhan, China in December 2019 (World Health Organization (WHO), 2020). As of January 2021, over 219 million positive cases were reported worldwide with fatalities at 4.55 million, evidence of the grave nature of the disease (WHO, 2020). The law enforcement officers alongside health workers were given the additional mandate of implementing the response strategies for mitigating further spread of the disease

Globally, the WHO advised nations to develop tailor-made response strategies to contain the disease. The International Criminal Police Organization (INTERPOL) brought forth international guidelines to enhance the effectiveness and safety of law enforcement officers in the context COVID-19 environment. These guidelines were distributed across several jurisdictions (INTERPOL, 2020). There were increased concerns about police actions globally when managing COVID-19 containment measures, especially among the most vulnerable in society. In India for instance, Kapoor (2020) noted that the roles of police had been compounded to four key interfaces that included; enforcing lockdown by restricting movement, contact tracing, assistance to the vulnerable, and the use of investigative and intelligence skills. The officers were effective with three roles as observed across the country except for assisting the vulnerable.

Regionally in the African continent, a range of containment measures against the spread of COVID-19 was put in place by most countries. For example, in South Africa, the police enforced nationwide lockdown, border patrols, roadblocks, and checks on non-essential traders operating (Ranchhod, 2020). Their fast response however did not provide space for proper training, planning, preparation, and resource mobilization for the officers working to manage the containment measures (Burger, 2020). This created challenges that manifested in the form of police using excessive force, physical abuse, and human rights violations.

In the East African Region, the East African Community (EAC) unveiled a joint COVID-19 response strategy to reinforce and prevent further cross-border spread (East African Community, 2020). The interventions were intended to coordinate and strengthen surveillance and reporting at key border points and guard mobile laboratories. This automatically designated more duties to police officers.

In Kenya, the first positive case of COVID-19 was detected on 13th March 2020. Since then, the spread of the disease in the country continued to escalate with Nairobi City County as the epicenter (Ministry of Health (MOH), 2021). The NPS in Kenya was given the mandate of implementing the response strategy in the management of COVID-19 containment measures. Generally, the NPS performance was good. Sometimes, the police without any proper justification, shot people dead, battered people leaving them with life-threatening injuries, and even broke into homes to extort money from residents (HRW, 2020). These acts continued to threaten the social contract of the government with its citizens. This also raised concerns about police actions in dealing with citizens during calamities.

In Nairobi City County, excessive use of force from the police had been witnessed especially in estates inhabited by low-income earners. Wasike (2020) notes that several people had been killed in Nairobi as a result of the NPS response strategy in the management of the COVID-19 containment measures. Police abuse, brutality, and use of excessive force undermined the government's potential to gain public support and cooperation in the fight against COVID-19 (Namwaya, 2020). Apparently, there was a disconnect in the execution of the NPS response strategy in the management of COVID-19 containment measures and

the disconnect created a knowledge gap. To address this gap in knowledge, there was an urgent need for a study to investigate the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. It was against this background that this study was carried out.

1.2 Problem Statement

COVID-19 spread exponentially in Kenya from the time it was first detected on 13th March 2020. By 30th June 2021, the country had suffered devastating effects of three COVID-19 waves with more waves being predicted due to the mutating nature of the virus and the high rate of community infections (MOH, 2021). Between 1st January 2021 and 30th June 2021, Kenya was experiencing the ravaging effects of the first 180 days of the deadly COVID-19 third wave (MOH, 2021). To reduce the rate of individual and community infections, the NPS, in addition to its constitutional roles, was mandated to execute the response strategy in the management of COVID-19 containment measures. The implementation of the response strategy caused public outrage with members of the public and civil society organizations accusing the NPS of excessive use of force, police brutality, violation of human rights, and fundamental freedoms. Notably, there were no studies done in Kenya relating to the NPS response strategy in the management of COVID-19 containment measures. This created a knowledge gap. To fill this gap in knowledge called for an urgent study to investigate the NPS response strategy in the management of COVID-19 containment measures to enhance understanding of the NPS execution of their additional mandate. This study focused on addressing this specific problem.

1.3 Objective of the Study

The general objective of the study was to investigate the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County Kenya.

1.3.1 Specific Objectives

The specific objectives of the study were to:

- i. Examine the capacity of the NPS response teams in the management of COVID-19 containment measures in Nairobi City County, Kenya.
- ii. Evaluate the coordination of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya.
- iii. Examine the level of public satisfaction with the NPS management of COVID-19 containment measures in Nairobi City County, Kenya.
- iv. Evaluate the interaction effects of political goodwill in the NPS response strategy on the management of COVID-19 containment measures.

1.4 Research Questions

The study was guided by the following research questions:

- i. How was the capacity of the NPS response teams in the management of COVID-19 containment measures in Nairobi City County, Kenya?
- ii. How was the coordination of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya?
- iii. What was the level of public satisfaction in the NPS management of COVID-19 containment measures in Nairobi City County, Kenya?
- iv. Did the political goodwill facilitate the successful implementation of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya?

1.5 Assumptions

According to Simon (2011), assumptions are notions somewhat out of a study's control whose absence would cause the study to be irrelevant. This study was premised on the following general assumptions:

- i. That the NPS response teams had adequate capacity for managing emergency operations.
- ii. That the NPS had coordinated and harmonized multi-agency Standard Operating procedures (SOP) for use during emergency operations.
- iii. That the NPS operated within the law and respected human rights during emergency operations to maintain good police-public relationships.
- iv. That the government of Kenya exercised political goodwill during emergency operations to achieve positive outcomes.

1.6 Significance and Justification of the Study

An effective response to epidemics is essential in enhancing the health security of nations and the well-being of humanity. In a study to investigate the preparedness and response to diseases with epidemic potential in the European Union, Kinsman (2018) found that proper response plans for the Middle East Respiratory Syndrom (MERS- Cov) and poliomyelitis were in place with competent technical expertise available to enforce them. However, for other emerging diseases, past mistakes were most likely to be repeated due to the limited evaluation done for past public health emergency responses. Eminently, the failure to plan could not be downplayed.

Global Preparedness Monitoring Board's (2019) study showed that the world was not prepared for a pandemic like COVID-19 which required law enforcement agencies to be among the first responders. The world needed to proactively establish the systems and engagements through research innovations to have ways of detecting and controlling potential disease outbreaks. Enforcement agencies' operations changed a great deal in times of pandemics hence, local agencies needed to activate their internal emergency plans, and functions and channel resources to critical departments.

Accordingly, this study sought to fill a gap in knowledge on the general understanding of the NPS response strategy in the management of COVID-19 containment measures. COVID-19 was one of its kind in terms of mutation, magnitude, devastation, complexity,

and unpredictability. Thus, it was of paramount importance to urgently undertake the study to enhance understanding of how the NPS executed the response strategy in the management of COVID-19 containment measures, especially in the context of capacity of NPS response teams, coordination of the NPS response strategy, and the level of public satisfaction. The results of this study would inform how the response strategy should be executed during the management of future emergencies. Further, the results would be used to complement other studies and incorporated into the police disaster management practices.

1.7 Scope of the Study

The scope of the study focused on investigating the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. The selection of the County was premised on the fact that the County has been the epicenter of COVID-19 in Kenya. As of 30th June 2021, the County had 101,000 or 55 percent COVID-19 positive cases out of the national tally of 184,161 cases (Ministry of Health, 2021). This study based its conclusions on a period range of 180 days from 1st January 2021 to 30th June 2021. This period signified the first 180 days of the deadly COVID-19 third wave in Kenya. The target population was 4,000 people who included NPS officers, NPS managers, and members of the public. A sample size of 350 respondents was utilized in the study. The study interviewed NPS officers deployed within Nairobi City County in response to COVID-19 containment measures and members of the public residing in the County. The study investigated the critical variables of the capacity of response teams, coordination of NPS response strategy, levels of public satisfaction and political goodwill because these parameters represent an extensive sphere and were critical in the measurement of the NPS response strategy in the management of COVID-19 containment measures.

1.8 Limitations and Delimitations

This study was limited to the information given by the respondents due to the stigmatization and sensitivity brought by COVID-19. To mitigate this, the researcher ensured adherence to ethical issues in research and assured respondents of confidentiality, the anonymous and

purely academic nature of the study. The study was limited by data on the COVID-19 responses. The exploratory research design was used because the topic has limited past literature. COVID-19 was fluid and keeps changing. To address this, the researcher authenticated data and information obtained and kept abreast of new and evolving information on the situation to form a reliable base for recommendations.

The study was delimited to the geographical and administrative confines of Nairobi City County boundaries. The study targeted only NPS officers, NPS managers, and members of the public in the County. Two types of research instruments; a questionnaire and an interview guide were used for the respondents. The questionnaire was used for NPS officers, NPS managers and members of the public as the instrument safeguarded against victimization and subjectivities associated with other instruments such as the interview guide. The study administered an interview guide to selected NPS managers at the NPS headquarters to provide concise information associated with the organization. This study covered the period from 1st January 2021 to 30th June 2021, thus heralding a period of the first 180 days of the deadly COVID-19 third wave in Kenya. Due to the evolving nature of COVID-19 and its continuance to the present day, the study was likely to get exhaustive conclusions when confined to this period. As such, periods before 1st January 2021 and beyond 30th June 2021 were not considered as they could overwhelm the data collection process and subsequent conclusions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study sought to investigate the NPS response strategy in the management of COVID-19 containment measures and this chapter critically reviewed the related literature on capacity of NPS response teams, coordination of NPS response strategy and level of public satisfaction as well as management of COVID-19 containment measures and the political goodwill. The Chapter also identified and reviewed the applicable theoretical framework notably The New Public Management Theory and The National Intelligence Model, and contextualizes the conceptual framework.

2.2 Empirical Literature Review

Past research investigated different themes on law enforcement emergency response strategies to different crises and disasters. Global attention recently shifted to COVID-19, and its fluid nature and consequent effects on the performance of law enforcement officers. This section reviewed literature covered by past researchers and scholars relating to the specific study objectives.

2.2.1 Capacity of NPS Response Teams in Management of COVID-19 Containment Measures

The capacity of NPS response teams in this study refers to training, strengths, knowledge, and skills possessed by NPS response teams managing COVID-19 containment measures. The capacity of NPS response teams was measured by the indicators of training, knowledge, information, and resource mobilization.

Globally, with the surge in and repeated encounters of disasters in the recent past, enhanced readiness from institutions and organizations had been identified as vital in preparing for

and managing emergencies. Zamoum & Gorpe (2018) argues that managing a crisis should be a proactive process that involved tackling it before, during, and after it happens and calls for organizations to play a role in protecting stakeholders from damage and possible negative consequences of the crisis. With the forecast on pandemics, the Office of the President in the USA released a response plan for the National Strategy for an Influenza pandemic which hammered the importance of state and local preparedness, highlighting information, guidelines, and directions on preparedness (US Department of Justice, 2006). The plan made blanket recommendations to law enforcement officers to prepare police departments by ensuring operational continuity, educating and training officers on transmission, vaccination, treatment, and protecting the community by maintaining law and order. With a quasi benchmark in place, the Brennan Centre for Justice (2020) accounts that the police department in the USA made needed policy changes to help promote community health and safety while maintaining law and order in the COVID-19 environment.

History provides an illustration of a similar pandemic during the Spanish Flu of 1918 when the European Union (EU) developed a pandemic influenza response strategy recognizing law enforcement as an essential public service provider during the pandemic (ECDC, 2007). The London Metropolitan Police Service in response developed a city-wide approach to emergency operations that included a command structure for operations, administrative mobilization, and internal communication. It further laid out measures on occupational health and officers' safety that provided for access to PPE, medicine, and sick leave policies all while maintaining law and order, managing fear, and enforcing public health orders (Luna & Brito, 2010). Notably, in its brief on police response to COVID-19 government legislation on social distancing measures, the National Police Chiefs Council (NPCC) in the UK launched a response pack that included a four-step escalation principle when responding namely; engaging, explaining, encouraging, and enforcing (NPCC, 2020). Recognizing the evolving nature of COVID-19, the pack further indicated personal safety measures to be adhered to by officers that included washing hands, sanitizing, keeping social distance, practicing respiratory hygiene, and using PPEs stocked by different departments. While these efforts were laudable, other parts of the UK were criticized as being draconian in their response. For instance, Castle (2020) notes, that the police used drones to spy on individuals

breaking lockdown rules, raising concerns about the misuse of resources and a deficiency in quality resolution in unprecedented times.

Research by Shrestha & Pathranarakul (2018) on Nepal's government's national disaster response to the 2015 earthquake revealed that there were limitations in institutional capacity teams that were dispatched to respond to the disaster revealing their weaknesses in emergency response effectiveness. Despite that, the study noted that the Nepal Army, the police, and the armed forces made a significant contribution to supporting victims. This implied that capacity though important, could not be the only threshold or benchmark in response effectiveness. Depending on the context and nature of the crisis, law enforcement officers could be innovative in their approaches to avert disaster first as they build on response capacity.

Regionally in the African context, the continent has never been short of health disasters. The 2014-2016 Ebola Virus Disease (EVD) outbreak in West Africa demanded rapid action from the Region to contain the highly contagious disease that spread across borders within weeks. With its transmission occurring through poor nursing practices like re-use of contaminated needles and poor handling of bodies of victims, medical officials put in place the use of face masks, gloves, and gowns for health personnel as mandatory (CDC, 2018). Sandy, Schnabel, Trepp, & Zumsteg (2016) in a report by the Centre for Democratic Control of Armed forces on security sectors' role in responding to health crises with a focus on the EVD noted that the capacity and coordination between security and medical personnel in terms of communication and action was weak. It was further observed that there were no clear frameworks on the roles and responsibilities of security officers which led to an overwhelmed health sector. Further, deployment to key areas was slow exposing the incoherence within the security forces.

In a more elaborate report, Ross (2017) noted that the initial response capacity by the Ministry of Health in Sierra Leone was marred with confusion leading to the establishment of the National EVD Response that headed all operational control under the guidance of the Ministry of Defence. Under this new control, the Sierra Leone Police were deployed and

given the main responsibility of guarding quarantine homes, securing checkpoints, and guarding hospitals and clinic facilities. Mckay (2014) noted that the rapid deployment amid an overwhelmed health ministry saw the officers receive very little training and often exhibited a lack of knowledge required to oversee high-risk situations that led to new infections among themselves and the public. This ultimately led to the Chief of Police approaching partners to assist in the development of basic training in EVD response for their officers to ensure risk assessment and mitigation. The training included capacity building and the teaching of empathetic policing that focused on listening and communication from the police in resolving conflict as the easy transmission of the virus called for a no-touch policy, making the conventional policing techniques impracticable. Principally, the value of tailor-made responses by institutions to build capacity in times of crisis optimized efficiency. It also highlighted the ability of institutions to admit shortcomings and seek assistance that could be incorporated for crisis aversion.

In South Africa, the National Disaster Management Policy Framework was legislated and incorporated into all spheres of government. In a study to critically analyze this framework, Niekerk (2014) engaged senior public officials in the government, private sector, and academia and found that there lacked clear guidance on how the framework would work for local municipalities. The study also found that funding, overall mastery, and capacities for disaster risk reduction were insufficient. In another study conducted in Egypt, El Deh, Ewis & Debacker (2018) on the capacity of emergency medical technicians' level of training and education in handling mass casualties in disaster events found that the medical technicians engaged had good planning procedures to deal with such events. However, they did not have the training or prior experience to participate in mass casualty disaster events. Principally, this suggested that the occurrence of disaster would likely overwhelm their operations and response action as a result of their deficient capacity.

In the EAC region, almost all member countries were prone to natural hazards such as floods, droughts, landslides, and man-made conflicts. The impacts of these hazards causing disasters have accounted for stalled developmental activities as resources have been diverted to emergency response as and when they occur. A report by the EAC Secretariat revealed

that despite the continuous risk of disasters at a country level and sub-regional level, there were inadequate resources and capacities deliberately set aside for effective response, preparation, and prevention mechanisms (East African Community, 2012). In Rwanda for instance, a situational analysis on disaster management study was conducted by Rugigana, Nyirazinyoye & Umubyeyi (2013) that focused on current capacities and institutional frameworks on disaster management at the operational level. Findings revealed that there were sustainable plans in place in terms of policies and program documents but most response institutions lacked capacity and training on how to plan and respond to disasters. Recovering from past medical emergencies such as the outbreak of cholera, the existing disaster management policies were put to test with the outbreak of COVID-19 in the country. Byamukama (2020) asserts that early intervention and sensitization of the public helped a great deal. In cognition of the possible overwhelming of the health sector, the police and military were deployed early to conduct rigorous contact tracing and guard quarantine centers. The police operations were further boosted by technological backing that saw them use drones to survey estates to enforce lockdown regulations. To some extent, the efficiency of the Rwanda Police in supporting government efforts signaled a stride in building institutional capacities within the region.

Nationally, Kenya experienced a wide range of strife that necessitated government interventions raging from floods, drought, and famine. Of concern was that despite this knowledge and continuous risk, little investment to build capacity among most first responders had been made. For instance, a study by Moses (2013) on disaster preparedness and response strategies in Kenya revealed that capacity building for disaster response at all levels was low. In another study that sought to assess Kenya's preparedness for disasters caused by natural hazards, the Development Initiatives (2017) found that Kenya was better coordinated in responding to disasters caused by drought than those caused by flood and disease outbreaks. The report further revealed that there was lack of preparedness and response strategies cutting across different response institutions hampering capacity and action in times of actual events. The findings in past literature highlight the significance of capacity building in response teams and how the inadequacies affect intervention exercises.

The review of the capacity of NPS response teams in the management of COVID-19 containment measures provided key insights into the capacity of law enforcement officers during disasters, and medical emergencies, and in the management of COVID-19 containment measures in different countries at global, regional, and national levels. The findings in these studies were used to examine the capacity of NPS response teams in the management of COVID-19 containment measures. In terms of the capacity of response teams, the NPS required necessary training, knowledge, information, and mobilization of resources to manage COVID-19 containment measures within the confines of the MOH guidelines and protocols. The NPS in Nairobi City County required response teams with the requisite capacity to respond to the management of COVID-19 containment measures. Building capacity for the NPS in the County would enhance efficiency in service delivery to the general public. Despite the important areas covered in the literature review, it was notable that the studies failed to investigate the capacity of NPS response teams variable essential indicators of training, knowledge, information, and resource mobilization, thus creating a research gap that this study sought to fill.

2.2.2 Coordination of NPS Response Strategy in Management of COVID-19 Containment Measures

According to Vries (2019), coordination responses to pandemics have been found to play important roles and responsibilities. The coordinated responses were known to increase the likelihood of successful joint pandemic responses. Response networks operated best with coordinating roles that were stipulated and collaborative. According to Li (2017), the role of coordination includes information sharing as well as communication which were core factors when, for instance, the public partners with law enforcement agents to quell an emergency. Law enforcement officers who collect information and resources but fail to share it effectively with other concerned parties isolated them, thus creating social, technical, and policy challenges in emergency responses. In this study, coordination of the NPS response strategy means the collaborative and integrated unity of action taken by different actors working jointly on the management of COVID-19 containment measures.

Coordination of the NPS response strategy in the study was measured by the constructs of multi-agency partnerships, harmonization of operations, and communication strategies.

Globally, the emergence of globalization and the effects of globalization facilitated the increase in interdependence among states and institutions to coordinate and solve emerging complex global problems. Increasingly, coordination across all sectors has become international best practice in times of emergencies. The United Nations (UN) in its mission to break cycles of recurring crises assert that coordinated cooperation across different jurisdictions best addresses the complexities of a global crisis (Guterres, 2020). According to Chen, Sharman, and Rao (2008) coordination in times of crisis was difficult and emergency response management teams should establish structures and guidelines with a well-defined span of control and tasks beforehand. With the highly demanding nature of organizing personnel and resources in a pandemic environment, planned procedures should be embraced to optimize functions.

In a study to investigate the coordination of emergency preparedness and response to cross-institutional outbreaks in the Netherlands, Vries (2019), engaging with healthcare professionals found that clarity on perceived roles and responsibilities increased the likelihood of successful joint epidemic responses. Further, the study revealed that response networks operated best with coordination roles stipulated. Beyond the roles, however, information sharing and communication were identified as core factors when partnering with law enforcement agencies. Treglia (2013) posits that in most states, law enforcement officers gather intelligence but fail to share it effectively. Li (2017) for instance, illustrates this in a study that investigated the coordination of governance and partnerships in policing in the USA and found that poor partnerships characterized by vague information sharing had a huge potential in increasing crime rates and reduce human safety. Principally, coordination is needed in multi-agency partnerships to minimize chances of conflicts and counter-productive actions.

In recommendations on COVID-19 related policing, the UN advised that with the virus affecting many sectors, a similar multi-disciplinary approach in response efforts was needed

(United Nations, 2020). In harmonizing action across different jurisdictions, police were encouraged to reach out to health professionals and other subject matter experts to identify and understand relevant public health laws. They were also advised to collaborate with other local criminal justice entities such as courts and correctional facilities and also to partner with local administrative entities to develop a public communication strategy. In Italy for instance, the initial response by police officers was termed by medical experts as not strict enough owing to the high numbers of new infections and consequent deaths (Donato, 2020). Accordingly, the government dispatched additional officers from the military to help police enforce the lockdown emphasizing the utilization of collaborations.

Hossain and Kuti (2010) in a study on disaster response coordination through social networks in Australia, engaging with state and local law enforcement, found that there was a positive correlation between social networks and the potential to coordinate. Despite these findings, the Australian police experienced challenges when attempting to coordinate with government agencies and health experts in the COVID-19 landscape. In an initiative by the government to support health services and increase awareness of the number of people contracting the virus in their locations, a contact tracing mobile application was launched. Law enforcement requests to be added to the database to help monitor numbers as the enforced regulations were denied (Karp, 2020). Further, regulatory actions we brought forth to prevent police from accessing the data bring to fore obstacles law enforcement agencies may face in multidisciplinary coordination efforts. To further illustrate the importance of coordination especially related to health emergencies, SF and LMM (2017) conducted a study on health system law enforcement synergies for injury surveillance, control, and prevention and findings revealed that the merging of health systems and law enforcement data added value to surveillance teams and partnerships between the two sectors had improved injury control and prevention.

Organizational resilience is to a large extent determined by strategic collaborations and coordination within and outside its structures. This was illustrated by Jung and Song (2014) who conducted a study on linking emergency management networks to disaster resilience in South Korea. The study found that extending hierarchical networks impacted positively

on the level of organizational resilience. Principally, the study confirmed coordination as a critical component in building strong teams that could handle the flexibility and deprivation that come with disaster events. While it was generally accepted that coordination within agencies was necessary, actualization could be challenging. In a study to examine barriers to cross-sector collaborations during disasters in Malaysia, Lee (2019) found that agencies were faced with three barriers that included; perceived organizational hierarchy, differing levels of motivation to coordinate, and inadequate organizational ability to coordinate. Notably, the study recommended integrating command and control frameworks for effective coordination of disaster management.

Regionally, in the African continent, law enforcement agencies benefit when community partnerships are effective, resulting in reduced social issues and better public safety. In most countries of Africa, community partnerships have been a common phenomenon owing to the communal nature of the Region. With the Ebola Virus Disease (EVD) sparking the need for more liaison with law enforcement agencies and the health sector, Kohrt and Blasingame (2015) conducted a study on adapting a crisis intervention of police and health collaborators in Liberia. Engaging with law enforcement officers and health officers, findings showed that as a result of the partnership, health professionals' attitudes towards law enforcement officers and engagements with them had improved as they got a better understanding of each sector's scope of work. Necessarily, partnerships fostered good working relationships that optimized results in times of response to the crisis. Increasingly, public-private partnerships in policing have become the norm in finding long-term strategic associations.

In another strand of research, Diphorn and Berg (2014) conducted a study on typologies of partnership policing in South Africa. Focusing on forms of partnerships, the South African Police Service (SAPS) had over the years, findings showed that the police had taken collaborative and competitive forms of partnering with private security depending on various factors. The factors to be considered when deciding on the type of collaboration and coordination include personal perceptions, networks, and the nature of information sharing. Notably, the SAPS has a history of fostering coordination for instance with the United

Nations High Commission for Refugees (UNHCR) to protect refugees and asylum seekers who at most times are targets of xenophobic attacks (Reliefweb, 2010).

In the East African Region, the virus had been thriving and connectivity and border control surveillance has been magnified and enforced by officers from different countries. According to Medical Brief (2020), East Africa had developed one of the most robust policies in coordinating law enforcement officers to reduce the spread of COVID-19. For instance, Tanzania and Kenya governments agreed on setting up a mobile laboratory that would serve as a testing center for truck drivers from either side of the border. In addition to health workers and government officials, law enforcement agencies were given guidance on how to enforce the new procedures within the border to ensure seamless movement and trade (The East African, 2020). This cross-border coordination could be used as an illustration of strides in multi-sectoral harmonization of functions in emergency response situations within the East African Region. Salmon (2011) contends that in particularly large-scale emergencies, coordination between multi-agency systems plays a big role in ensuring the efficiency of responses.

Nationally, in the Kenyan context, law enforcement agencies performed several functions jointly in routine duties and emergency response occurrences. A study by Menya (2016) on the inter-agency and multi-agency coordination of fire disasters in Nairobi City County revealed that there was no clear legal framework for inter-agency coordination, as such, interventions by different agencies were not homogenized. The study recommended that as a capacity-building measure in dealing with fire disasters in the County, fostering of partnerships had to be developed and formulation of an inter-agency and multi-agency fire management plan was needed. Generally, inter-agency coordination was key to optimizing functions and should be further investigated on how it had been demonstrated by law enforcement agencies in the COVID-19 response strategies or formulate strategies that could work for future similar occurrences.

The literature review on coordination of the NPS response strategy in the management of COVID-19 containment measures was fundamental as it highlighted key insights on

coordination of the strategies from global, regional, and local levels. Coordination of response strategy underlined its significant and pivotal role in responding to emergency management efforts. Coordination includes all the collaborative and coordinated responses to emergencies and it increases the likelihood of successful joint responses. The kind of information that is passed through coordinated networks by NPS, the public, and other actors informs and assists in formulating important decisions for managing COVID-19. The findings in these studies were used to evaluate the coordination of NPS response strategy in the management of COVID-19 containment measures. Coordination was therefore fundamental in ensuring a multi-agency approach, harmonization of operations, and effective communication strategies as they are core factors for law enforcement agents in managing COVID-19 containment measures. However, despite the important areas covered in this review, the studies failed to investigate the coordination of NPS response strategy variable essential indicators of multi-agency partnerships, harmonization of operations, and communication strategies in the context of management of COVID-19 containment measures in Nairobi City County, thus creating a research gap that this study sought to investigate.

2.2.3 Public Satisfaction in the NPS Management of COVID-19 Containment Measures

The level of public satisfaction refers to the extent to which members of the public were contented with police actions when serving them. The level of public satisfaction variable was measured by the indicators of NPS accountability, transparency, legitimacy, and community-police relationships. In this section, we explored studies conducted on these variables.

Globally, law enforcement officers were mandated to protect and serve the public, and therefore it was prudent for police departments across the globe to be accountable to their communities by increasing collaborations with the relevant public stakeholders. While this is ideal, one of the most persistent problems in current policing across different jurisdictions

is the state's ability to guarantee the judicious use of police delegated monopoly of power in light of the discretion accorded to them.

In more democratic states, Lemieux (2014) notes that police were subject to the rule of law, are respectful of human dignity, and are deterred from using excessive force when dealing with citizens unless in justifiable circumstances. Past literature has however increasingly shown a contrary state of affairs. A national survey by the Cato Institute on understanding public attitude towards the police in the USA showed varied results across race and political inclinations. Notably, 73% of African Americans stated that police were quick to use lethal force even in most typical environments while 35% of whites felt the same. Further, 62% of white Americans stated that police were courteous in their actions as compared to 43% of African Americans (Cato Institute, 2016). This could explain the findings of a study by the American Commission on Civil Rights that found evidence of the use of force by police against people of different colour, people with special needs, people in low-income areas, and those with mental health concerns even in times of emergency occurrences (The US Commission on Civil Rights, 2018).

There remains limited data accessible to the public regarding police actions. However, COVID-19 brought to the fore the challenging relationship the USA public progressively had with its police departments. On one end of the spectrum, Sirohi (2020) notes that protests by the white militia against COVID-19 regulations in the State Capitol building armed with heavy weapons were met with sobriety from the police with no arrests or cases of force being recorded. However, on the other side, African American neighborhoods experienced increased patrolling by officers in a bid to enforce social distancing regulations that led to multiple arrests of minor offenders. With this discriminatory treatment, public outcry surged in the USA with most factions expressing their displeasure with hard-edged police responses in times of COVID-19.

In a study to investigate public satisfaction of police and the general attitudes toward police-citizen encounters in Australia, Hinds (2009) found three factors that led to shaping public satisfaction of police namely; public view of police actions, legitimacy, and use of

procedural justice. Further, the study highlighted citizen-initiated contact as contributing to a large extent to public satisfaction. Notably, proponents of the NPM theory have argued that public satisfaction should be a measured parameter in police performance. This was meant to keep them vigilant in their approach to public actions. A study on police performance measurement in Italy conducted by Tiwana & Bass (2015) found that best aligning measures were more expensive and included open governance that emphasized public accountability further reiterating the immense role public oversight has on police performance and consequent public satisfaction.

In emergency response situations, law enforcement officers were expected to operate with caution as they provide a bridge to the victims and end responders. This according to Weber (2016) was key for officers to consider as their interventions in most cases were usually rapid and short-term. In the wake of COVID-19, this concept was put to test. Lee (2020) notes that despite their brief brush with citizens in enforcing regulations, police in Slovakia were violent in operations often beating and harassing citizens with minorities and vulnerable populations being at a higher risk of this brutality. The persistence of such incidences within the COVID-19 environment baffles researchers especially because several reform measures were put in place such as increasing diversity and adopting more open frameworks within police departments. In essence, this points to a systemic problem within the police when dealing with certain populations.

Regionally, in Africa, with the increase in life-altering injuries and fatalities, police violence gained traction in public discourse. The police struggle with historical deficits that came as a result of colonialism and authoritarian past regimes. Public attitudes towards most police forces in the continent were negative. In a study on police trust in urban cities in Ghana, findings indicated a deteriorating relationship between the police and the people as they used unorthodox methods such as income levels, education status, and influence of people living in a certain area and ethnic backgrounds as the indicator and guidance of fairness in procedural justice (Boateng, 2015). To correct this perception, Nivette and Akoensi (2015) conducted a study on determinants of public satisfaction with police in Ghana and found that procedural justice, lawfulness, and effectiveness increased public satisfaction.

Jones (2020) submits that policing in the presence of COVID-19 was bound to have repercussions on security and police-public relations. Necessarily, the police should ensure that their actions build their legitimacy with the public. Based on the current operating landscape, two eventualities were bound to be witnessed in future. These are a further militarization of the police that would worsen public credibility or rebuilding of legitimacy and good public-police relationship after the COVID-19. Faul (2020) in a commentary to buttress the need for community policing and cooperation to build trust notes the disastrous actions of the SAPS which was accused of excessive use of force against citizens when enforcing regulations. As of June 30th, 2020, 10 people had died at the hands of police brutality sparking nationwide public outrage (Harrisberg, 2020). In the event of the continuance of the brutality by the police, the South African government anticipated a deepening of community–policing mistrust that could cause societal chaos.

With the national army and police being called upon to enforce EVD-related regulations at the peak of its outbreak in the Democratic Republic of Congo in 2019, amid cases of brutality, lessons learned were assumed to have presented grounds for better practice with COVID-19. However, Bujakera (2020) notes that at the onset of their deployment to enforce COVID-19 regulations, videos through online platforms emerged of officers harassing citizens further drenching credibility with the public.

Nationally in Kenya, police brutality was a vital public concern even beyond COVID-19. COVID-19 nevertheless further underscored public outrage on police actions. Several cases of citizens being injured, and subjected to forceful arrests, and deaths were recorded at the hands of police. For instance, Faul (2020) illustrates cases where police used tear gas to disperse crowds in Nairobi causing them to rub their eyes, noses, and touch their faces, all actions that should be minimized to mitigate the risk of contracting COVID-19. While the police largely enforced state regulations and performed their mandate, evidence suggested that their response threatened to compete with COVID-19 in bringing harm to the public who at the time needed heightened public safety.

In most scenarios, law enforcement officers respond to assist members of the public. Their interactions serve as grounds for measuring performance, assessing police actions, and measuring political goodwill. According to Murphy (2009), the public is more satisfied when authorities use procedural power and, in such cases, they follow the instructions given. In a study to investigate public satisfaction with police and community policing, Yuksel & Tepe (2013) found that collaboration with the public generally increased public satisfaction with the police. Further, results showed that police work ratings were the most important predictor of public satisfaction.

The literature reviewed in this section was again critical as it examined the level of public satisfaction from the global to national levels. The findings of these studies were used to examine the level of public satisfaction in the management of COVID-19 containment measures. Police officers possess legitimate monopoly of violence that should be used judiciously. The officers should not use excessive force except in self-defense and they should only use the necessary force to achieve the objective proportional to the threat. These studies gave a general view of the level of public satisfaction from global, regional and national levels. These studies failed to investigate the variable indicators of transparency, accountability, legitimacy, and public-police relationship in the context of response strategy in the management of COVID-19 containment measures, a gap which this study sought to fill.

2.2.4 Management of COVID-19 Containment Measures

According to WHO (2020), COVID-19 containment measures are key public interventions or protocols imposed by the WHO or MOH to minimize the health consequences caused by COVID-19. In this study, management of COVID-19 containment measures, as the dependent variable, was measured by the constructs of management of ban on public gatherings, curfew timings, mandatory use of face masks, and public transport measures.

Globally, Tomes (2010) did a historical study of the 1918–19 global influenza outbreak and noted that those kinds of pandemics were brought about by overcrowding which created

community infections, and as such political and public gatherings and church or social congregations were viewed to be super spreaders. Thus, management of the public gatherings was always going to be a central challenge for policing during COVID-19. Since the outbreak of COVID-19, global travels were minimized, controlled, and restricted. The borders of some countries with severe cases were closed and large-scale quarantine and containment measures were implemented (Wilder & Freedman, 2020).

In Jordan for example, with the rising number of COVID-19 cases, the government introduced containment measures which included a dusk to dawn nationwide curfew. During the curfew time, no movement was allowed except for those sectors categorized as essential duties which included health workers and law enforcement officers. The government of Jordan announced that these containment measures would enable health workers to trace patients' contact and test them (Khatatbeh, 2020).

Mitze et al, (2021) noted that there was documented evidence in Germany that the mandatory use of face masks in public reduced COVID-19 infections considerably. The findings were related to the City of Jena where after the mandatory wearing of face masks, the number of new infections almost fell to zero. The evidence asserted that effective management of the mandatory wearing of masks that was introduced in all the federal states in Germany strongly reduced the number of new infections.

In China, one of the first containment measures that were implemented was the mandatory use of face masks and social distancing. Minimizing the physical contact served to reduce the risks of transmitting COVID-19 from one person to the other. As a government, China under the National Health Commission ensured the tracking and sorting of various containment measures and monitored their effectiveness in minimizing the risks. All the containment measures underwent serious vetting, reviewing, and summarized by tables, figures, and categorization showing the performance of the containment measures in the ever-changing process of combating COVID-19. The police were involved in ensuring that the population adhered to the curfew rules without bending any. However, since human interaction was affected by COVID-19, the rate of depression, conflicts, riots, crime, and

anger increased. This placed the law enforcement agencies in a difficult situation when maintaining law and order as well as ensuring the reduction of the spread of COVID-19. The police's role under the Chinese central government was to stabilize the society through the implementation of social order and to ensure a return to normalcy.

The strict adherence to social distancing by global governments as a measure of management of COVID-19 proved to be a success in containing the spread. The public social distancing measures that had been put in place included the prohibition of large public gatherings, closure of social public facilities, and restrictions relating to public transport. Individual social distancing measures put to manage COVID-19 included avoiding unnecessary travel, staying at home, avoiding crowded places, avoiding handshake and hugging, washing hands, and sanitizing frequently Qazi et al, (2020). Importantly, social distancing would only be effective as a containment measure against the spread of COVID-19 if strictly enforced and strictly followed by the public (Ayenigbara, 2020).

Regionally in Africa, several studies have been conducted on the management of COVID-19 containment measures. In South Africa, for example, the management of COVID-19 containment measures was well documented. According to Stegler and Bouchard (2020), with the onset of the first COVID-19 case in South Africa, a lockdown was imposed which was the most restrictive both in Africa and in the world. To make the lockdown effective, mandatory stay-at-home orders were pronounced and enforced.

In Nigeria, the lockdown was referred to as an emergency response measure imposed by the government, requiring people to stay indoors during the COVID-19 period. On the heels of the persistent increase and spread of COVID-19, the federal government announced a nationwide lockdown on March 30, 2020, taking immediate effect in three states of the federation, (Ajide et al.,2020). The police were mandated to implement the government orders on the lockdown. However, the lockdown exercise could not be sustained for long in the face of the growing agitations of the people that were occasioned by the negative impact of socio-economic consequences thus prompting the government to ease the lockdown measures.

Nationally, in Kenya, the first containment measures were implemented by the government after the first case was detected on 13th March 2020. As a result, the government immediately ordered the closure of schools, suspension of international flights, mandatory testing and quarantine of incoming residents, closure of entertainment joints, restriction of eateries opening hours, and a ban on public gatherings. In addition, the government imposed a nationwide curfew and declared the wearing of face masks and social distancing mandatory while in public. This was followed by the cessation of movement imposed in informal settlements of Mombasa and Nairobi and the introduction of strict protocols to manage the public transport sector. The government utilized the police to manage the containment measures to curb the spread of COVID-19. Mathew et al (2020) assert that the management of COVID-19 containment measures was effective to a greater extent because the NPS was mandated by the government to manage the measures.

2.2.5 Political Goodwill in the NPS Response strategy in the management of COVID-19 Containment Measures

According to WHO (2020), political goodwill from respective governments and line Ministries was fundamental in mitigating the spread of COVID-19. Further, WHO (2020) asserted that one major product of political goodwill was the laws, rules, and regulations that were pronounced, promulgated, or legislated by various governments. Political goodwill in this study refers to the willingness of the government to influence the implementation of the NPS response strategy in the management of COVID-19 containment measures. This section reviews how the political goodwill variable facilitated the successful implementation of the NPS response strategy in the management of COVID-19 containment measures.

The former United States President, Donald Trump created various task forces that helped in mitigating the spread of COVID-19 and reopening the economy. The main task force in Trump's administration was led by Vice President Mike Pence. In a clear show of political goodwill, the task force met daily to oversee the government's response strategies to

COVID-19 and the impact it created on the economy. The administration also had a group led by doctors that met regularly to discuss public health and medical issues and formulated ways of integrating health expert views before reopening the country. China on the other hand was the first country to contact and report COVID-19 in December 2019. The China government acted fast in implementing a lockdown, especially in Wuhan, which was the epicenter of COVID-19 in that country.

In the African continent, notably, the Nigerian government locked down major parts of the country leaving only the food industry, ports, and healthcare operations open. The lockdown was imposed at the onset of the outbreak to prevent the escalation of the spread of COVID-19. The management of the lockdown and social distancing protocols in Nigeria helped the police in the management of COVID-19 containment measures, Onuoha et al., (2021). In an immense display of political goodwill, the Nigerian government supported the livelihood of its population by supplying them with foodstuffs and other essential commodities. Due to the negative impact of COVID-19 on the Nigerian population, the President issued directives to lower the taxes for small businesses as a way of supporting the people and the economy within the country. With this initiative, it was easy for the population to proceed with their lives even amid the COVID-19 challenges. Additionally, the Nigerian parliament implemented laws that made it possible for small businesses to import and export goods with minimal restrictions. This move ensured to boost in the country's economy during COVID-19.

In South Africa, political goodwill was displayed through a series of regulations that were pronounced at the onset of the detection of COVID-19 in the country. The regulations included restricting movement and banning foreign nationals from countries with many COVID-19 positive cases from accessing South Africa, as well as banning gatherings beyond 100 individuals. A three-week lockdown banning movement was pronounced on 23rd March 2020. Confirmed positive persons, were required to undergo immediate treatment, isolation, or quarantine. The government also implemented similar regulations that were promulgated in the National Health Act No. 61 of 2003. The regulations relating to the surveillance and control of notifiable medical conditions, gazetted in June 2017,

provided that if a person refused to consent to the testing, treatment, isolation, or quarantine of a notifiable medical condition, the head of a provincial department could apply to the High Court to require the mandatory testing, treatment, isolation, or quarantine of that individual. Failure to comply may have resulted in imprisonment not exceeding 12 years, a fine, or both (Staunton, 2020).

In Kenya, political goodwill was evident through the national and county governments working together to combat COVID-19. On June 10, President Uhuru Kenyatta presided over the Third Extraordinary Session of the National and County Government Coordinating Summit, which reflected this political goodwill. Strengthening the coordination mechanisms between the national government and the counties in combating COVID-19 and reopening the economy was one of the meeting's important resolutions. The culture of collaboration was essential in combating COVID-19 and realigning the country's healthcare system with the pursuit of universal health coverage. According to the Fourth Schedule of the Constitution of Kenya (2010), health was a shared and devolved function. The national government was responsible for the country's general health policy, professional advisory to counties, and the management of national referral hospitals while the counties oversee healthcare facilities and provide medical and public health services.

According to the MOH (2020), Kenya's inpatient bed density remained low, at 14 beds per 10,000 inhabitants, compared with an average of 27 and 39 for upper-middle-income countries. To mitigate the situation, the Kenyan government through political goodwill directed that each of the 47 counties set aside at least 300 beds for COVID-19 isolation facilities as part of a nationwide goal of 30,500 beds. Implementing this regulation significantly decreased the gap in bed capacity, allowing the health sector to better cope with the expanding COVID-19 caseload. It also helped free up existing bed space so that patients with non-communicable diseases (NCDs) could continue to be treated. The government budgeted Sh 111 billion for the health sector in the 2020/21 Budget, with Ksh.50 billion going towards universal health coverage and providing quality and accessible health care to all Kenyans. A portion of this money was allocated towards COVID-19

prevention and control. Ksh. 500 million was set aside to purchase 20,000 locally made beds, which helped to boost local manufacturing.

Perhaps the most illustrative political goodwill from the Kenyan government was the number of Presidential addresses that the President made on COVID-19, the executive orders that were issued by the President and the Kenya Gazette Notices that were published by the government to put into effect various measures to manage and mitigate the spread of COVID-19. According to the Law Monitor (2020), the President had cumulatively addressed the nation on COVID-19 matters on 17 occasions and he had issued a similar number of presidential directives. The Law Monitor further states that the government published 15 special issues of Kenya Gazette supplements. Key among the instituted containment measures were imposing of dusk to dawn curfew which was later reviewed to from 10 pm to 4 pm, mandatory use of face masks, social distancing, ban on political and public gatherings, closure of schools, regulating the public transport sector and regulating church and hospitality industry. It was notable that on 25 March 2020, the President gave a directive vide Kenya Gazette Supplement NO. 30 of 26 March 2020 for Value Added Tax to be reduced from 16 to 14 percent. This directive was illustrative of political goodwill to mitigate the economic hardships brought forth by COVID-19. Other key political goodwill indicators implemented in Kenya included: the inter-governmental COVID-19 committee chaired by the President, regular meetings, and briefings by the Council of Governors (COG), state interventions, daily press briefings by MOH, the whole government approach, and vaccination of law enforcement officers in the first phase of the vaccination programme.

2.3 Theoretical Framework

The theoretical framework in a research study explains the nature, meaning, and challenges a phenomenon may experience but is unexplained in the world we live in (Sacred Heart University Library, 2020). Ideally, it helps to make sense of and interpret data that allows for a better understanding of a research study. Hence, this study was based on two theories namely the New Public Management (NPM) Theory and the National Intelligence Model (NIM).

2.3.1 The New Public Management Theory

The New Public Management Theory (NPM) was coined by Christopher Hood (1991) and elaborated by Orhard (1998). According to Heyer (2011), the theory emerged and gained attention in the late 1980s against a backdrop of major public reform approaches in the United Kingdom (UK) under British Prime Minister Margaret Thatcher. The theory posits that public institutions should readjust themselves during emergencies and pandemics to cope with emerging challenges (Juneja, 2015). The NPM theory mainly emphasizes managerial and implementation improvement and capacity building. According to Mongkol (2011), the managerial strand comprises enhancing appropriate capacity to ensure the results-oriented approach to service delivery. The intent of the NPM theory is to improve capacity, service, quality, efficiency in operations, and effectiveness of policy implementation (Haque, 2007). Fundamentally, the theory proposes a change in attitude when managing issues to one that ensures adequate capacity and results-oriented service delivery.

The NPM theory was implemented in the UK and New Zealand by police forces in the 1990s. According to Heyer (2011), the two countries had strategies that were based on enhancing capacity and setting operational objectives based on managing the police through the establishment of operational and monitoring agencies. These agencies were used against the conventional command previously used by police officers and generally focused on enhancing capacity for achievement of desirable outcomes rather than inputs. Additionally, the theory advocates that the police as a government resource should be able to deliver priorities on specific issues and especially in emergencies. The police should therefore enhance capacity building to execute planned outcomes that include, maintaining law and order, improving public living standards, ameliorating human suffering and loss of property, return to normalcy, and effective service delivery to deal with emerging issues.

In relation to this study, the theory captures the spirit of management of COVID-19 containment measures in that NPS must enhance its capacity to cope with the disease by ensuring the execution of outcome-oriented strategies. This was achieved through both the

public as well all front-line workers adhering to guidelines and protocols as provided by the MOH in general. Additionally, the theory was important as it assisted NPS in Nairobi City County to improve the capacity of their response teams through training, information, knowledge-based operations, and mobilization of resources. This capacity-building enhanced efficiency in the NPS response strategy in the management of COVID-19 containment measures. With the COVID-19 imposed containment measures, the NPM theory was anchored on the first objective that examined the capacity of the NPS response teams in the management of COVID-19 containment measures. The theory sought to explain the NPS capacity and best frameworks capable of producing desired outcomes during emergencies (Kaplan & David, 2015).

The theory was found to be valid for testing the first specific objective that examined the capacity of NPS response teams in the management of COVID-19 containment measures. The NPS enhanced their capacity through training, knowledge, information, and resource mobilization which enabled their response teams to have a positive and significant impact on the management of COVID-19 containment measures. The NPM theory did not support the study objectives relating to coordination of NPS response strategy and level of public satisfaction and as such a new model, the National Intelligence Model (NIM) was introduced to support the two specific study objectives.

2.3.2 The National Intelligence Model

This study was also based on the NIM which was launched by the USA National Criminal Intelligence Service (NCIS) (1999) and commissioned by the Association of Chief Police Officers in England and Wales. The NIM proposes an information-based deployment system as a basis for the management of security operations (Osborn, 2012). Globally, policing was driven by public security needs. Thus, this model was developed to act as a mechanism that blends existing methods of policing including community policing, intelligence-led policing, and Problem-Oriented Policing (POP) which provide a means through which all major police operations are channeled and delivered (Joyce, 2011).

The model further provides a standard template to gather, analyze and disseminate information which creates a framework for decision-makers to deploy resources during disaster management and emergencies (Joyce, 2011). COVID-19 was a complex issue that required coordinated intelligence gathering, research, and resource management which is multidimensional and multi-sectoral. This model facilitated NPS in Nairobi City County to drive coordinated activities of ensuring that members of the public adhere to covid-19 containment measures. The model was notably anchored on the second objective that evaluated the coordination of NPS response strategy in the management of COVID-19 containment measures. The Kenyan context in responding to COVID-19 saw different sectors and agencies like the; National Intelligence Service (NIS), NPS, health workers, NGAO, and members of the public working jointly in a coordinated manner to gather and share intelligence and execute joint plans that assisted in the management of COVID-19 containment measures. The model presented appropriate frameworks and opportunities for multi-agency partnerships, harmonization of operations, and communication strategies in coordinating the response strategy in the management of COVID-19 containment measures.

In addition, the model was also anchored on the third objective which examined the level of public satisfaction. Through this model, NPS was able to gather, analyze and disseminate information from and to the members of the public and other stakeholders which played a fundamental role in guiding decisions in terms of deployment of NPS to successfully manage COVID-19 containment measures. The opinions of members of the public should always be considered by the police when gathering and disseminating relevant information within the dynamics and complexities of COVID-19 containment measures.

The NPS was mandated to serve the public by ensuring that COVID-19 containment measures were adhered to while ensuring the protection of individual human rights and fundamental freedoms. The public must therefore be satisfied that the police operated within the confines of the law through restraint from police brutality, abuse of human rights, and excessive use of force. The model guides the NPS to exercise accountability, transparency, legitimacy, and good community-police relationships in their operations to gain public confidence.

The NIM was found to be valid for testing the second specific objective which evaluated the coordination of the NPS response strategy in the management of COVID-19 containment measures. The model was key in assessing the coordination of NPS response strategy through the integration of other security actors such as the KPS, APS, NIS, DCI, NGAO, health workers, and the public to jointly manage the COVID-19 containment measures. The coordination was achieved through multi-disciplinary partnerships, harmonization of operations, and communication strategies.

The model was also found to be valid for testing the third specific objective that examined the level of public satisfaction in the management of COVID-19 containment measures. The integration of the members of the public as stakeholders in the management of COVID-19 containment measures enhanced the interaction between the police and the public. The police were always under public scrutiny, and this made the police ensure accountability, transparency, and legitimacy of their actions which cumulatively impacted on good police-public relationships.

2.4 Summary of Research Gaps

The literature revealed that intense studies have been done at global, regional, and local levels and they provided information relating to law enforcement agencies' response strategies in managing emergencies. However, there were no studies undertaken in Kenya, in the context of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County. In relation to the specific study objectives, the literature review identified specific gaps that were investigated in this study.

On the capacity of NPS response teams variable, studies identified the need to enhance capacity among different agencies, harmonize plans with practice and develop a permanent integrated emergency management system, and enhanced tailor-made institutional training to build capacity in times of crisis to achieve optimized efficiency. The studies, however, failed to investigate the capacity of NPS response teams in the management of COVID-19 containment measures thus creating a knowledge gap. To address this knowledge gap, the

specific objective one examined the capacity of NPS response teams in the management of COVID-19 containment measures in Nairobi City County, Kenya. This objective investigated the capacity of NPS response teams indicators of training, knowledge, information, and resource mobilization.

On the coordination of the NPS response strategy, studies recommended embracing preplanned and coordinated procedures to optimize functions and emphasized the need for coordination in multi-agency partnerships. The studies on policing during COVID-19 also advised that a multi-disciplinary approach in response efforts was required in combating the disease. However, there were no studies done in Kenya relating to the coordination of NPS response strategy in the management of COVID-19 containment measures in Nairobi City County. This created a knowledge gap. To address this gap, the second study objective evaluated the coordination of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya, focusing on the variables of multi-disciplinary partnerships, harmonization of operations, and communication strategies.

On the level of public satisfaction variable, it was notable that law enforcement officers' main responsibility was to secure the lives and properties of citizens. The studies emphasized that interactions between the police and the public service as grounds for measuring performance, assessing police actions, and measuring political goodwill. Studies also indicated that the public is more satisfied when authorities use procedural and legitimate power to secure good public-police relationships. However, no studies had been done in Kenya to investigate the level of public satisfaction with the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County. This created a knowledge gap. To address this gap, the third study objective examined the level of public satisfaction with the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya, focusing on the variables of police accountability, transparency, legitimacy of police actions, and police-public relationship.

2.5 Conceptual Framework

According to Imenda (2014), a conceptual framework gives life to research. It is a diagrammatic and schematic framework that explains the interrelationship between the study concepts and variables in the researcher's context (Kothari, 2010). The conceptual framework for this study is presented in Figure 2.1. As indicated in Figure 2.1, the NPS response strategy was the independent variable and the management of COVID-19 containment measures was the dependent variable while political goodwill was the intervening variable.

Independent Variable

NPS response strategy

Dependent variable

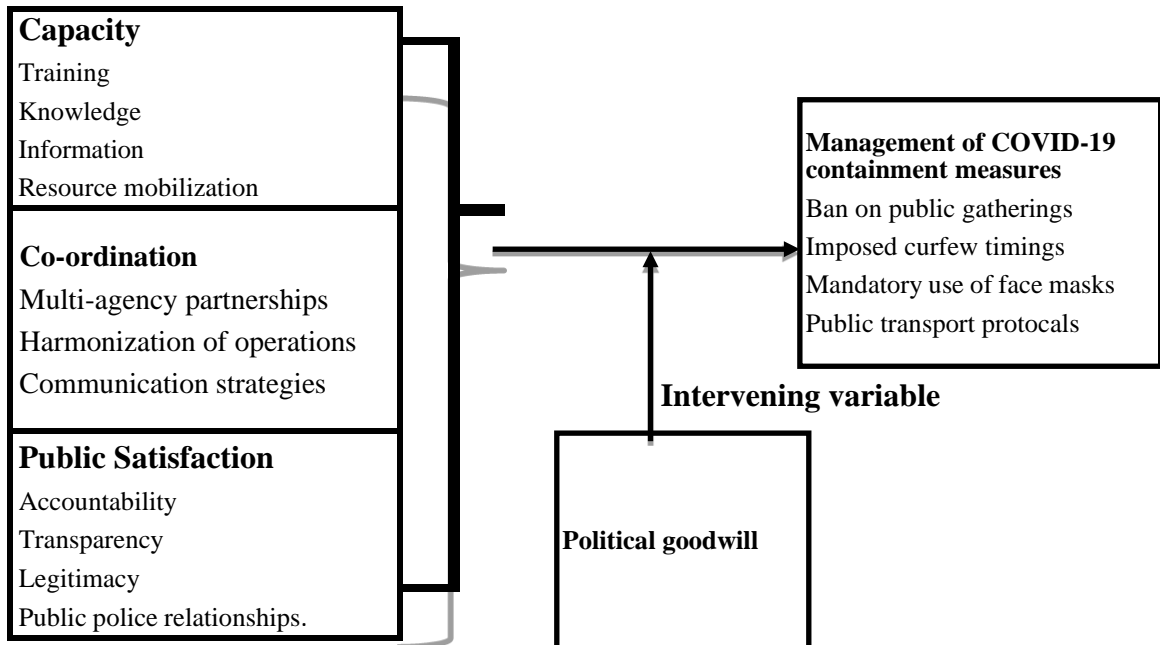


Figure 2.1: Conceptual Framework

Source: Researcher (2021).

The capacity of NPS response teams was measured by the four indicators of training, knowledge, information, and resource mobilization. The coordination of the NPS response

strategy was measured by the three indicators of multi-agency partnerships, harmonization of operations and communication strategies. The level of public satisfaction was measured by the four indicators of police accountability, transparency, legitimacy and good public-police relationship. The management of COVID-19 containment measures was measured by the four indicators of the ban on public gatherings, imposed curfew timings, mandatory use of face masks and public transport measures. Political goodwill was measured as a single entity in relation to its interaction effects between NPS response strategy and management of COVID-19 containment measures.

All the variables were measured by questions posed to the respondents who included NPS officers, members of the public and key informant guides. The questionnaires are at Appendix 2, Appendix 3 and Appendix 4 respectively. The responses for each variable and related indicators were analyzed and subjected to descriptive statistical analysis using the Likert scale. The percentages of the responses as well as the mean and standard deviation were calculated in the Likert Scale to establish the level of consensus of the responses. The level of consensus enabled the researcher to determine if specific indicators in the independent variable had significant effects on the management of COVID-19 containment measures. The results of the descriptive statistics analysis are presented in tables as follows: Capacity of NPS response teams- Table 4.3, Coordination of NPS response strategy- Table 4.4, Level of public satisfaction- Table 4.5, NPS response strategy in the management of Covid-19 containment measures- Table 4.6 and Political goodwill- Table 4.7. The findings for each variable were supported by corroborative literature and verbatim extracts from key informants to draw conclusions.

2.6 Conclusion

This chapter reviewed the empirical literature on the variables related to the study objectives from global, regional, and national levels. The studies revealed that although there exists adequate literature on the variables, there is no literature regarding the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County

Kenya. On the variable of capacity of NPS response teams, the study identified literature gaps related to the indicators of training, knowledge, information, and resource mobilization. On coordination of the NPS response strategy, the study identified literature gaps related to the indicators of a multi-agency approach, harmonization of operations and communication strategies. Regarding the level of public satisfaction, the literature gaps identified were in relation to the indicators of transparency of police actions, accountability, legitimacy, and public-police relationships. The study was grounded on two theories notably the NPM theory and the NIM. The first specific study objective on capacity of NPS response teams was anchored on the NPM theory while the second specific study objective on coordination of NPS response strategy and the third specific study objective on the level of public satisfaction were anchored on the NIM. Both theories were found to be valid for testing the respective study objectives. The conceptual framework was developed to show the relationship and inter-relationship between the independent variables, the dependent variable, and the intervening variable. Lastly, the chapter summarized the identified research gaps for each study objective. The study focused on investigating the identified gaps.

CHAPTER THREE:

METHODOLOGY

3.1 Introduction

This chapter presents the research design, study area, target population, sampling techniques, sample size, instruments of data collection, pretesting of research instruments, validity and reliability, data collection techniques and procedures, data analysis, and ethical considerations.

3.2 Research Design

According to Labaree (2013), a research design is a general strategy used to combine different components of a study consistently and logically to effectively address the research problem. It is a plan used to generate answers to research questions. This study adopted the exploratory research design. This design involves investigating a problem that has limited past literature and therefore has no empirical conclusions (Formphus, 2020). Further, the design caters for unstructured and informal literature thereby providing valuable means of understanding an existing problem, seeking new insights, asking questions, and assessing phenomena in a new light. The exploratory research design was, therefore, suitable for this study as it sought to investigate the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. The design served as a tool for initial research that would provide a hypothetical or theoretical idea of the research problem.

3.3 Study Area

A study area is a geographical area in which a study uses to base its methodological approaches, findings, conclusions, and recommendations (Kwanya, 2020). A study area precisely helps to describe the boundaries of the research question. This study was conducted in Nairobi City County, Kenya. The map of the study area is at Appendix 8.

Nairobi City County is the capital city of Kenya. The County is strategically positioned and could add the best value to the study considering the general and specific objectives of the study, the scope of the study as well as the limitations and delimitations of the study. Geographically, Nairobi City County borders Kiambu County to the North and West, Kajiado to the South, and Machakos to the East (Prevention Web, 2019). With a total area of 696 Km², the County hosts a population of approximately 4.4 million people distributed across 17 sub counties. Nairobi City County is largely an urban center and holds large corporate organizations, manufacturing companies, and business institutions that conduct business and employ citizens (Nairobi City County, 2020).

In relation to this study, the County houses the NPS headquarters and had experienced increased policing especially in low-income estates due to the management of COVID-19 containment measures, especially the management of public gatherings, mandatory use of face masks, social distancing, curfew timings, and public transport measures. The County has been the epicenter of COVID-19 in Kenya and suffered the highest number of confirmed positive COVID-19 cases which stood at 101,000 or 55 percent of the national tally of 184,161 cases as of 30th June 2021 (MOH, 2020). High cases of police brutality were reported in Nairobi, especially in low-income estates such as Kibera, Mathare, Embakasi as well as Makadara. Nairobi City County, as the capital city, is a representation of all the other 47 counties in Kenya and therefore the results of the study could be applied to all other counties. Further, the NPS activities in the County were representative of all police activities across the 47 Counties.

3.4 Target Population

A target population refers to an entire group of individuals or objects in which a research study intends to draw conclusions (Creswell, 2012). A target population has characteristics of interest and is also referred to as the theoretical population. According to Nairobi City County records, there were about 4.4 million inhabitants in Nairobi (Nairobi City County Records, 2020). The County has 17 sub counties which are further subdivided into 85 electoral wards. In this study, 10 sub counties consisting of 50 wards were considered

statistically significant for data collection. The 10 selected sub counties were Kasarani, Starehe, Lang’ata, Roysambu, Westlands, Kibra, Ruaraka, Makadara, Kamukunji, and Mathare sub counties. Further, for practicability in data collection and considering resource constraints, this study targeted 1000 representatives of the members of the public across the County. This means that for the selected 10 sub counties, 100 members of the public were targeted from each sub county and its respective wards. The NPS records indicated that there were approximately 3000 police officers in Nairobi City County out of which 300 were police managers all deployed in 240 police stations in the 17 sub counties (NPS, 2020). The target population of this study was therefore 2,700 NPS officers (67.5%), 300 police managers (7.5%), and 1000 members of the public (25%) giving a target population of 4000 as illustrated in Table 3.1.

Table 3.1: Target Population

Strata	Target Population	Percentage
NPS Officers	2,700	67.5
NPS Managers	300	7.5
Members of the Public	1,000	25
Total	4,000	100

Source: NPS (2021).

3.5 Sampling Techniques

According to Kombo and Tromp (2018), sampling technique is the procedure a researcher uses to gather people, places and things to study. This study used the stratified sampling technique to bring together respondents from the same groups. According to Kothari (2010), stratified sampling entails the grouping of participants of the same characteristics into homogenous groups from where a sample proportion of the same subset was selected for the final study. This technique was used to group together the homogeneous elements in the study population to facilitate the selection of subgroups to represent them. These were the 2,700 NPS officers, 300 NPS managers and 1000 members of the public. Thereafter, a

simple random sampling technique was adopted to select 270 respondents from NPS officers. This then means that the study was to randomly engage the 270 selected police officers stationed in all police stations in the 10 selected sub counties. Purposive sampling was used to identify 30 NPS managers who took part in this study. This was done by targeting specific officers in the selected departments at NPS headquarters. There are 20 management offices located within the NPS headquarters heading different departments within the NPS that served as the key informants for this study. Based on accessibility and their role in the COVID-19 response strategy, this study identified the key informants in NPS management as 3 officers each at the management level in 3 different offices that include the Directorate of Corporate Communication, Directorate of Administration, Planning and Finance, and one additional key informant drawn from Directorate of Legal, giving a total of 10 informants. These informants were sought to provide in-depth perspectives through their expertise, that was not captured or known by other respondents. Convenience sampling was used to select 100 respondents from the members of the public. The sampling techniques used imply that the sampled groups that constituted the respondents and who were issued with questionnaires were 270 police officers, 30 police managers, and 100 representatives of members of the public. Thus for every 3 NPS officers interviewed, 1 police manager and 1 representative of members of the public were interviewed.

3.6 Sample Size

The sample size is the number of units or population elements in a study sample. Notably, the sample size is concerned with choosing a subset of individuals from a statistical population with the same characteristics to estimate the characteristics of the whole population (Creswell, 2012). In the determination of the sample size, Mugenda (2003) posits that a minimum of 10 percent of the population should be used as a significant study sample for social sciences. As indicated in Table 3.1, the target population for this study was 4,000 composed of 2,700 NPS officers, 300 NPS managers and 1000 members of the public. Taking into account Mugenda (2003) recommendation, 10 percent of the study's 4000 target population translated to a sample size of 400 respondents consisting of 270 NPS officers,

30 NPS managers, and 100 members of the public as indicated in Table 3.2. Thus, considering the 10 sub counties where the study was carried out, it means that in every sub county 27 NPS officers, 3 NPS managers and 10 members of the public were interviewed.

Table 3.2: Sample Size

Strata	Target Population	Percentage	Sample Size	Sampling Technique
NPS Officers	2,700	10	270	Simple Random
NPS Managers	300	10	30	Purposive
Members of the Public	1,000	10	100	Convenience
Total	4,000	10	400	

Source: Researcher (2021).

3.7 Instruments of Data Collection

Data collection is the process used to gather and measure the information for the study variables in a systematic way which enables the study to answer the research questions and evaluate its outcomes (Kabir, 2016). Questionnaires and interview guides were used to collect primary data. The questionnaires were structured according to the specific study objectives with specific questions measuring the indicators of the specific variable. Secondary data was acquired through reviewing existing literature, reading journal articles, books, and related reports as guided by the specific study objectives. All relevant information acquired from secondary sources was documented based on various themes and later compared with findings from the primary data. Covering different areas within Nairobi City County, the researcher administered and collected the questionnaires to the respondents through research assistants that enabled the study to cover a wide area within a short time span.

3.8 Pretesting of Research Instruments

Pretesting of research instruments is a replication of the larger study on a smaller scale. According to Connelly (2008), at least 10 percent of the study sample should be used when pretesting to establish and address any problems in the instruments before the actual study. The study was 400 respondents composed of 270 police officers, 30 police managers, and 100 members of the public. In line with Connelly's (2008) recommendation of 10 percent of the study sample, means that the pretesting sample was 40 respondents comprising 27 police officers, 3 police managers, and 10 members of the public. The pretesting study was conducted in Kikuyu sub county of Kiambu county which shares similar characteristics with Nairobi City County. The questionnaires were administered by research assistants to respondents who were not part of the study sample. Out of the 40 questionnaires administered, 30 of them were correctly filled and returned with appropriate responses. This translates to a response rate of 75%. 15 respondents in the pretested sample pointed out the lack of clarity and inconsistencies in the questionnaires. These observations and the findings obtained from the pretested sample assisted the researcher to review, revise and validate the data collection instruments to ensure inherent clarity and consistency to comprehensively cover the specific study objectives.

3.9 Validity and Reliability

Validity and reliability are concepts used to evaluate the quality of research. According to Kimberlin (2010), reliability is the consistency of one's measurement or the degree to which an instrument reacts the same way each time it is used under the same conditions with the same subjects and validity refers to the accuracy of a measure. Validity describes the extent to which a research instrument measures what it intends to measure. It is the extent to which the evaluation of the results is justified, depending on the particular use the test is intended to serve (Rundowns, 2010). In this study, face validity, construct validity and content validity were used to evaluate the validity of the research.

Face validity was used by the researcher and the supervisor at every stage of the study and as a first step to generally provide a perception of whether tests appear to measure what they were supposed to measure. The validity concerns itself with giving a face value of whether a measure appears relevant and appropriate for what it is assessing before assessing more complex forms of validity. Face validity included plagiarism checks and Grammarly of the research work. Construct validity was used to ensure that the measurement method aligns well with the constructs that were to be measured. Thus, construct validity was used to construct and enhance the quality of questionnaires to ensure that they measured what they ought to measure and ensure that the indicators to be measured were relevant. Content validity was done by having the questionnaires and interview guides reviewed by peers and professionals in the field. Further expert insights were sought from the research supervisor.

Reliability assesses the consistency and stability of measure, uniformity of measurement processes, and accuracy of instrument scores. In this study, the test-retest method was used to examine the internal consistency of the research tools. Reliability testing was conducted to determine the magnitude or degree of internal consistency of items considered. Cronbach's Alpha (α -coefficient) was computed for each of the variables in the study. According to Sekaran and Bougie (2014), a Cronbach's alpha coefficient greater than or equal to 0.7 was considered reliable. Table 3.3 presents Cronbach's alpha (α -coefficient) for the four constructs of the study: capacity of NPS response teams had $\alpha=0.703$, coordination of NPS response strategy had a coefficient of $\alpha=0.718$, level of public satisfaction with $\alpha=0.7555$ and management of COVID-19 containment measures had $\alpha=0.855$. These findings implied that Cronbach alpha for all the variables was greater than 0.7 and thus, all the constructs were reliable for this study as suggested by Sekaran and Bougie (2014). According to Brown (2002), a study variable of 0.855 could be interpreted that a test that was 90 percent reliable. The internal consistency was therefore excellent for the management of COVID-19 containment measures.

Table 3.3 Reliability Statistics

Study Variables	Cronbach's Alpha	No. of Items
Capacity of NPS response teams	0.703	4
Coordination of NPS response strategy	0.718	3
Level of Public Satisfaction	0.755	4
Management of COVID-19 containment measures	0.855	4

Source: Researcher (2021).

3.10 Data collection Techniques and Procedures

This study used questionnaires and interviews to collect both quantitative and qualitative data. The questionnaires that were the key instruments of primary data collection are at Appendix 2 for NPS Officers, Appendix 3 for members of the public and Appendix 4 for key informant interview guide. Mugenda (2010) argues that questionnaires are convenient to work with and they reduce the researcher's biases. The questionnaires had both open and close-ended questions. The open-ended questions presented the respondents with an opportunity to give their personal opinions and views on the questions asked. The questions were structured in line with the indicators relevant to the specific study objectives while close-ended questions were categorized as per pre-determined responses (Ong'anya, 2010). Further, interviews were used to gather in-depth qualitative data. This approach was used to enable the researcher to get more detailed information on the topic and other themes that the researcher had not put thought into and could have assisted in corroborating the responses from the questionnaires. For the key informants, there are 20 management offices located within the NPS headquarters heading different departments within the NPS that served as the key informants for this study. Based on accessibility and role in COVID-19 response, this study identified the key informants in NPS management as 3 officers each at the management level in 3 different offices that include the Directorate of Corporate Communication, Directorate of Administration, Directorate of Planning and Finance, and

one additional key informant drawn from Directorate of Legal, giving a total of 10 informants. These informants were sought to provide in-depth perspectives through their expertise, that was not captured or known by other respondents.

3.11 Data Analysis

Data analysis is the process of extracting and compiling raw data for purposes of obtaining constructive information that could be used for making conclusions and predicting outcomes in social science settings (Investor Words, 2016). In this study, primary data was obtained from the questionnaires and the key informant interviews. The data was analyzed using both qualitative and quantitative data analysis techniques. The quantitative data obtained from the questionnaires were analyzed using descriptive statistics on a Likert scale using frequencies, percentages and standard deviation with the help of software tools Statistical Package for Social Science (SPSS) Version 21 and Microsoft Excel. The analyzed data findings were presented by way of statistical tables and figures for ease of interpretation based on the specific study objectives. Data from the open-ended questions in the questionnaire and key informant interviews were organized into themes and analyzed qualitatively and the excerpts were reported verbatim in relation to the specific objectives to corroborate the findings from the questionnaires.

3.12 Ethical Considerations

In this study, ethical issues were addressed in every phase of the research, and permission and consent were obtained before the administration of the study tools. The researcher ensured that all permits and necessary permissions, approvals, and clearances were obtained from the board of post-graduate studies, Kenyatta University, National Commission for Science, Technology, and Innovation (NACOSTI), and relevant NPS and government offices in advance. The researcher introduced himself to the participants as per the introduction letter at Appendix 1 and informed the participants of the purpose of the study and consent was sought from the study participants before administering the research

instruments. The researcher assured the respondents that the study findings would be availed on a need-to-know basis to safeguard against negative effects. The researcher ensured that the information provided by the respondents was treated with the confidentiality it deserved to mitigate against any possible retribution.

3.12 Conclusion

This chapter focused on the methodology of the research. The study adopted the exploratory research design because the topic has limited past literature. Nairobi City County was the study area since it was the epicentre of COVID-19 infections in Kenya. The target population was 4000 who include 2,700 NPS officers, 300 NPS managers and 100 members of the public. The sample size was 400 respondents consisting of 270 NPS officers, 30 NPS managers and 100 members of the public. The sample size was arrived at using a stratified sampling technique to group together the homogeneous elements in the study population to select the subgroups', simple random sampling technique was used to select the 270 the NPS officers and 100 members of the public and purposive sampling technique was used to identify the 30 NPS managers who took part in the study. The study was carried out in 10 out of the 17 sub counties in Nairobi City County. A questionnaire and an interview guide were used to collect primary data and secondary data was acquired through reviewing existing literature, reading journals, books, and related reports. The pretesting of the research instruments was done in Kikuyu sub county with 40 respondents or 10 percent of the sample size composed of 27 NPS officers, 3 police managers and 10 members of the public and the results were used to revise and validate the instruments. Cronbach's coefficient alpha technique was used to test the validity and reliability and all the reliability coefficient values were 0.7 and above confirming that all the instruments were internally reliable. Quantitative data was analyzed using descriptive statistics on a Likert scale and presented by way of statistical tables and figures while qualitative data were organized into themes and excerpts were reported verbatim. Ethical requirements were observed throughout the study.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, interprets, explains, and discusses the findings of the research in relation to the specific study objectives. The chapter presents the response rate and demographic information on the gender, age, and work experience of the respondents. The descriptive statistics for the study variables on the capacity of NPS response teams, coordination of NPS response strategy, level of public satisfaction, NPS response strategy in the management of COVID-19 containment measures, and the political goodwill are also presented.

4.2 Response Rate

The researcher administered 400 questionnaires to the sampled NPS officers, NPS managers, and members of the public in Nairobi City County, Kenya. Out of this, 350 questionnaires were correctly filled and returned with appropriate responses. The response rate translates to 87.5 percent of the administered questionnaires that were returned and found complete for analysis as indicated in Table 4.1.

According to Maria (2018), a response rate of at least 70 percent for a face-to-face survey is considered good enough. A response rate of 60 percent and above is acceptable (Fincham, 2008). The value of 87.5 percent is 27.5 percent way above Finchman's 60 percent threshold. According to Flynn, et al., (1990), it is important to obtain a response rate that is greater than 50 percent of the determined sample size. In addition, Mugenda and Mugenda (2003) affirm that the response rate of 60 percent is good and that of 70 percent is extremely good.

Table 4.1: Response Rate

Questionnaires	Frequency	Percentage
Response	350	87.5
Non-Response	50	12.5
Total	400	100

Source: Field Data (2021).

4.3 Demographic Information of the Respondents

4.3.1 Gender of the Respondents

The respondents were asked to indicate their gender and the study finding as presented in Figure 4.1 indicate that 252 or 72 percent of the respondents were males while 98 or 28 percent of the respondents were females. These percentages translate to a ratio of 3:1 indicating that in a group of four police officers, three were male and one was a female. The NPS is composed of both male and female gender and thus the researcher focused on both genders to avoid gender-based biases in the study.

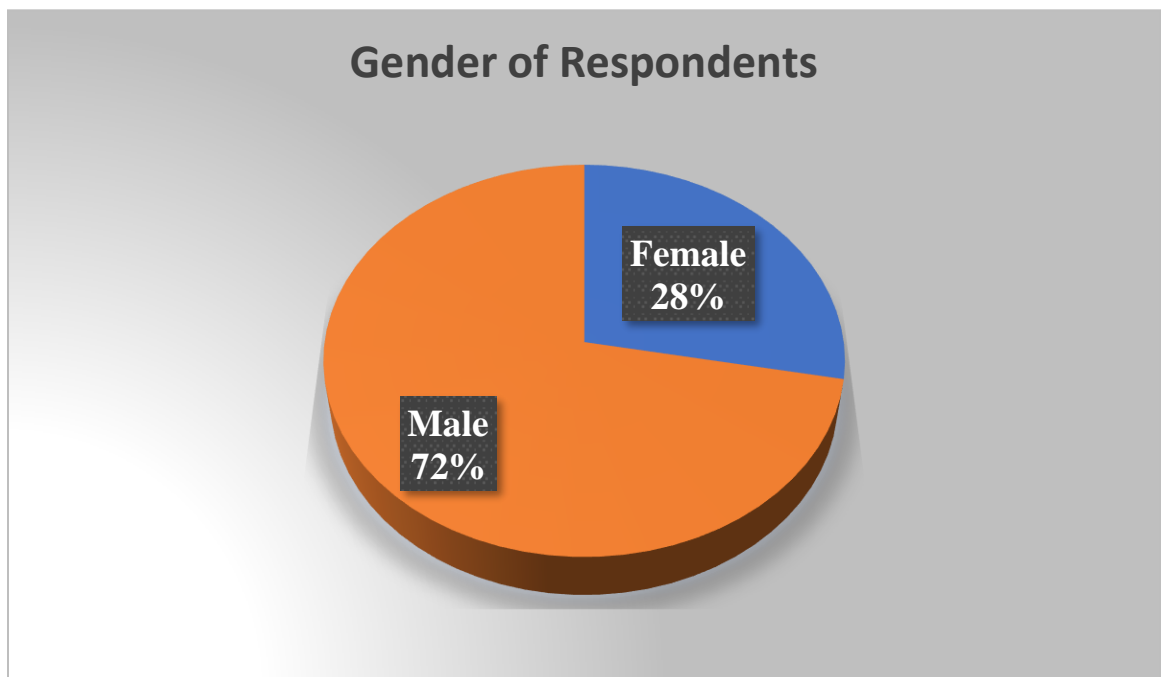


Figure 4.1: Gender of the respondents

Source: Field Data (2021).

Findings from the gender of the respondents are however different from the gender ratio of the Kenya population reported in the 2019 Kenya Population and Housing Census of 48 percent male and 52 percent female respectively (Government of Kenya, 2020). This study purposively oversampled male participants on three grounds. one, the ratio of female to male police officers in the NPS is 1:3 (NPS, 2020), two, health statistics from the MOH (2020) indicated that males had higher COVID-19 caseloads than females and three, most of the containment measures put in place by the government were largely violated by males. Thus, oversampling males gave the study a better understanding of perspectives of the NPS response strategy in the management of the containment measures.

4.3.2 Age of the Respondents

The respondents were asked to indicate their age bracket and the findings were presented in Figure 4.2. As indicated in Figure 4.2, 121 or 34.57 percent of the respondents were aged between 36-40 years, 90 or 25.71 percent were aged between 31-35 years, 62 or 17.71 percent were aged between 25-30 years, 58 or 16.57 percent were aged between 41-45 years, 10 or 2.86 percent were aged between 18-24 years and 9 or 2.57 percent were aged over 45 years. This implies that a total of 340 or 97.43 percent of the respondents were above the age of 24 years with 10 or 2.86 percent respondents below the age of 24 years. This agrees with Converse and Presser (1986), Fowler (1993), and Czaja and Blair (1996), who opine that the rationale for the age of respondents is that older respondents identify problems, and thus the consensus among researchers is to use older respondents of 24-55 years.

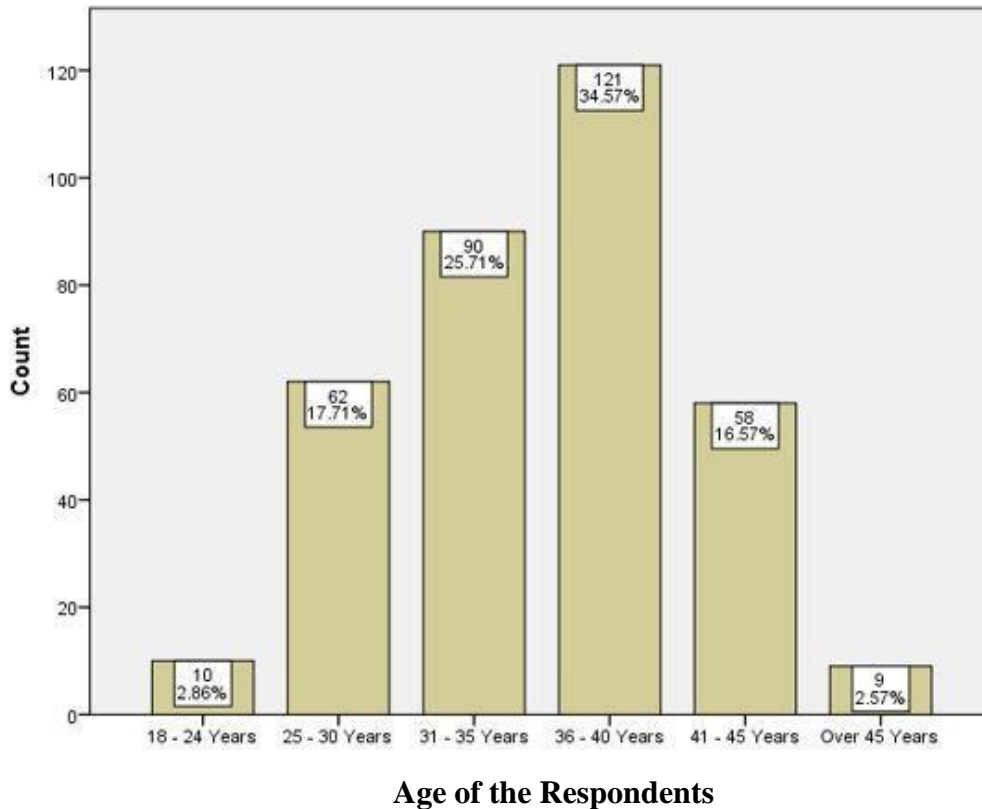


Figure: 4.2: Age of the respondents

Source: Field Data (2021).

4.3.3 Work Experience of the Respondents

The respondents were further asked to indicate their work experience and the findings presented in Table 4.2 show that 20 or 5.71 percent of the respondents had work experience of 1-2 years, 28 or 8 percent had work experience of 3-4 years, 58 or 16.57 percent had work experience of 5-6 years, 80 or 22.86 had work experience of 7-8 years, 119 or 34 percent had work experience of 9-10 years and 45 or 12.86 percent had work experience of over 10 years.

Table 4.2: Work Experience

Years of Experience	Frequency	Percentage
1-2 Years	20	5.71
3-4 Years	28	8.00
5-6 Years	58	16.57
7-8 Years	80	22.86
9-10 Years	119	34.00
Over 10 Years	45	12.86
Total	350	100

Source: Field Data (2021).

The overall work experience of the respondents showed that a total of 302 or 86.3 respondents had work experience of 5 years and above. According to Smith and Morrow (1991), work experience of 5 years and above is considered appropriate to give reasonable results. Converse and Presser (1986), Fowler (1993), and Czaja and Blair (1996), also argue that most researchers use experienced respondents with work experience of 5 years and above since they ably identify problems and errors. Thus, 302 or 86.3 percent of the respondents with work experience of 5 years and above will give reasonable results in this study.

4.4 Descriptive Statistics

Descriptive statistical analysis for the various study variables was based on measures of distribution (frequency and percentages), measures of central tendency (i.e., mean, mode and median), and measures of variability (standard deviation (SD)). In addition, the percentages were used to illustrate the distribution patterns of the responses for every item of the study variable while mean, mode, and median were used to describe the centrality of the distributions. Mean was used to assess the level or degree of prevalence of specific items and therefore rank the observations within the specific study variables. In the 5-point Likert scale, a higher mean (i.e., closer to 5), means stronger respondents' agreement with a given

item and thus a higher ranking of the said item. For items with a mean closer to 1 means that they were lowly ranked. In the descriptive statistics presentation tables, abbreviations used in the heading indicate the following: SA- Strongly Agree, A- Agree, D-Disagree, SD- Strongly Disagree, and NS- Not Sure. Standard deviation (SD) was used to assess the degree of unity in responses to given items about their mean.

4.5 Capacity of NPS Response Teams in the Management of COVID-19 Containment Measures

The first specific study objective examined the capacity of the NPS response teams in the management of COVID-19 containment measures. The analysis of the objective was based on four items which are the provision of appropriate training, adequacy of knowledge, adequacy of information, and mobilization of resources. The study findings are presented in Table 4.3.

The researcher sought to find out whether the provision of appropriate training impacted on management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.3, 44 percent of the respondents agree that the NPS gave police officers appropriate training, 25.0 percent strongly agree, 9.1 percent disagree, 0.9 percent disagree, and 20.6 percent were not sure. The appropriate training indicator had a mean of 3.84 and an SD of 0.94 which implies that the NPS provided appropriate training that positively and significantly impacted on the management of COVID-19 containment measures.

This study finding agrees with Laufs and Waseem (2020) who note that policing organizations increasingly provide officers training on influenzas, viruses, and diseases and public health-related guidance so that members of the workforce can protect themselves and their families and manage the expectations and concerns of the communities they serve through appropriate channels of communication.

Table 4.3: Capacity of NPS Response Teams

Statement	SD %	D %	NS %	A %	SA %	MEAN	SD
The NPS gave NPS officers appropriate training focusing on the management of COVID-19 containment measures in Nairobi City County, Kenya.	0.9	9.1	20.6	44.0	25.4	3.84	0.94
The NPS imparted on NPS officers' adequate knowledge of the management of COVID-19 containment measures in Nairobi City County, Kenya.	0.3	7.1	25.1	38.6	28.9	3.89	0.92
The NPS provided NPS officers with adequate information on the management of COVID-19 containment measures in Nairobi City County, Kenya.	0.6	7.4	26.0	42.6	23.4	3.81	0.90
The NPS mobilized enough resources such as police officers, vehicles, ambulances, PPEs, face masks, sanitizers, etc. for the management of COVID-19 containment measures in Nairobi City County, Kenya.	1.1	6.0	26.6	40.9	25.4	3.83	0.92

Source: Field Data (2021).

The finding further agrees with UNODC (2020) who report that to address the unique challenges that police officers faced in enforcing law and order during the COVID-19 pandemic, the first-ever online training course for the NPS was launched on 29 July 2020 to equip the officers with relevant information for better service delivery to the public while observing the rule of law, their safety and that of offenders.

From the study finding above and the corroborative literature, the provision of appropriate training to the police officers was a critical component of the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study

finding was further supported by one NPS management key informant No. 10 who narrated that:

On the onset of COVID-19 in Kenya and upon the NPS being given an additional mandate of managing COVID-19 containment measures, the NPS management with relevant stakeholders embarked on giving appropriate pre-deployment training to the police officers to enhance their knowledge and skills in the management of the containment measures. This training played a critical role in ensuring the success of the operations and preventing the police officers from contracting the disease (Key Informant 10, NPS Management).

The verbatim excerpt from Key Informant No. 10 implies that the provision of adequate training to the NPS was a crucial influencer and indicator of efficiency and professionalism in service delivery. In most countries of the world, the law enforcement agencies were given the task of managing COVID-19 containment measures without pre-deployment training and orientation and this exposed them to spontaneous infections and risks. In the Kenyan context, the NPS management gave appropriate pre-deployment briefings and training and partnered with UNODC to give virtual training to the police officers. The training created appropriate awareness of the disease thus reducing the rate of infections and enhanced the management capacity of individual police officers and the response teams.

The researcher also sought to find out whether the NPS imparted adequate knowledge on the management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.3, 38.6 percent of the respondents agreed that the NPS imparted adequate knowledge, 28.9 percent strongly agree, 7.1 percent disagree, 0.3 percent strongly disagree, and 25.1 percent were not sure. The adequacy of knowledge indicator had a mean of 3.89 and an SD of 0.92 which implies that the knowledge imparted was adequate and it positively and significantly impacted on the management of COVID-19 containment measures. This study finding agrees with Hanawi et al., (2020) who in a study of knowledge in COVID-19 in the Kingdom of Saudi Arabia, found that most study participants were knowledgeable about COVID-19 and the knowledge was crucial in managing the crisis. Further, Aldowyan et al., (2017), notes that people had gained awareness and knowledge of

the disease and its transmission through television, media platforms, and news, to protect themselves and their families.

From the study finding above and the corroborative literature, imparting adequate knowledge to the NPS officers was a critical element in the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No. 3 who narrated that:

Imparting adequate knowledge to the police officers was a key priority of the NPS management because knowledge is power, and imparting adequate knowledge was key in ensuring the successful management of COVID-19 containment measures (Key Informant No. 3, NPS Management).

The verbatim excerpt from Key Informant No. 3 implies that knowledge on COVID-19 dynamics enabled the responders to understand the complexities associated with the disease. Knowledge to the NPS was imparted formally and informally by outsourced medical personnel, NPS managers, medical volunteers, and other organizations. The acquisition of requisite knowledge enhanced the officer's capacity and general understanding of how to manage COVID-19 containment measures with minimum risks of infections. Provision of appropriate knowledge positively impacted on the capacity of NPS response teams.

The researcher further sought to find out whether the NPS provided adequate information on the management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.3, 42.6 percent of the respondents agree that the NPS provided adequate information, 23.4 percent strongly agree, 7.4 percent disagree, 0.6 percent strongly disagree, and 26.0 percent were not sure. The information indicator had a mean of 3.81 and an SD of 0.90 which implies that the provided information was adequate, and it positively and significantly impacted on the management of COVID-19 containment measures. This study finding is collaborated by Endriya et al., (2021) who state that most people knew about the disease which made prevention easier. It also assisted communication and intervention in relation to disease prevention. This study is further supported by Adli et al., (2022) who

reported that knowledge concerning the disease was a critical ingredient in the fight against COVID.

From the study finding above and the corroborative literature, providing adequate information on the management of COVID-19 was a critical element in the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No. 7 who narrated that:

Information is power. When COVID-19 was first detected in Kenya, it caused serious panic among health providers, police officers, and members of the public. This was due to a lack of adequate information regarding the disease. The disease was also highly stigmatizing. In view of this, the NPS management organized for COVID-19 experts to provide relevant information to the police officers and this information largely contributed to the NPS's efficiency in executing COVID-19 management operations (Key Informant No. 7, NPS Management).

The verbatim excerpt from Key Informant No. 7 implies that provision of accurate and timely information was a critical requirement in managing COVID-19 containment measures. On the onset of COVID-19 in Kenya, dangerous rumours on the disease were circulating from multiple sources, and this created uncertainty on survival of mankind. COVID-19 infections and deaths were contemplated, and people lived in isolation for fear of contracting the disease. The NPS as first responders required up to date information on the trends of the disease and how to enhance their safety during the management of COVID-19 containment measures. To mitigate this, the NPS through stakeholder engagement, sourced for medical experts and counsellors to regularly provide police officers with appropriate information concerning the disease and its associated risks. The provision of timely information enhanced the capacity and efficiency of individual police officers and the response teams.

Lastly, the researcher sought to find out whether the NPS mobilized enough resources for the management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.3, 40.9 percent of the respondents agree that the NPS mobilized enough

resources, 25.4 percent strongly agree, 6.0 percent disagree, 1.1 percent strongly disagree, and 26.6 percent were not sure. The resource mobilization indicator had a mean of 3.83 and an SD of 0.92 which implies the NPS mobilized enough resources which positively and significantly impacted on the management of COVID-19 containment measures. These resources were police officers, vehicles, ambulances, PPEs, face masks, and sanitizers among others. This study finding agrees with the Food Agricultural Organization (FAO), (2020) who in their COVID-19 projections reported that all actors should mobilize all forms of resources (food and non-food) at country, regional and global levels to succeed in combating COVID. The findings also agree with a study by Laufs and Waseem (2020) on their systematic review of police during disasters where the authors identified the provision of resources as one of the best practices by law enforcement agencies around the world in responding to COVID-19.

From the study finding above and the supporting literature, mobilization of resources was a critical element in the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No. 4 who narrated that:

If there is one thing that enabled the police to effectively manage COVID-19 containment measures, it is the way they mobilized resources for the effort. The NPS reorganized its officers and ensured that adequate manpower was deployed for the management of COVID-19 containment measures. In addition, operational vehicles, ambulances, face masks, sanitizers, hand washing machines, and emergency funding were provided to enhance operational efficiency. However, a big lesson learned by the NPS is the critical need of developing contingency plans for handling unforeseen emergencies of various magnitudes (Key Informant No. 4, NPS Management).

It is evident from the above verbatim extract from Key Informant No. 4 that the government and the NPS management, commendably, within a short time, mobilized adequate resources to manage COVID-19 containment measures. The management of COVID-19 was a unique and unconventional operation that required special tools and tailor-made resources. The mobilized resources were in the form of manpower, time, material, machines, and emergency funding. The government provided additional budget, the NPS management

provided manpower and vehicles and organizations of goodwill provided handwashing machines, sanitizers, bottled water, and face masks. The mobilized resources created enhanced efficiency and morale of the NPS officers that ultimately impacted on the capacity of NPS response teams. The researcher concurs on the urgent need of developing contingency plans for handling unforeseen emergencies of various magnitudes

In summary, the findings on capacity of NPS response teams implies that there was consensus from the respondents that the four items of training, knowledge, information, and resource mobilization were critical components of the NPS response strategy that individually, collectively, positively, and significantly impacted on the management of COVID-19 containment measures.

4.6 Coordination of NPS Response strategy in the management of COVID-19 Containment Measures

The second specific objective focused on evaluating the coordination of the NPS response strategy in the management of COVID-19 containment measures. The analysis of descriptive statistics for coordination of the NPS response strategy were based on three (3) indicators. These indicators as presented in Table 4.4 were the incorporation of multi-agency partnerships, harmonization of operations, and provision of adequate communication strategies in the management of COVID-19 containment measures.

The researcher sought to find out whether the NPS incorporated multi-agency partnerships in the management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.4, 41.1 percent of the respondents strongly agree that the NPS incorporated multi-agency partnerships, 26.6 percent agree, 8.3 percent disagree, 6.3 percent strongly disagree, and 17.7 percent were not sure. The incorporation of multi-agency partnerships indicator had a mean of 4.66 and an SD of 0.94 which implies the NPS incorporated multi-agency partnerships which positively and significantly impacted on the management of COVID-19 containment measures.

Table 4.4: Coordination of NPS Response Strategy

Statement	SD %	D %	N %	A %	SA %	MEAN	SD
The NPS incorporated multi-agency partnerships in the management of COVID-19 containment measures.	6.3	8.3	17.7	26.6	41.1	4.66	0.94
The NPS harmonized its operations in the management of COVID-19 containment measures.	8.90	7.4	8.3	23.7	41.7	4.78	0.92
The NPS had adequate communication strategies on the management of COVID-19 containment measures	7.4	10.0	20.9	20.6	40.1	4.75	0.90

Source: Field Data (2021).

The multi-agency partnerships consisted of the NPS with its integral departments namely KPS, APS, and DCI, and external actors such as NIS, NGAO, health workers, and members of the public. This study finding agrees with Grizzle, Goodin, and Robinson (2020) who in their study on connecting new partners in COVID-19 response found that the response to the disease required a multi-sectoral approach including health workers as well as emergency management, local authorities, law enforcement, the business community and beyond. The finding also agrees with Casaday and Baxter (2021) who notes that response to emergencies required not a single agency management but multi-sectoral partnerships including public-private partnerships.

From the study finding above and the supportive literature, the incorporation of multi-agency partnerships was an important component in the NPS response strategy that significantly impacted on management of COVID-19 containment measures.

The study finding was further supported by NPS management key informant No. 8 who narrated that:

The multi-agency partnerships incorporated by the NPS played a crucial part in ensuring the success of the war on COVID-19. In one of the operations I witnessed, the NPS was working together with MOH staff, NGAO, NIS officers, and members of the public. The partnerships created a synergy that was a force multiplier in combating COVID-19. During the execution, challenges were observed due to the lack of homogeneous drills, procedures, and processes, an issue that requires to be addressed. Uniformity of execution is key in emergency operations (Key Informant No. 8, NPS Management).

According to the verbatim excerpt from Key Informant No. 8, it is apparent that the multi-agency approach played a critical role in enhancing coordination of the NPS response strategy. The multi-agency approach brought together all security and non-security actors under centralized command and control. This concept facilitated timely consultations, timely passage of information and execution of the management of COVID-19 containment measures. The researcher concurs with the informant on the need of developing Standard Operating Procedures (SOPS) to harmonize the drills, procedures and processes in a multi-agency set up during emergency operations.

The researcher also sought to find out if the NPS harmonized its operations on the management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.4, 41.7 percent of the respondents strongly agreed that the NPS harmonized its operations, 23.7 percent agreed, 7.4 percent disagreed, 8.90 percent strongly disagreed, and 8.3 percent were not sure. The harmonization of operations indicator had a mean of 4.78 and an SD of 0.92 which implies the NPS harmonized its operations which positively and significantly impacted on the management of COVID-19 containment measures. This study finding agrees with Hale, T et al., (2020) and Pearson C.A, et al., (2020) who notes that most sub-Saharan countries implemented harmonized lockdown and curfew measures far earlier in their country's epidemic trajectories than higher-income settings in Europe and America.

From the study finding above and the supportive literature, harmonization of operations was an important component in the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study finding is further supported by NPS management key informant, No.7 who narrated that:

All NPS response operations to manage the COVID-19 containment measures were properly harmonized through regular consultations between the stakeholders, the MOH, and NPS management. This ensured that NPS executed harmonized actions, and this was a success factor in controlling the spread of COVID-19 (Key Informant No. 7, NPS Management).

The verbatim excerpt from Key Informant No. 10 emphasizes on the critical need of harmonizing operations in emergency operations such as COVID-19 operations. Harmonization creates unity of action and unity of purpose that are critical elements in success of any operation. Harmonization of actions in the management of COVID-19 containment measures ensured that all activities of the operation were synchronized, and sequenced and decisive effort brought to bear on the prioritized activities and actions.

The researcher further sought to find out if the NPS had adequate communication strategies on the management of COVID-19 containment measures in Nairobi City County, Kenya. As presented in Table 4.4, 40.1 percent of the respondents strongly agreed that the NPS had adequate communication strategies, 20.6 percent agree, 10.0 percent disagree, 7.4 percent strongly disagree, and 20.9 percent were not sure. The communication strategies indicator had a mean of 4.75 and an SD of 0.90 which implies the NPS had adequate communication strategies which positively and significantly impacted on the management of COVID-19 containment measures. This study finding agrees with Kang et al., (2018) and (Soukenik, 2018) who note in their studies that government bodies had appropriate communication for the passage of information, policies, and plans. Dickmann et al., (2016) and Infanti et al., (2013) also concur that effective police communication facilitated an integrated approach to sharing information.

From the study finding above and the supportive literature, adequacy of communication strategies was an important component in the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study finding was

further supported by NPS management key informant No.2 who narrated that:

Communication was a major enabler of COVID-19 operations since it facilitated coordination, consultations, and timely passage of information and intelligence. The NPS had adequate communication strategies which was a major success factor in the management of the containment measures. However, in future operations, there is a need to research and consider the use of ICT and modern technology to ensure the real-time passage of information in police operations (Key Informant No. 2, NPS Management).

The verbatim excerpt from Key Informant No. 2 implies that the management of COVID-19 containment measures could not be undertaken without effective communication strategies. Communication strategies facilitated effective command, control, consultations and timely passage of information and intelligence. However, the multi-agency setting of COVID-19 operations created inherent communication challenges due to incompatibility of communication equipment and communication procedures. The use of ICT and modern technology in emergency operations also need to be explored to enhance timely consultations, passage of information and decision making.

In summary, the data analysis, findings reported and verbatim excerpts from key informants on coordination of the NPS response strategy indicate that there was consensus from the respondents that the three items of multi-agency partnerships, harmonization of operations and communication strategies were critical components of the NPS response strategy that individually, collectively, positively, and significantly impacted on the management of COVID-19 containment measures. The findings also revealed that coordination of NPS response strategy had the largest influence on management of COVID-19 containment measures when compared with the other variables.

4.7 Public Satisfaction in the Management of COVID-19 Containment Measures

The third specific objective was to examine the level of public satisfaction with the NPS response strategy for the management of COVID-19 containment measures. The descriptive statistics analysis for the level of public satisfaction were based on four (4) items that are presented in Table 4.5. The four items were: transparency of NPS actions to the public, accountability of NPS to the public, good police-public relationship, and legitimacy of police actions and operations.

The researcher sought to find out whether the NPS actions were transparent to the public during the management of COVID-19 containment measures. As presented in Table 4.5, 45.4 percent of the respondents agree that the NPS actions were transparent to the public, 25.7 percent strongly agree 6.6 percent disagreed, 0.9 percent strongly disagree, and 21.4 percent were not sure. The NPS transparency indicator had a mean of 3.89 and an SD of 0.89 which implies that the NPS actions were transparent to the public and this impacted positively and significantly on the NPS response strategy for management of COVID-19 containment measures.

Table 4.5: Public Satisfaction on NPS Response Strategy

Statement	SD %	D %	NS %	A %	SA %	MEAN	SD
The NPS actions were transparent to the public during the management of COVID-19 containment measures.	0.9	6.6	21.4	45.4	25.7	3.89	0.89
The NPS was accountable to the public during the management of COVID-19 containment measures.	1.7	7.1	27.1	37.7	26.3	3.8	0.97
The police-public relationships were good during the management of COVID-19 containment measures	1.1	7.4	26.9	37.4	27.1	3.82	0.95
The NPS operations and actions were legitimate during the management of COVID-19 containment measures.	0.3	8.0	29.1	39.40	23.1	3.77	0.90

Source: Field Data (2021).

These findings agree with Jones (2020) who notes that public trust and confidence in the police’s response to the crises brought by COVID-19 reinforced the legitimacy of the authority vested in the law enforcers in dealing with the disease. Ryan et al., (2019) further

opines that the understanding of epidemic response measures by the police and the public was an important determinant of transparent police actions.

From the study finding above and the supportive literature, transparency of police actions to the public was a critical indicator in the NPS response strategy that significantly impacted on management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No.6 who narrated that:

Initially, police actions were not transparent or seen to be transparent and therefore the level of public satisfaction was low. During the initial management of containment measures, complaints of police harassment, police brutality, and excesses were reported. However, as the management continued, the police became open and transparent, a factor that consequently shaped the level of public satisfaction to a high level (Key Informant No. 6, NPS Management).

From the verbatim excerpt of Key Informant No. 6, it is apparent that on the onset of COVID-19 in Kenya, the NPS behaved like a police force with all intentions of enforcing the containment measures without regard to individual human rights and fundamental freedoms. This created public outrage with NPS being accused of excessive use of force and abuse of human rights and fundamental freedoms. The human rights organizations and civil society advised the police regularly on the need to promote and protect individual human rights. The human rights and civil society organizations petitioned the Inspector General of Police several times to intervene and advise the police to conduct transparent operations. The intervention made the NPS to be more transparent and this impacted considerably on high levels of public satisfaction.

The researcher also sought to find out whether the NPS was accountable to the public during the management of COVID-19 containment measures. As presented in Table 4.5, 37.7 percent of the respondents agreed that the NPS was accountable to the public, 26.3 percent strongly agree, 7.1 percent disagree, 1.7 percent strongly disagree, and 27.1 percent were not sure. The NPS accountability indicator had a mean of 3.80 and an SD of 0.97 which implies that the NPS was accountable to the public and this impacted positively and significantly on the NPS response strategy for management of COVID-19 containment

measures. This finding agrees with the United Nations Development Programme (UNDP), (2020) who in their guidance on accountability and COVID-19, noted that governments and security agencies need to be open, responsive, and accountable to the people they protect. The security agencies were accountable for ensuring that misinformation and harmful content was not spreading, and that freedom of expression and necessary exchange of information was maintained.

From the study finding above and the supportive literature, NPS accountability to the public was an important indicator in the NPS response strategy that significantly and positively impacted on management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No. 4 who narrated that:

As the operations to contain COVID-19 progressed, NPS was seen to be accountable to the taxpayers who are members of the public. As expected, there was confusion initially, but the public was happy as they were involved in the NPS decision-making processes and were being made aware of the plans of action. The members of the public were satisfied that the NPS was operating within the confines of the constitution and the law and any police officers who tried to do any illegal things were held accountable for their actions. The NPS accountability enhanced a high level of public satisfaction (Key Informant No. 4, NPS Management).

From the verbatim excerpt of Key Informant No. 4, accountability of police to the public was a critical measure of the level of public satisfaction. The NPS is paid from public funds and therefore they must be accountable to the same public. One critical way is to involve the public in gathering and dissemination of information and in the decision-making process. The NIM emphasized on the need of integrating the public in planning and decision making. The NPS commendably engaged the public as a major stakeholder in COVID-19 operations and their involvement added considerable value to the high level of public satisfaction.

The researcher further sought to find out whether the police-public relationships were good during the management of COVID-19 containment measures. As presented in Table 4.5, 37.4 percent of the respondents agreed that the police-public relationship was good, 27.1 percent strongly agree, 7.4 percent disagree, 1.1 percent strongly disagree, and 26.9 percent

were not sure. The police-public relationship indicator had a mean of 3.82 and an SD of 0.95 which implies that the police-public relationship was good, and this impacted positively and significantly on the NPS response strategy for management of COVID-19 containment measures. This finding agrees with Janković and Cvetković (2020) who reports that respondents in a Serbian study indicated that police did their job well during COVID-19 and the public had full confidence in them.

From the study finding above and the corroborative literature, good police-public relationship was a crucial indicator in the NPS response strategy that significantly and positively impacted on management of COVID-19 containment measures. The study finding is further supported by NPS management key informant No. 9 who narrated that:

COVID-19 affected the police and members of the public equally. Notably, the police and the public were seized by the unity of purpose and unity of action and thus they worked like brothers and sisters. This made the public have unprecedented confidence and trust in the police which resulted in a good police-public relationship (Key Informant No. 9, NPS Management).

The verbatim excerpt from Key Informant No. 9 implies that in times of health emergency operations, survival of both the police and the public are essential. During the COVID-19 operations, this requirement was achieved by practicing brotherhood, exercising teamwork and cooperation between the police and the public. The cooperation and teamwork created public confidence and synergy which impacts on good police-public relationship and ultimately shaped the high level of public satisfaction.

Lastly, the researcher sought to find out whether the NPS operations and actions were legitimate during the management of COVID-19 containment measures. As presented in Table 4.5, 39.40 percent of the respondents agreed that the NPS operations and actions were legitimate, 23.1 percent strongly agree, 8.0 percent disagree, 0.3 percent strongly disagree, and 29.1 percent were not sure. The NPS operations and actions legitimacy indicator had a mean of 3.77 and an SD of 0.90 which implies that the NPS operations and actions were legitimate, and this made the public follow the orders given by the police. The legitimacy of the NPS operations and actions impacted positively and significantly on the NPS response

strategy for management of COVID-19 containment measures. These findings agree with Bottoms and Tankebe (2012) who opines that the police are legitimate power holders who should uphold the law and operate in the communities they serve in a just way, giving voice to the people they serve. Picket *et al.*, 2018 further notes that police needed to continue down the path of procedural justice to enhance police legitimacy and public confidence.

From the study findings above and the supportive literature, the legitimacy of NPS operations and actions was a critical indicator in the NPS response strategy that significantly and positively impacted on management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No. 2 who narrated that:

Most members of the public in their scrutiny of police operations and actions were of the view that the NPS actions were legitimate during the management of COVID-19 containment measures. The law was being followed during the execution and this created high level public participation (Key Informant No. 2, NPS Management).

From the verbatim excerpt of Key Informant No. 2, the NPS actions during the management of COVID-19 containment measures were the subject of continuous public scrutiny. As such, the NPS had a professional and moral obligation to ensure that all police operations and activities were undertaken within the Constitution and the law as a measure of legitimacy. It was generally observed by the civil society organizations, civil society and the public that COVID-19 police actions and operations were anchored on the law and therefore legitimate. The legitimacy contributed to the high level of public satisfaction.

In summary, the data analysis, findings and verbatim excerpts from key informants on the level of public satisfaction indicate that there was a consensus from the respondents that the four items of accountability, transparency, legitimacy, and public-police relationships were crucial components of the NPS response strategy that individually, collectively, positively, and significantly impacted on the management of COVID-19 containment measures.

4.8 The NPS Response strategy in the management of COVID-19 Containment Measures

The management of COVID-19 containment measures was the dependent variable in this study. In this section, the researcher sought to find out the relationship in terms of effects of the NPS response strategy which was the independent variable (composed of the indicators of capacity of NPS response teams, coordination of NPS response strategy, and the level of public satisfaction) on the management of COVID-19 containment measures (dependent variable) in Nairobi City County, Kenya. The summary descriptive statistics for the analysis of these effects were based on four (4) indicators that are presented in Table 4.6.

Table 4.6: The NPS Response strategy in the management of COVID-19 Containment Measures

Statement	SD %	D %	NS %	A %	SA %	MEAN	SD
Did the NPS response strategy facilitate the effective management of the ban on public gatherings	1.4	7.1	26.3	44.3	20.9	3.76	0.91
Did the NPS response strategy facilitate the effective management of imposed curfew timings	1.1	6.6	26.9	40.3	25.1	3.82	0.92
Did the NPS response strategy facilitate the effective management of the mandatory use of face masks	0.9	9.4	28.0	40.0	21.7	3.72	0.94
Did the NPS response strategy facilitate the effective management of public transport measures	0.6	7.4	30.3	41.7	20.0	3.73	0.88

Source: Field Data (2021).

The four (4) items focus on whether the NPS response strategy facilitated the effective management of the ban on public gatherings; whether the NPS response strategy facilitated the effective management of the imposed curfew timings; whether the NPS response strategy facilitated the effective mandatory use of face masks and whether the NPS response strategy facilitated the effective management of public transport measures.

The researcher sought to find out whether the NPS response strategy facilitated the effective management of the ban on public gatherings. As presented in Table 4.6, 44.3 percent of the respondents agree that the NPS response strategy facilitated the effective management of a ban on public gatherings, 20.9 percent strongly agree, 7.1 percent disagree, 1.4 percent strongly disagree, and 26.3 percent were not sure. The effectiveness of the NPS response strategy in the management of public gatherings had a mean of 3.82 and an SD of 0.92 which implies that the NPS response strategy significantly facilitated the effective management of the ban on public gatherings thus impacting the overall management of COVID-19 containment measures.

These findings agree with the Organization for Economic Cooperation and Development (OECD), OECD (2020) article which observed that governments, with the use of the police service, imposed territorial barriers and ban of public gatherings in the effort to manage the crisis across countries. The International Capital Market Association (ICMA), ICMA (2020) concurs that local governments and their police forces appointed officials of local governments to ensure the ban on public gatherings was followed as directed by the national governments.

From the study finding above and the corroborative literature, the positive effect of the NPS response strategy in the management of ban on public gatherings was a critical indicator in the NPS response strategy that significantly facilitated the management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No. 2 who narrated that:

The ban on public gatherings was a key government COVID-19 containment measure. Before the detection of COVID-19 in Kenya, premature political campaigns had started, and they continue to date. The government banned public gatherings and therefore one of the major tasks of NPS was to manage the ban on public gatherings. This is normally a challenging task where politicians are involved. However, the NPS was able to overcome the political intrigues and managed the ban on public gatherings effectively (Key Informant No. 2, NPS Management).

The verbatim extracts from Key Informant No. 2 implies that the NPS had a critical and challenging task of managing ban on public gatherings. Kenya is due to conduct general elections on 8th August 2022. The official campaign period is yet to start. However, in display of impunity, senior politicians in the government started campaigning in 2019. Such campaigns draw large crowds. The crowds became super spreaders of COVID-19 because social distancing protocols were not adhered to, and this resulted to large community infections. In the course of time, the NPS was able to intervene and reduce the frequency of public gatherings, and ultimately effectively managed the ban on public gatherings.

The researcher also sought to find out whether the NPS response strategy facilitated the effective management of the imposed curfew timings. As presented in Table 4.6, 40.3 percent of the respondents agreed that the NPS response strategy facilitated the effective management of imposed curfew timings, 25.1 percent strongly agree, 6.6 percent disagree, 1.1 percent strongly disagree, and 26.9 percent were not sure. The effectiveness of the NPS response strategy in the management of imposed curfew timings had a mean of 3.82 and an SD of 0.92 which implies that the NPS response strategy significantly facilitated the effective management of imposed curfew timings thus impacting on the overall management of COVID-19 containment measures. These finding agrees with Janković and Cvetković (2020) who reports that police officers effectively controlled the citizen's movement during curfews. Khatatbeh (2020) in a study on the efficacy of a nationwide curfew to counter the spread of COVID-19 in Jordan further agrees that imposing curfew was an effective measure as it promoted social distancing, reduced physical contact, and reduced the number of infections.

From the study findings above and the corroborative literature, the management of imposed curfew timings was a critical indicator in the NPS response strategy that significantly facilitated the management of COVID-19 containment measures.

The study findings were further supported by NPS management key informant No. 5 who narrated that:

The imposed curfew timings affected various types of businesses and members of the public expressed discontent with the containment measure. The politicians also took the opportunity to politicize the curfew thus inciting the public against the government. Despite these odds, the NPS was able to put in place strategies that facilitated the effective management of the imposed curfew. The curfew was necessary as a measure of containing the spread of COVID-19 (Key Informant No. 5, NPS Management).

The verbatim excerpt from Key informant No. 5, implies that the management of imposed curfew timings was equally challenging. Due to poverty levels in Kenya, most citizens depend on hand to mouth, in which the meagre earnings are spent on food items. Further, most business especially hotel and bar businesses and public transport operate optimum at night and therefore the imposition of curfew timings led to reduction or suspension of workers and loss of income. The affected citizens and opposition politicians protested the curfew, but the government maintained its position. Due to the government stand and support to NPS, the NPS intensified patrols during curfew timings and managed to effectively manage the imposed curfew timings.

The researcher further sought to find out whether the NPS response strategy facilitated the effective management of the mandatory use of face masks. As presented in Table 4.6, 40.0 percent of the respondents agreed that the NPS response strategy facilitated the effective management of the mandatory use of face masks, 21.7 percent strongly agree, 9.4 percent disagree, 0.9 percent strongly disagree, and 28.0 percent were not sure. The effectiveness of the NPS response strategy in the management of mandatory use of face masks had a mean of 3.72 and an SD of 0.94 which implies that the NPS response strategy significantly facilitated the effective management of mandatory use of face masks thus impacting on the overall management of COVID-19 containment measures. This finding agrees with Meško (2021) who reported that in most European countries, police agencies were tasked with extraordinary work of controlling the public by wearing protective masks. Chan and Yuen (2020) further support this finding and notes that wearing masks was recommended as part of personal protective equipment and as a public health measure to prevent the spread of COVID-19.

From the study findings above and the supportive literature, the effectiveness of the NPS response strategy in the management of mandatory use of face masks was a critical indicator in the NPS response strategy that significantly facilitated the management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No.3 who narrated that:

The mandatory use of face masks was arguably the single most important containment measure that prevented person-to-person contact. Arguably again, it was the most difficult measure to police because you must focus on the individual. The NPS was however up to the task, remained above the situation, and effectively managed the mandatory use of face masks. The mandatory use of face masks was a critical component in the success of the war against COVID-19. I observed the need for further research on policing the individual during emergencies as it was indeed a challenge to the NPS (Key Informant No. 3, NPS Management).

From the verbatim excerpt of Key Informant No.3, it is apparent that universally, the use of face masks was an effective way of preventing person-to-person and community infections. On the onset of COVID-19 third wave, MOH in Kenya imposed mandatory use of face masks in public vehicles and in all public areas. This containment measure had proven successful in other parts of the world. Face masks are individual based, and it requires self-discipline for individuals to implement the containment measure. This posed serious challenges to the NPS. The NPS resulted to arresting and prosecuting those caught without face masks, and this created deterrence value which resulted to individual acceptance and adherence. Despite the challenges encountered by the NPS in policing individual use of face masks, the NPS was able to effectively manage the mandatory use of face masks. The key informant observed the need for further research on policing the individual during emergencies as it was indeed a challenge to the NPS. The researcher concurs with the observation that policing an individual during emergencies requires further research.

Lastly, the researcher sought to find out whether the NPS response strategy facilitated the effective management of public transport measures. As presented in Table 4.6, 41.7 percent of the respondents agreed that the NPS response strategy facilitated the effective management of the public transport measures, 20.0 percent strongly agree, 7.4 percent

disagree, 0.6 percent strongly disagree, and 30.0 percent were not sure. The effectiveness of the NPS response strategy in the management of public transport measures had a mean of 3.73 and an SD of 0.88 which implies that the NPS response strategy significantly facilitated the effective management of public transport measures thus positively impacting on the overall management of COVID-19 containment measures. This finding agrees with McCauley et al., (2020) and Teoh, (2020) who argue that experts observed that online bookings for use of transport systems during the pandemic were highly restricted. Zhang et al., (2020) also note that government's implemented various countermeasures, including strict lockdown measures and prohibition of traveling with research showing that the number of passengers boarding public transport vehicles was restricted.

From the study finding above and the corroborative literature, the effectiveness of the NPS response strategy in the management of public transport measures was a critical indicator in the NPS response strategy that significantly facilitated the management of COVID-19 containment measures. The study finding was further supported by NPS management key informant No.8 who narrated that:

Public transport is used by most citizens in Kenya. Therefore, if not properly managed, public transport could be a super spreader of COVID-19. The government pronounced some public transport measures that included reducing the number of passengers, and regular fumigating of vehicles while passengers were required to wear individual face masks. Due to the implications of the loss of business due to the reduction of the passengers, some vehicle owners and drivers resisted the implementation. However, the NPS instituted robust operations, that enabled them to effectively manage the situation. The effective management went a long way in preventing community transmissions of COVID-19 (Key Informant No. 8, NPS Management).

Key Informant No.8 provides an insight on the contained measures imposed on public transport. However, it was difficult for the police to enforce the containment measures due to corruption on the roads, resistance by public transport owners and the inherent mobility of the vehicles. The NPS developed a strategy of managing the containment measures through the matatu associations leadership who were given moral obligation of ensuring the measures were implemented as pronounced. The strategy was a game changer because the responsibility shifted to the vehicle owners and vehicle associations. The strategy enabled

the NPS to effectively manage the public transport measures.

Overall, the data analysis and findings on the NPS response strategy in the management of COVID-19 containment measures imply that there was a consensus from the respondents that the NPS response strategy impacted significantly on the management of COVID-19 containment measures.

4.9 Political Goodwill

Political goodwill was the intervening variable interacting between the independent variable (NPS response strategy) and the dependent variable (management of COVID-19 containment measures). In this context, the researcher wanted to find out whether political goodwill facilitated the successful implementation of the NPS response strategy for the management of COVID-19 containment measures in Nairobi City County, Kenya. The descriptive analysis of the political goodwill is presented in Table 4.7.

Table 4.7: Political Goodwill

Statement	SD	D	NS	A	SA	Mean	SD
	%	%	%	%	%		
The political goodwill facilitated the successful implementation of the NPS response strategy for the management of COVID-19 containment measures in Nairobi City County, Kenya.	9.0	18.4	5.2	40.1	27.3	3.75	0.91

Source: Author (2021).

As presented in Table 4.7, 40.1 percent of the respondents agreed that political goodwill facilitated the successful implementation of the NPS response strategy in the management of COVID-19 containment measures, 27.3 strongly agree, 18.4 percent disagree, 9.0 percent strongly disagree, and 5.2 percent were not sure. The intervening effects of political goodwill had a mean of 3.75 and an SD of 0.91 which implies that there was a convergence toward a common consensus that political goodwill facilitated the successful implementation of the NPS response strategy for the management of COVID-19

containment measures. These findings agreed with Guglielmi, et al., (2020); Muragu, Nyadera, and Mbugua, (2021) who opined that the national and local institutions played a critical role in promoting containment measures during COVID-19 and their success depends on the support of the political authorities.

From the study findings above and the corroborative literature, the interaction effects of political goodwill was a crucial component that significantly facilitated the successful implementation of the NPS response strategy in the management of COVID-19 containment measures. The study finding was supported by NPS management key informant No.1 who narrated that:

Political goodwill shaped the war on COVID-19 in Kenya. It was admirable to see the President of Kenya, Cabinet Secretary MOH, and Chair of the Council of Governors, giving regular briefings to the media. This sent clear messages to all about the seriousness of adhering to COVID-19 containment measures. Political goodwill indeed played a critical interaction between the NPS response strategy and management of COVID-19 containment measures (Key Informant No. 1, NPS Management).

Political goodwill in Kenya was a game changer in managing COVID-19 containment measures. The President of Kenya took the lead in regularly briefing the media and the public on the COVID-19 situation in the country and the containment measures required to be taken by individuals and institutions to mitigate the spread of the disease. The Cabinet Secretary MOH together with the Chief Administrative Secretary, the Principal Secretary and the Director General of Health in the ministry provided daily COVID-19 briefings and updates. The national government and county governments cooperated and worked together to form an intergovernmental committee on COVID-19. The committee held regular meetings and consultations aimed at implementing harmonized strategies to contain the disease. The goodwill displayed unity of purpose and illustrated the seriousness of the government to control the spread of the disease. The interaction effects of political goodwill facilitated the successful implementation of the NPS response strategy in the management of COVID-19 containment measures.

In summary, the data analysis and findings reported on political goodwill indicate that there was a convergence towards a common consensus that political goodwill intervened and interacted in the successful implementation of the NPS response strategy in the management of COVID-19 containment measures.

4.10 Conclusion

This chapter focused on presentation and analysis of data and discussion. 400 questionnaires were administered and 350 of them were completed accurately and returned reflecting a response rate of 87.5 per cent. The respondents who returned the questionnaires were 252 or 72 per cent males and 98 or 28 per cent females corresponding to a gender ratio of 3:1. All the respondents were above 18 years of age with work experience ranging from 1 to over 10 years. The findings reported in the descriptive statistics analysis, supportive literature, and key informants' verbatim excerpts on capacity of NPS response teams, coordination of NPS response strategy, level of public satisfaction, management of COVID-19 containment measures, and political goodwill point to a crucial consensus that these variables individually and jointly, positively, and significantly impacted on the management of COVID-19 containment measures. These findings were supported by a high level of agreement by most respondents with higher mean scores/ratings for all variables which were above 3.5 out of 5 points measured on the Likert scale. The SD for all variables was found to be less than 1, which indicated that the opinions of the respondents were less distributed and were highly skewed towards a common consensus. Thus, from the data analysis and findings, it was apparent that the three independent variables separately and jointly impacted on the management of COVID-19 containment measures in Nairobi City County, Kenya. The interaction effects of political goodwill were also found to have a significant impact on both the dependent and independent variables.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions, and recommendations that were arrived at based on the specific study objectives. It also presents areas for further research. The purpose of the study was to investigate the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. The specific objectives of the study were: to examine the capacity of NPS response teams in the management of COVID-19 containment measures, to evaluate the coordination of the NPS response strategy in the management of COVID-19 containment measures and to examine the level of public satisfaction on the NPS response strategy in the management of COVID-19 containment measures. The NPS response strategy with the three variables of capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction was the independent variable. The management of COVID-19 containment measures was the dependent variable. Political goodwill was the intervening variable interacting between the dependent and independent variables.

5.2 Summary

The capacity of NPS response teams was measured by the four items in the questionnaire. The data analysis, findings, and key informants' verbatim excerpts on the variable indicate that there was consensus from the respondents and key informants that the four measured items of training, knowledge, information, and resource mobilization were critical components of the NPS response strategy that individually, collectively, positively, and significantly impacted on the management of COVID-19 containment measures. As a result, the study found that the NPS response teams had the required capacity to manage COVID-19 containment measures. These findings agreed with similar studies, for example, Harris (2015) who opine that increment of capacity for the law enforcement agencies increased proficiency in service delivery. This was important since adequate capacity developed

emergency management capability. The capacity was achieved through the provision of training, knowledge, information, and resource mobilization.

The coordination of the NPS response strategy was measured by the three items in the questionnaire. The data analysis, findings, and key informants' verbatim excerpts on the variable indicate that there was a consensus from the respondents and key informants that the three measured items of multi-agency partnerships, harmonization of operations and communication strategies were critical components of the NPS response strategy that individually, collectively, positively, and significantly impacted on the management of COVID-19 containment measures. As a result, the study found that coordination of the NPS response strategy was adequate for the management of COVID-19 containment measures. The results agreed with those of Bacon et al., (2021) who opine that collaboration had played a key role in funding and sustainability. Sharing of resources within the police resulted in significant savings. Inter-agency collaboration in roles and responsibilities was key during emergencies. The role of coordination was mainly information sharing and communication, multi-agency collaboration, and synchronization of activities (Brown et al., 2021). Coordination of NPS response strategy was achieved through multi-agency partnerships, harmonization of operations and communication strategies. Coordination of containment measures was found to have the greatest impact on the management of COVID-19 containment measures when examined jointly with other study variables

The level of public satisfaction was measured by the four items in the questionnaire. The data analysis, findings, and verbatim excerpts on the variable indicate that there was a consensus from the respondents and key informants that the four items of accountability, transparency, legitimacy, and public-police relationships were crucial components of the NPS response strategy that individually, collectively, positively, and significantly impacted on the management of COVID-19 containment measures. As a result, the study found that indeed the level of public satisfaction with the management of COVID-19 containment measures was low initially but improved as the management of COVID-19 containment measures progressed. The research findings agreed with Sigsworth (2019) who note that social control by the police was a great measurement of accountability that ultimately

facilitated the reciprocal relationships between them and the public creating an orderly society. The high level of public satisfaction was achieved through police accountability, transparency, legitimacy, and good public-police relationships.

The NPS response strategy in the management of COVID-19 containment measures was measured with the four items in the questionnaire. The data analysis, findings, and key informant's verbatim excerpts indicate that the four items of NPS response strategy on the management of the ban on public gatherings; NPS response strategy on management of the imposed curfew timings; NPS response strategy on management of mandatory use of face masks and NPS response strategy on management of public transport measures, imply that there was a consensus from the respondents that the NPS response strategy impacted significantly on the management of COVID-19 containment measures.

Political goodwill was measured as a single entity. The data analysis and findings on political goodwill indicate that there was a convergence from the respondents and key informants towards a common consensus that political goodwill interaction effects impacted on the successful implementation of the NPS response strategy in the management of COVID-19 containment measures. Thus, the study found that political goodwill facilitated the successful interaction between NPS response strategy and management of Covid-19 containment measures.

On the overall, the findings reported in the descriptive statistics analysis point to a crucial consensus that all the study variables of capacity of NPS response teams, coordination of NPS response strategy and level of public satisfaction, individually, jointly, positively, and significantly impacted on the management of COVID-19 containment measures. These findings were supported by the high level of agreement by most respondents with higher mean scores/ratings for all variables which were above 3.5 out of 5 points measured on the Likert scale. The SD for all variables was found to be less than 1, which indicated that the opinions of the respondents were less distributed and were highly skewed towards a

common consensus. Thus, from the data analysis and findings, it was apparent that the three independent variables separately and jointly impacted on the management of COVID-19 containment measures in Nairobi City County, Kenya. The interaction effects of political goodwill were also found to have a significant impact on both the dependent and independent variables.

5.3 Conclusions

Regarding the capacity of NPS response teams, the findings of the study revealed that the variable positively and significantly impacted on management of COVID-19 containment measures. The appropriate capacity was acquired through provision of training, knowledge, information, and resource mobilization. The study therefore concludes that the NPS response teams had the appropriate capacity to manage COVID-19 containment measures in Nairobi City County, Kenya.

On coordination of the NPS response strategy, the study revealed that the variable positively and significantly impacted management of COVID-19 containment measures. Coordination of containment measures was found to have the greatest impact on the management of COVID-19 containment measures when examined jointly with other study variables. The success of coordination of NPS response strategy was associated with incorporation of multi-agency partnerships, harmonized operations, and adequate communication strategies. The study therefore concludes that there was good coordination of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County Kenya.

On the level of public satisfaction, the study revealed that the variable positively and significantly impacted on the management of COVID-19 containment measures. There was lack of public and community trust in the initial stages, but the situation improved to high level as police operations escalated. The high level of public satisfaction was achieved due to police transparency, accountability, and legitimacy in operations. These characters in police operations fostered good public-police relationships. The study therefore concludes

that the level of public satisfaction was high, and it positively and significantly impacted on the management of COVID-19 containment measures in Nairobi City County, Kenya.

Overall, the study concluded that the NPS response strategy independent variables separately and jointly significantly and positively impacted on the management of containment measures dependent variable. The study also concluded that the effects of political goodwill intervening and interacting between the independent and dependent variables were also positively significant.

5.4 Recommendations

Capacity building is a key component of all entities involved in any operation since the success of operations is dependent on whether the executing teams possess the requisite capacity. Capacity impacts on efficiency and professionalism. From the findings of this study, it is notable that the NPS response teams had the requisite capacity to manage COVID-19 containment measures. To enhance efficiency in future emergency circumstances, the researcher recommends the formation of an Emergency Situations Response Unit. This should be a multi-sectoral unit that should be given regular tailor-made training on emerging emergencies. The unit should also be trained on simulated emergency scenarios

The coordination of the NPS response strategy played the most critical part in managing COVID-19 containment measures. This informs the centrality and importance of coordination in any undertaking. However, in a multi-agency setup such as the one used during COVID-19 operations, the execution could be challenging if not properly coordinated. Thus, to enhance efficient coordination in future emergencies, the researcher recommends the development of harmonized Standard Operating Procedures (SOPs). The SOPs should be regularly rehearsed to ensure minimum reaction time during emergencies.

The level of public satisfaction is crucial because the government has an obligation social contract with members of the public. In this context, the first and foremost

responsibility of any government is to protect the lives and properties of citizens. The law enforcement agencies possess the unique monopoly of violence which is constitutionally granted. The police are paid by taxes paid by the public. This implies that the members of the public, as the employers of the police, are the masters while the police are servants of the people. This relationship should be defined by the police showing the utmost respect for members of the public. This has not always been the case. In this context, the researcher recommends that future NPS training focuses on the protection and promotion of individual human rights and fundamental freedom. This would ensure that the NPS develops a culture of respecting human dignity devoid of use of excessive force, human rights abuse, and extrajudicial killings.

5.5 Policy Recommendations

To build as well as modernize the capacity of NPS as envisioned in the social and economic pillars of the Kenya Vision 2030 is critical in improving efficiency in the management of emergencies. Due to the strategic nature of the NPS in achieving the strategic goals of the Kenya Vision 2030 blueprint, the government should ensure that the NPS embraces state-of-the-art technologies and allocate a special budget for any eventual emergency occurrences. The study recommends that to make police operations more efficient, the national and county governments formulate support policies that would subsidize both the cost of acquiring new technologies and related training in the management of COVID-19 and other emergencies.

This study has revealed that the capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction were separately and jointly important influencers in the management of COVID-19 containment measures. The study, therefore, recommends that both national and county governments provide coordinated pre-planned contingency plans to ensure proactive actions when emergencies occur. This could be achieved through having a special budget for NPS on emergency matters, especially in Nairobi City County which is densely populated and heavily affected by COVID-19. Support policies that will establish proper management solutions and capacity building for

emergency matters in Nairobi City County, Kenya to enhance service delivery will aid to improve the management of COVID-19 containment measures.

5.2 Areas for Further Research

The purpose of the study was to assess the NPS response strategy in the management of COVID-19 containment measures. The study was limited to three specific study objectives on the capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction. The three variables explained 83.7 percent of variations in the management of COVID-19 while 16.3 percent could be explained by other factors that influenced the management outside the combined model of management of COVID-19 containment measures. Therefore, the following areas may be researched further to examine the influence of variables not included in the current study.

Firstly, the capacity of NPS response teams was adequately influenced by training, knowledge, information, and resource mobilization to positively impact on the management of COVID-19 containment measures. However, the emergency nature and the evolving dynamics of COVID-19 will continue to pose new challenges to the NPS. It is therefore necessary to undertake a study on the need for joint pre-deployment training during emergencies to recommend the best training models that would enhance operational efficiency in emergencies.

Secondly, the coordination of the NPS response strategy was an important variable that appropriately impacted on the management of COVID-19 containment measures. Coordination of the NPS response strategy was influenced by the multi-agency partnerships, harmonization of operations, and communication strategies. It is however notable that in such a fluid operation communication is a critical component, especially in a multi-agency set-up. There could exist incompatibility of communication equipment from different sectors. In the modern world, technology is also a crucial factor that needs to be considered. Thus, there is need for further studies focusing on harmonized communication strategies

during emergency operations and another study on the use of technology in emergency operations.

Finally, the police are employed to serve the public. Thus, the public must be satisfied that the police are performing their duties to their satisfaction. The level of public satisfaction played a significant role that impacted on the management of COVID-19 containment measures. The enablers of the high level of public satisfaction were transparency, legitimacy, and accountability of police operations which created the public trust and good public-police relationships. It is however notable that extraordinary times during emergencies, like the ones presented by COVID-19, also dictate the use of extraordinary measures. Such a scenario would likely result in poor police-public relationship. Thus, there is need to do studies on how to enhance good public-police relationships during emergency operations. Further, there is a need for a study to be done focusing on challenges involved in policing an individual, especially bearing in mind the NPS encountered policing the mandatory use of face masks which is individual based.

REFERENCES

- Ajide, K. B., Ibrahim, R. L., & Alimi, O. Y. (2020). Estimating the impacts of lockdown on Covid-19 cases in Nigeria. *Transportation Research Interdisciplinary Perspectives*, 7, 100217.
- Aldowyan, N., Abdallah, A.S., & El-Gharabawy, R. (2017). Knowledge, Attitude, and Practice (KAP) Study about Middle East Respiratory Syndrome Coronavirus (MERS-CoV) among the population in Saudi Arabia. *International Archives of Medicine*. 10.3823/2524.
- Al-Hanawi, M. K., Angawi, K., Alshareef, N., Qattan, A., Helmy, H. Z., Abudawood, Y., & Alsharqi, O. (2020). Knowledge, attitude, and practice toward COVID-19 among the public in the Kingdom of Saudi Arabia: A cross-sectional study. *Frontiers in Public Health*.
- American Statistical Association. (2018). *Ethical guidelines for statistical practice*. Boston, Massachusetts: American Statistical Association.
- Andrea, M.L., Corina, S.B., Elizabeth, A. & Sanberg, (October 2007). Police planning for an influenza pandemic: Case studies and recommendations from the field. *Police Executive Research Forum. Washington Annual Reviews* 28.
- Babbie, E. (1990). The essential wisdom of sociology. *Teaching Sociology*, 18(4), 526-530.2w.
- Bharosa, N., Lee, J., & Janssen, M. (2009). Challenges and obstacles in sharing and coordinating information during multi-agency disaster response: Propositions from field exercises. *Information Systems Frontier*, 49-65.
- Boateng, F. D. (2015). *Trust in the police: An analysis of urban cities in Ghana*. Boston, Massachusetts: American Statistical Association.
- Board, G. P. M. (2019). A world at risk. *Geneva: World Health Organization and the World Bank*.
- Bottoms, A., & Tankebe, J. (2012). Beyond procedural justice: A dialogic approach to legitimacy in criminal justice. *J. Crim. l. & Criminology*, 102, 119.
- Brito, C. S., & Luna, A. (2009). *Benchmarks for developing a law enforcement pandemic plan*. Police Executive Research Forum.
- Brown, D. (Ed.). (2002). *Career choice and development*. John Wiley & Sons.
- Bujakera, S. (2020). *In parts of Africa, police are accused of excessive force amid coronavirus lockdowns*. Reuters.
- Burger, J. (2020). *Rapid steps taken in SA to combat the coronavirus didn't allow sufficient planning or training of security forces*. Institute for Security Studies.

- Byamukama, S. (2020). *Coronavirus and Africa - in Rwanda, technology to the rescue*. Rwanda: Institute Montaigne.
- Casady, C.B. & Baxter, D. (2021). Procuring healthcare public-private partnerships (PPPs) through unsolicited proposals during the COVID-19 pandemic. *Journal of Public Procurement*, 21, 4, 1 – 11. DOI: Retrieved from <https://doi.org/10.1108/JOPP-07-2020-0061>
- Cato Institute. (2016). *Policing in America: Understanding public attitudes toward the Police. Results from a national survey*. Cato Institute.
- CDC. (2018). *History of Ebola virus disease*. Centre for Disease Control and Prevention.
- Chan KH, Yuen KY. (2020). COVID-19 epidemic: Disentangling the re-emerging controversy about medical facemasks from an epidemiological perspective. *Int J Epidemiol.* (2020) 49:189.
- Cho, W., & Tat-Kei, A. (2017). *Government communication effectiveness and satisfaction with police performance*. *Administration Review*, 228-239.
- Connelly, M. (2008). *Pilot Studies*. Medsurg Nursing.
- Converse, J. M., & Presser, S. (1986). *Survey questions: Handcrafting the standardized questionnaire* (Vol. 63). Sage.
- Craynoski, D. (2020, May 17). *What China's coronavirus response can teach the rest of the World*. Retrieved from: <https://www.nature.com/articles/d41586-020-00741-x>
- Creswell, J. (2012). *Qualitative Inquiry and Research Design*. Thousand Oaks, SAGE. Czaja, R., & Blair, J. (1996). *Designing Surveys: A Guide to Decision and Evaluation*. Daily Monitor. (2020, May 12). Uganda's Covid-19 cases rise to 122. *Daily Monitor*.
- Development Initiatives. (2017). *Assessment of Kenya's preparedness to disasters caused by natural hazards: Kenya*. Development Initiatives.
- Dickmann, P., Abraham, T., Sarkar, S., Wysocki, P., Cecconi, S., Apfel, F., Nurm, Ü. (2016). *Risk communication as a core public health competence in infectious disease management: Development of the ECDC training curriculum and programme*. *Euro surveillance*, 21(14), 30188. <https://doi.org/10.2807/1560-7917.ES.2016.21.14.30188> [Google Scholar](#)

- Diphoorn, T. (2019). *Why decades of Kenya police reforms have not yielded change*. Kenya: The Conversation.
- Diphoorn, T., & Berg, J. (2014). *Typologies of partnership policing: Case studies from Urban South Africa*. Policing Society.
- Donato, V. D. (2020). *Italy calls in military to enforce coronavirus lockdown as 627 people die in 24 hours*. CNN.
- East African Community. (2012). *Disaster risk reduction and management strategies*. Arusha: EAC.
- East African Community. (2020). *EAC unveils COVID-19 response plan*. Arusha: East African Community.
- ECDC (2007). *Technical report pandemic influenza preparedness in the EU*. European Centre for Disease Prevention and Control.
- Endriyas M, Kawza A, Alano A, Hussen M, Mekonnen E, Samuel T, et al. (2021). *Knowledge and attitude towards COVID-19 and its prevention in selected ten towns of SNNP Region, Ethiopia: Cross-sectional survey*. *PLoS ONE* 16(8): e0255884. Retrieved from <https://doi.org/10.1371/journal.pone.0255884>
- El Deh, A. I., Ewis, A., & Debacker, M. (2018). Assessment of Egyptian emergency medical technicians' level of education and training in managing mass casualties and disaster events. *Egyptian Journal of Occupational Medicine*, 241-256.
- Faul, A. (2020). *State abuses could match the threat of COVID-19 itself*. South Africa: Relief Web.
- Flynn, B. B., Sakakibara, S., Schroeder, R. G., Bates, K. A., & Flynn, E. J. (1990). Empirical research methods in operations management. *Journal of operations management*, 9(2), 250-284.
- Formplus. (2020). *Exploratory Research: What is its method & examples?* Formplus Blog.
- Fowler Jr, F. J. (1993). Applied social research methods series. In *Survey research methods* (Vol. 1).
- Fraternal Order of Police. (2020). *COVID 19-line of duty deaths*. Nashville: Fraternal Order of Police.
- Ghebreyesus, T. A. (2020). Addressing mental health needs: An integral part of COVID-19 responses. *World Psychiatry*, 19(2), 129.

- Grizzle, D., Goodin, A. & Robinson, S.E. (2020). Connecting with new partners in COVID-19 response. *Public Admin Review*, 80: 629-633. DOI: Retrieved from <https://doi.org/10.1111/puar.13247>
- Guglielmi, S. et al. (2020). Public acceptability of containment measures during the COVID-19 pandemic in Italy: how institutional confidence and specific political support matter. *International Journal of Sociology and Social Policy*, 40, 1069-1085.
- Guterres, A. (2020). *This is, above all, a human crisis that calls for solidarity*. United Nations.
- Hale, T., Angrist, N., Kira, B., Petherick, A., Phillips, T., & Webster, S. (2020). Variation in government responses to COVID-19. *Global Monitor*.
- Haque, S. (2007). *Revisiting the new public management*. Public Administration Review.
- Harrisberg, K. (2020). *South Africans protest police brutality against poor, black communities under lockdown*. South Africa: Global Citizen.
- Harvard Business Review. (2017). *Strategy execution*. Massachusetts: Harvard Business Publishing.
- Heyer, G. D. (2011). New public management: A strategy for democratic police reform in transitioning and developing countries. *International Journal of Police Strategies and Management*, 419-433.
- Hinds, L. (2009). Public satisfaction with police: The influence of general attitudes and police-citizen encounters. *International Journal of Police Science and Management*, 54-66.
- Hossain, L., & Kuti, M. (2010). *Disaster response preparedness coordination through social networks*. Wiley Online Library.
- Human Rights Watch (HRW). (2020). *www.kenya-police-brutality-during-curfew*. HRW Retrieved from: <https://www.hrw.org/news/2020/04/22/kenya-police-brutality-during-curfew>
- Imenda, S. (2014). Is there a conceptual difference between conceptual and theoretical frameworks? *Journal of social science*, 185-195.
- Infanti, J., Sixsmith, J., Barry, M.M., Núñez-Córdoba, J., Orovio goicoechea-Ortega, C., Guillén-Grima, F. (2013). *A literature review on effective risk communication for the prevention and control of communicable diseases in Europe*. ECDC. Retrieved from <https://www.ecdc.europa.eu/sites/default/files/media/en/publications/Publications/risk-communication-literary-review-jan-2013.pdf> [Google Scholar](#)

- INTERPOL. (2020). *COVID-19 law enforcement guidelines*. INTERPOL.
- Janković, B. and Cvetković, V.M. (2020), Public perception of police behaviors in the disaster COVID-19 – The case of Serbia. *Policing: An International Journal*, 43, 6, 979-992. Retrieved from <https://doi.org/10.1108/PIJPSM-05-2020-0072>
- Jones, D.J. (2020). The potential impacts of pandemic policing on police legitimacy: Planning past the COVID-19 crisis policing: *A Journal of Policy and Practice*, 14,3, 579–586. Retrieved from <https://doi.org/10.1093/police/paaa026>
- Joyce, P. (2011). *Policing: Development & contemporary practice*. SAGE Publications Ltd.
- Juneja, P. (2015). *New public management model*. Management Study Guide.
- Jung, K., & Song, M. (2014). Linking emergency management networks to disaster resilience: Bonding and bridging strategy in hierarchical or horizontal collaboration networks. *Quality and Quantity Vol. 49*.
- Kabir, S. M. (2016). *Methods of data collection*. In S. M. Kabir, *Basic guidelines for research: An introductory approach for all disciplines* (pp. 201-275). Chittagong: Book Zone Publication.
- Kapoor, V. (2020). *Facets of police response to the pandemic-related crisis in India*. IACP.
- Karp, P. (2020). Government refuses police requests for access to Australian coronavirus contact tracing app. *The Guardian*.
- Khatatbeh, M. (2020). Efficacy of nationwide curfew to encounter spread of COVID-19: a case from Jordan. *Frontiers in Public Health*, 394.
- Kimberlin, C. (2010). *Validity and reliability of measurement instruments used in research*. Research Gate.
- Kinsman, J. (2018). *Preparedness and response against diseases with epidemic potential in the European Union: A qualitative case study of Middle East Respiratory Syndrome (MERS) and poliomyelitis in five member states*. BMC Health Services Research.
- Kohrt, B., & Blasingame, E. (2015). Adapting the Crisis Intervention Team (CIT) model of police–mental health collaboration in a low-income, post-conflict country: Curriculum development in Liberia, West Africa. *Am J Public Health*, 73-80.
- Koka, P. M. (2018). *Disaster preparedness and response capacity of regional hospitals in Tanzania: A descriptive cross-sectional study*. BMC Health Services Research.

- Kombo, D.K., & Tromp D.L.A. (2018). *Proposal and thesis writing: An introduction*. Paulines Publications Africa. Nairobi.
- Kothari, C. R. (2010). *Research methodology: Methods and techniques*. New Delhi: Wiley.
- Kwanya, T. (2020). *What is the importance of research context in relation to research design and data analysis?* Research Gate.
- Labaree, D. F. (2013). A system without a plan: Emergence of an American system of higher education in the twentieth century. *IJHE International Journal for the Historiography of Education*, 3(1), 46-58.
- Lai, A. Y.-H., Aldrich, D., & Oum, S. (2015). *Impact of disasters and disaster risk management in Singapore: A case study of Singapore's experience in fighting the SARS epidemic*. NCBI.
- Laufs, J., & Waseem, Z. (2020). Policing in pandemics: A systematic review and best practices for police response to COVID-19. *International Journal of Disaster Risk Reduction*, 51, 101812. UNODC 2020.
- Lee, J. (2020). Police are using the COVID-19 pandemic as an excuse to abuse Roma. *Aljazeera*. Retrieved from <https://www.aljazeera.com/opinions/2020/5/14/police-are-using-the-covid-19-pandemic-as-an-excuse-to-abuse-roma>
- Lee, K. J. (2019). *A case study of collaborative disaster management in Malaysia*. Christchurch: University of Canterbury.
- Lemieux, F. (2014). *Democratic policing: What it says about America today*. WashingtonDC: The Conversation.
- Li, M. (2017). Collaborative governance and partnerships in policing. *Open Journal of Social Sciences*, 50-58.
- Liu, B., Zhao, X., & Li, Y. (2016). *Review and prospect of studies on emergency management*. Tianjin: Elseiver.
- Luna, A. M., & Brito, C. S. (2010). Police planning for an influenza pandemic: Case studies and recommendations from the field. *Police Executive Research Forum*.
- Macauley, R, Laventhal, N., Basak, R., Dell, M. L., Diekema, D., Elster, N., & Geis, G., ... (2020). The ethics of creating a resource allocation strategy during the COVID-19 pandemic. *Pediatrics*, 146(1). Management Study Guide. (2015). *Definition of coordination*. Management Study Guide.
- Mckay, G. (2014). Protecting myself, protecting the nation: Ebola awareness and risk mitigation for police officers in Sierra Leone. *Relief Web*. 56-82.

- Medical Brief. (2020). Africa can learn from US on how to respond — and not to respond — to COVID-19. *Medical Brief*, 102-145.
- Mensua, A., Mounier- Jack, S., & Coker, R. (2009). Pandemic influenza preparedness in Latin America: Analysis of national strategic plans. *Health policy and planning*, 253-260.
- Menya, A. (2016). Inter-agency collaboration for fire disaster management in Nairobi City. *Journal of Urban Management*, 32-38.
- Meško, G. (2021). Police, policing and Covid-19 pandemic, *European Journal of Crime, Criminal Law, and Criminal Justice*, 29(3-4), 183-188: Retrieved from <https://doi.org/10.1163/15718174-29030001>
- Ministry of Health. (2020). *Kenya coronavirus update -June 13th, 2020*. Nairobi: Ministry of Health.
- Ministry of Health- Kenya. (2020). *National Emergency Response Committee on Coronavirus- Update of coronavirus and response measures in the country as of 12th May 2020*. Ministry of Health.
- Mitze, T., & Kosfeld, R. (2021). The propagation effect of commuting to work in the spatial transmission of COVID-19. *Journal of geographical systems*, 1-27.
- Mongkol, K. (2011). The critical review of New Public Management Model and its criticisms. *Research Journal of Business Management*, 35-43.
- Moses, A. N. (2013). *Disaster preparedness and response strategies in Kenya. Disaster risk reduction symposium*. Kenya: Research Gate.
- Mugenda, A. G., & Mugenda, A. (2013). *Qualitative research methods*. Nairobi, Kenya.
- Mugenda, O. (2003). & Mugenda A. (2003). *Research methods: quantitative and qualitative approaches*. Nairobi, Kenya.
- Muragu, M. M., Nyadera, I. S. & Mbugua, C. W. (2021). Gearing up for the new normal: Kenya's tourism sector before and after the COVID-19 pandemic. *Journal of Policy Research in Tourism Leisure and Events* 12(4):1-22.
- Murphy, K. (2009). Public satisfaction with police: The importance of procedural justice and police performance in police-citizen encounters. *Australian and New Zealand Journal of Criminology*, 159-178.
- Nairobi City County. (2020). *County sectors*. Nairobi: Nairobi City County. Namwaya, O. (2020). *Kenya police abuses could undermine coronavirus fight*. HRW.
- National Police Service (NPS). (2020). *Background: The National Police Service*. NPS.

- National Police Service. (2020). *National Police Service*. Retrieved May 12, 2020, from <http://www.nationalpolice.go.ke/36-hotlines/126-hotlines.html>
- Niekerk, D. V. (2014). *A critical analysis of the South African Disaster Management Act and policy framework*. Potchefstroom: Relief Gate.
- Nivette, A., & Akoensi, T. (2015). Determinants of satisfaction with police in a developing country: a randomized vignette study. *An International Journal of Research and Policy*, 471-487.
- National Police Chiefs Council. (2020). *COVID-19 policing brief in response to coronavirus government legislation*. National Police Chiefs Council.
- Orchard, T. R., Wordsworth, B. P., & Jewell, D. P. (1998). Peripheral arthropathies in inflammatory bowel disease: their articular distribution and natural history. *Gut*, 42(3), 387-391.
- Organization for Economic Cooperation and Development (OECD). (2020), *Cities policy responses*. Retrieved from: <http://www.oecd.org/coronavirus/policy-responses/cities-policy-responses-fd1053ff/>.
- Osborn, N. (2012). *To what degree have the non-police public services adopted the National Intelligence Model? What benefits could the National Intelligence Model deliver?* University of Portsmouth.
- Pearson, Clark, A., Jit, M., Warren-Gash, C., Guthrie, B., Wang, H. H., Mercer, S. W., ... & Jarvis, C. I. (2020). Global, regional, and national estimates of the population at increased risk of severe COVID-19 due to underlying health conditions in 2020: A modeling study. *The Lancet Global Health*, 8(8), e1003-e1017.
- Pickett J. T., Nix J., Rocha S.P (2018) "Testing a social schematic model of police procedural justice." *Social Psychology Quarterly*.
- Prevention Web. (2019). *Nairobi County*. Nairobi: Prevention Web, UNDRR.
- Qazi, S. H., Saleem, A., Pirzada, A. N., Hamid, L. R., Dogar, S. A., & Das, J. K. (2020). Challenges to delivering pediatric surgery services during COVID 19 crisis: experience from a tertiary care hospital of Pakistan. *Pediatric Surgery International*, 36(11), 1267-1273.
- Ranchod, S. (2020). *Coronavirus and Africa - in South Africa, a fast and decisive response*. Paris: Institute Montaigne.
- Relief web. (2010). *UNHCR and South African Police coordinate to protect refugees*. Relief web.
- Ross, E. (2017). *Command and control of Sierra Leone's Ebola outbreak response: Evolution of the response architecture*. Philosophical transactions of the Royal Society of London.

Series B, Biological Sciences.

- Rugigana, E., Nyirazinyoye, L., & Umubyeyi, A. (2013). Prioritization of disasters and their management in Rwanda. *East African Journal of Public Health*, 428-438.
- Ryan MJ, Giles-Vernick T, Graham JE. *Technologies of trust in epidemic response: openness, reflexivity, and accountability during the 2014–2016 Ebola outbreak in West Africa*. *BMJ Global Health*. 2019;4: e001272. pmid:30899567
- Sakaran and Bougie 2010 Get along with quantitative research process. *International Journal of Research in Management*, 2(2), 15-29.
- Sacred Heart University Library. (2020). *Organizing academic research papers: Theoretical framework*. Fairfield: Sacred Heart University Library.
- Salmon, P. M. (2011). Coordination during multi-agency emergency response: Issues and solutions. *Disaster Prevention and Management*, 140-158.
- Sandy, J., Schnabel, A., Trepp, U., & Zumsteg, R. (2016). *The security sector's role in responding to health crises*. The Geneva Centre for the Democratic Control of Armed Forces (DCAF).
- SF, J., & LMM, K. (2017). Health system and law enforcement synergies for injury surveillance, control, and prevention: A scoping review. *Journal of the International Society for Child and Adolescent Injury Prevention*, 305-311.
- Shrestha, B., & Pathranarakul, P. (2018). *Nepal government's emergency response to the 2015 earthquake: A Case study*. Basel: MDPI.
- Simon, M. (2011). *Assumptions, limitations, and delimitations*. Seattle: Dissertation Recipes.
- Sirohi, S. (2020). *America in triple crisis: Police brutality, protests, pandemic*. Washington DC: Observer Research Foundation.
- Smith, P. G., & Morrow, R. H. (Eds.). (1991). *Methods for field trials of interventions against tropical diseases: a "toolbox"* (p. 292). Oxford: Oxford University Press.
- Staunton, M. & Dimson, E., Marsh, P., (2020). Divergent ESG ratings. *The Journal of Portfolio Management*, 47(1), 75-87.
- Teoh L., Chew, N. W., Lee, G. K., Tan, B. Y., Jing, M., Goh, Y., Ngiam, N. J., ... & Sharma, V. K. (2020). A multinational, multi-center study on the psychological outcomes and associated physical symptoms amongst healthcare workers during COVID-19 outbreak. *Brain, behavior, and immunity*, 88, 559-565.
- The East African. (2020, May 23). *The East African*. Retrieved May 28, 2020, from: <https://www.theeastafrican.co.ke/news/ea/Kenya-Tanzania-agree-on-Covid-19-testing/4552908-5561512-o7x07jz/index.html>

- The Kenya National Bureau of Statistics. (2019). *Kenya Economic Survey 2019*. The Kenya National Bureau of Statistics.
- The US Commission on Civil Rights. (2018). *Police use of force: An examination of policing practices*. Washington DC: US Commission on Civil Rights.
- Tiwana, N., & Bass, G. (2015). *Police performance measurement: An annotated bibliography*. Crime Sci 4.
- Tomes, N. (2010). "Destroyer and teacher": managing the masses during the 1918–1919 influenza pandemic. *Public Health Reports*, 125(3-suppl), 48-62.
- Treglia, J. (2013). *Three essays on law enforcement and emergency response information sharing and collaboration: An insider perspective on information sharing and collaboration: An insider perspective*. Syracuse University.
- Trochim, W. M., Linden, A., & Adams, J. L. (2006). Evaluating program effectiveness using the regression point displacement design. *Evaluation & the Health Professions*, 29(4), 407-423.
- United Nations. (2020). *Police planning during a COVID-19 pandemic*. United Nations Peace Keeping.
- US Department of Justice. (2006). *The Role of law enforcement in public health emergencies: Special considerations for an all-hazards approach*. Bureau of Justice Assistance.
- Vries, M. d. (2019). *Collaborative emergency preparedness and response to cross institutional outbreaks of multidrug-resistant organisms: A scenario-based approach in two regions of the Netherlands*. BMC Public Health.
- Wasike, A. (2020). *Kenya police kill more during curfew than Covid 19*. Anadolu Agency.
- Weber, J. (2016). *The role of law enforcement in emergency management*. West Virginia: American Military University.
- Weddle, H. & Datnow, A., Lockton, M., (2020). Redefining or reinforcing accountability? An examination of meeting routines in schools. *Journal of Educational Change*, 21(1), 109-134.
- World Health Organization (WHO), (2020). *Coronavirus*. Retrieved from World Health Organization: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
- WHO. (2020). *Coronavirus disease-COVID 19 situations report -92*. WHO.
- WHO. (2017). *WHO checklist for influenza pandemic preparedness planning*. Switzerland: WHO.

WHO. (2020). *Coronavirus disease (COVID-19) - Situation report 113*. World Health Organization.

WHO. (2020). *Key considerations for repatriation and quarantine of travelers in relation to the outbreak of novel coronavirus 2019-nCoV*. Retrieved from <https://www.who.int/news-room/articles-detail/key-considerations-for-repatriation-and-quarantine-of-travellers-in-relation-to-the-outbreak-of-novel-coronavirus-2019-ncov>

WHO. (2020). *WHO timeline COVID-19*. Retrieved from World Health Organization: <https://www.who.int/news-room/detail/29-06-2020>
Covid timeline <https://www.theatlantic.com/health/archive/2020/04/coronavirus-class-war-just-beginning/609919/>

Yuksel, Y., & Tepe, F. (2013). *Citizen satisfaction with police and community policing*. European Scientific Journal.

Zamoum, K., & Gorpe, T. (2018). *Crisis Management: A Historical and Conceptual Approach for a Better Understanding of Today's Crises*. Intech Open.

Zhang, S. X., Jahanshahi, A. A., Dinani, M. M., & Madavani, A. N., Li, J., (2020). The distress of Iranian adults during the Covid-19 pandemic—More distressed than the Chinese and with different predictors. *Brain, behavior, and immunity*, 87, 124.

APPENDICES

APPENDIX 1: INTRODUCTION LETTER

Jeremiah Ng'ang'a
Kenyatta University

TO WHOM IT MAY CONCERN

Dear Madam /Sir

I am a student at Kenyatta University undertaking a Master's in Security Management and Policing Studies. As part of the course requirements, I am undertaking a study on assessing NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. I have identified your organization as a suitable source of data collection for the purpose of the study. The data to be collected will involve 270 police officers, 30 police managers and 100 members of the public in selected 10 sub counties in Nairobi City County, Kenya.

I therefore kindly request for your consent to collect data and conduct the study in your organization. Your assistance and support during the collection of data will be highly appreciated.

Yours faithfully,

Jeremiah Ng'ang'a

Tel: 0798709947

Email: ngangajerry@yahoo.com

APPENDIX 2: QUESTIONNAIRE TO NPS OFFICERS

Dear Respondent,

This questionnaire was aimed at collecting information on assessment of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. Please note that there was no right or wrong answer. All information provided was treated with utmost confidentiality. The research focused on the period from 1st January 2021 to 30th June 2021. The findings of this research were used for academic purposes only.

SECTION A: BACKGROUND INFORMATION

1. Kindly indicate your Gender
Male
Female
2. Kindly indicate your age category
18- 24 years
26- 30 years
31-35 years
36-40 years
41-45 years
Over 45 years
3. For how long have you worked in NPS?
Between 1-4 years
Between 5-7 years
Between 8-10 years
Over 10 years

SECTION B: CAPACITY OF NPS RESPONSE TEAMS ON MANAGEMENT OF COVID

-19 CONTAINMENT MEASURES

4. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**

2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS gave NPS officers appropriate training focusing on management of COVID-19 containment measures in Nairobi City County, Kenya.					
b. The NPS imparted on NPS officers adequate knowledge on management of COVID-19 containment measures in Nairobi City County, Kenya.					
c. The NPS provided NPS officers with adequate information on management of COVID-19 containment measures in Nairobi City County, Kenya.					
d. The NPS mobilized enough resources such as police officers, vehicles, ambulances, PPEs, face masks, sanitizers etc for the management of COVID-19 containment measures in Nairobi City County, Kenya.					

5. In your own opinion, did the NPS have the required capacity to manage COVID-19 containment measures in Nairobi City County, Kenya? Briefly explain your answer

.....

.....

.....

SECTION C: COORDINATION OF THE NPS IN MANAGING COVID-19

CONTAINMENT MEASURES

6. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS incorporated multi-agency partnerships in the management of COVID-19 containment measures in Nairobi City County, Kenya? Consider integral agencies namely KPS, APS, DCI, and also external agencies such as NIS, health workers, NGAO and members of the public.					
b. The NPS harmonized its operations in the management of COVID-19 containment measures in Nairobi City County, Kenya.					
c. The NPS had adequate communication strategies on the management of COVID-19 containment measures in Nairobi City County, Kenya.					

7. In your own opinion, did the NPS have good coordination for enhancement of management of COVID-19 containment measures in Nairobi City County, Kenya? Briefly explain your answer

.....

**SECTION D: LEVEL OF PUBLIC SATISFACTION ON MANAGEMENT OF
COVID-19 CONTAINMENT MEASURES**

8. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS actions were transparent to the public during the management of COVID-19 containment measures in Nairobi City County, Kenya.					
b. The NPS was accountable to the public during the management of COVID-19 containment measures in Nairobi City County, Kenya.					
c. The police-public relationships were good during the management of COVID-19 containment measures in Nairobi City County, Kenya					
d. The NPS operations and actions were legitimate during the management of COVID-19 containment measures in Nairobi City County, Kenya.					

9. In your own opinion, what was the level of public satisfaction regarding NPS management of COVID-19 containment measures in Nairobi City County, Kenya....Briefly explain your answer

.....
.....

**SECTION E: INTERVENING EFFECTS OF POLITICAL GOODWILL IN THE NPS
RESPONSE STRATEGY IN THE MANAGEMENT OF COVID-19CONTAINMENT
MEASURES**

10. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The political goodwill interacted and facilitated the successful implementation of the NPS response strategy in the management of COVID- 19 containment measures in Nairobi City County, Kenya.					

11. In your own opinion, did the government’s political goodwill have positive effects in facilitating the successful implementation of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya?.....Briefly explain your answer.....

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

**SECTION F: EFFECTS OF NPS RESPONSE STRATEGY IN THE
MANAGEMENT OF COVID-19 CONTAINMENT MEASURES**

8. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS response strategy composed of the capacity, coordination, and public satisfaction variables, facilitated the effective management of the ban on public gatherings imposed COVID-19 containment measure in Nairobi City County, Kenya.					
b. The NPS response strategy composed of the capacity, coordination, and public satisfaction variables facilitated the effective management of the curfew restrictions imposed COVID-19 containment measure in Nairobi City County, Kenya.					
c. The NPS response strategy composed of the capacity, coordination, and public satisfaction variables facilitated the effective management of the mandatory use of face masks imposed COVID-19 containment measure in Nairobi City County, Kenya.					

9. In your own opinion, did the NPS response strategy composed of capacity, coordination and public satisfaction variables, facilitate the effective management of the imposed ban on public gatherings, curfew restrictions and mandatory use of face masks COVID-19 containment measures in Nairobi City County, Kenya. Briefly explain your answer.....

.....

End

Thank you!

APPENDIX 3: QUESTIONNAIRE FOR MEMBERS OF THE PUBLIC

Dear Respondent,

This questionnaire was aimed at collecting information on assessing NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya. Please note that there was no right or wrong answer. All information provided was treated with utmost confidentiality. The research focuses on the period from 1st January 2021 to 30th June 2021. The findings of this research were used for academic purposes only.

SECTION A: BACKGROUND INFORMATION

1. Kindly indicate your gender
 - a. Male
 - b. Female
2. How long have you been a resident of Nairobi?
 - a. 0-5 years
 - b. 6-10 years
 - c. 11-15 years

SECTION B: CAPACITY OF NPS TEAMS IN MANAGEMENT OF COVID -19

CONTAINMENT MEASURES

3. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS gave NPS officers appropriate training on the management of COVID-19 containment measures in Nairobi City County, Kenya.					

b. The NPS imparted adequate knowledge on the NPS officers regarding the management of the COVID-19 containment measures in Nairobi City County, Kenya.					
c. The NPS provided adequate information to the NPS officers on the management of COVID-19 containment measures in Nairobi City County, Kenya.					
d. The NPS mobilized enough resources such as, vehicles, ambulances, PPEs, face masks, sanitizers etc to the police officers for the management of COVID-19 containment measures in Nairobi City County, Kenya.					

4. From your own observations, did the NPS have the appropriate capacity to manage the COVID-19 containment measures in Nairobi City County, Kenya? Briefly explain your answer.....
.....

SECTION C: COORDINATION OF THE NPS IN MANAGEMENT OF COVID-19 CONTAINMENT MEASURES

5. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS incorporated multi-agency partnerships in the management of COVID-19 containment measures in Nairobi City County, Kenya. Consider integral NPS agencies such as KPS, APS and DCI and external agencies such as NIS, NGAO, health workers and members of the public.					
b. The NPS harmonized its operations in the management of COVID-19 containment measures in Nairobi City County, Kenya.					
c. The NPS had adequate communication strategies on the management of COVID-19 containment measures in Nairobi City County, Kenya,					

SECTION D: LEVEL OF PUBLIC SATISFACTION ON NPS MANAGEMENT OF COVID-19 CONTAINMENT MEASURES

6. Please indicate the extent to which you agree with the following Use **1: Strongly Agree**
2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS actions were transparent to the public during the management of COVID-19 containment measures in Nairobi City County, Kenya.					

b. The NPS was accountable to the public during management of COVID-19 containment measures in Nairobi City County, Kenya.					
c. The police-public relationship was good during the management of COVID-19 containment measures in Nairobi City County, Kenya.					
d. The NPS operations and actions were legitimate during the management of COVID-19 containment measures in Nairobi City County, Kenya.					

7. In your own opinion, what was your general observation on the level of public satisfaction on NPS management of COVID-19 containment measures?.....

SECTION E: INTERVENING EFFECTS OF POLITICAL GOODWILL IN THE NPS RESPONSE STRATEGY IN THE MANAGEMENT OF COVID-19CONTAINMENT MEASURES

8. Please indicate the extent to which you agree with the following Use **1: Strongly Agree** **2: Agree** **3: Not Sure** **4: Disagree** **5: Strongly disagree**

Statement	1	2	3	4	5
b. The political goodwill interacted and facilitated the successful implementation of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya.					

9. In your own opinion, did the political goodwill have positive effects in facilitating the successful implementation of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya? Briefly explain your answer.....

SECTION F: RELATIONSHIP BETWEEN NPS RESPONSE STRATEGY AND THE MANAGEMENT OF COVID-19 CONTAINMENT MEASURES

10. Please indicate the extent to which you agree with the following Use 1: Strongly Agree 2: Agree 3: Not Sure 4: Disagree 5: Strongly disagree

Statement	1	2	3	4	5
a. The NPS response strategy composed of the capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction variables, facilitated the effective management of the COVID-19 imposed containment measure on ban of public gatherings in Nairobi City County, Kenya.					
b. The NPS response strategy composed of the capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction variables facilitated the effective management of the COVID-19 imposed containment measure on curfew restrictions in Nairobi City County, Kenya.					

<p>c. The NPS response strategy composed of the capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction variables facilitated the effective management of the COVID-19 containment measure on mandatory use of face masks in Nairobi City County, Kenya.</p>					
<p>d. The NPS response strategy composed of the capacity of NPS response teams, coordination of NPS response strategy, and level of public satisfaction variables facilitated the effective management of the COVID-19 containment measure management of public transport measures in Nairobi City County, Kenya.</p>					

11. In your own opinion, did the NPS response strategy composed of capacity of NPS response teams, coordination of NPS response strategy and level of public satisfaction variables, facilitate the effective management of the COVID-19 containment measures imposed ban on public gatherings, curfew restrictions and mandatory use of face masks and public transport measures in Nairobi City County, Kenya. Briefly explain your answer...

End

Thank you.

APPENDIX 4: KEY INFORMANT INTERVIEW GUIDE

1. What is your designation?
2. Which department do you represent?
3. How long have you held the position?

CAPACITY OF NPS TEAMS ON MANAGEMENT OF COVID-19 CONTAINMENT MEASURES

(Research focuses on the period from 1st January 2021 to 30th June 2021)

4. Did the NPS give NPS officers appropriate training as a response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya?
5. Did the NPS impart adequate knowledge to the officers as a response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya?
6. Did the NPS mobilize enough resources such as personnel, vehicles, ambulances, PPEs, face masks, sanitizers etc to the police officers for the management of COVID-19 containment measures in Nairobi City County, Kenya?
7. In your overall assessment, did the NPS demonstrate appropriate capacity as part of its response strategy in the management of COVID-19 pandemic containment measures in Nairobi City County, Kenya?

(Probe on these questions focused on the capacity variables of training, knowledge information and resource mobilization in the context of response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya)

COORDINATION OF NPS RESPONSE STRATEGY IN THE MANAGEMENT OF COVID-19 CONTAINMENT MEASURES

8. Did the NPS incorporate multi-agency partnerships in the response strategy for the management of COVID-19 containment measures in Nairobi City County, Kenya?
(Probe on the integral NPS agencies such as KPS, APS, DCI and external agencies such as NIS, NGAO, health workers and members of the public)

9. Did the NPS harmonize its operations as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
10. Did the NPS have adequate communication strategies as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
11. In your overall assessment, did the NPS enhance good coordination as part of the strategy for the management of COVID-19 containment measures in Nairobi City County, Kenya?
(Probe on these questions focused on the coordination variables of multi-agency partnerships, harmonization of operations and communication strategies in the context of response strategy on the management of COVID-19 pandemic containment measures in Nairobi City County, Kenya)

**LEVEL OF PUBLIC SATISFACTION ON MANAGEMENT OF COVID-19
CONTAINMENT MEASURES**

12. Were the NPS accountable to the public as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
13. Did the NPS demonstrate transparency to the public as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
14. Were the NPS operations and actions legitimate as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
15. Did the NPS establish good police-public relationship as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
16. In your overall assessment, what was the level of public satisfaction as a response strategy to the management of COVID-19 containment measures in Nairobi City County, Kenya?
(The probe to these questions focused on the public satisfaction variables of accountability, transparency, legitimacy and police-public relationships)

**EFFECTS OF POLITICAL GOODWILL ON NPS RESPONSE STRATEGY AND THE
MANAGEMENT OF COVID-19 CONTAINMENT MEASURES**

17. The political goodwill facilitated the successful implementation of the NPS response strategy in the management of COVID-19 containment measures in Nairobi City County, Kenya.

**EFFECTS OF THE NPS RESPONSE STRATEGY IN THE MANAGEMENT OF
COVID-19 CONTAINMENT MEASURES**

18. The NPS response strategy composed of the capacity, coordination, and public satisfaction variables, facilitated the effective management of the ban on public gatherings imposed COVID-19 containment measure in Nairobi City County, Kenya.
19. The NPS response strategy composed of the capacity, coordination, and public satisfaction variables facilitated the effective management of the curfew restrictions imposed COVID-19 containment measure in Nairobi City County, Kenya.
20. The NPS response strategy composed of the capacity, coordination, and public satisfaction variables facilitated the effective management of the mandatory use of face masks imposed COVID-19 containment measure in Nairobi City County, Kenya.

End

Thank you

APPENDIX 5: GRADUATE SCHOOL RESEARCH AUTHORIZATION



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 14th October, 2021

TO: ~~Jeremiah Mwaura Ng'ang'a~~
C/o Security & Correction Science Dept.

REF: S201/CTY/PT/28549/2018

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

We acknowledge receipt of your revised Project Proposal as per our recommendations raised by the Graduate School Board at its meeting of 29th September, 2021, Entitled, "**National Police Service Response Strategy on Management of COVID – 19 Containment Measures in Nairobi City County, Kenya**".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.


ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Security and Correction Science Supervisors:

1. Dr. Duncan O. Ochieng
C/o Security and Correction Science Dept.
Kenyatta University

APPENDIX 6: RESEARCH AUTHORIZATION TO NACOSTI



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100

Website: www.ku.ac.ke

NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Our Ref: S201/CTY/PT/28549/2018

DATE: 14th October, 2021

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

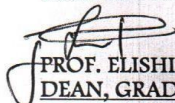
RE: RESEARCH AUTHORIZATION FOR JEREMIAH MWAURA NG'ANG'A REG. NO. S201/CTY/PT/28549/2018

I write to introduce Mr. Jeremiah Mwaura Ng'ang'a who is a Postgraduate Student of this University. He is registered for M.A degree programme in the **Department of Security and Correction Science**.

Mr. Ng'ang'a intends to conduct research for a M.A Project Proposal entitled, "**National Police Service Response Strategy on Management of COVID – 19 Containment Measures in Nairobi City County, Kenya**".



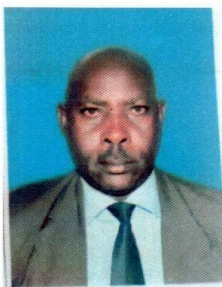


Any assistance given will be highly appreciated.

Yours faithfully,

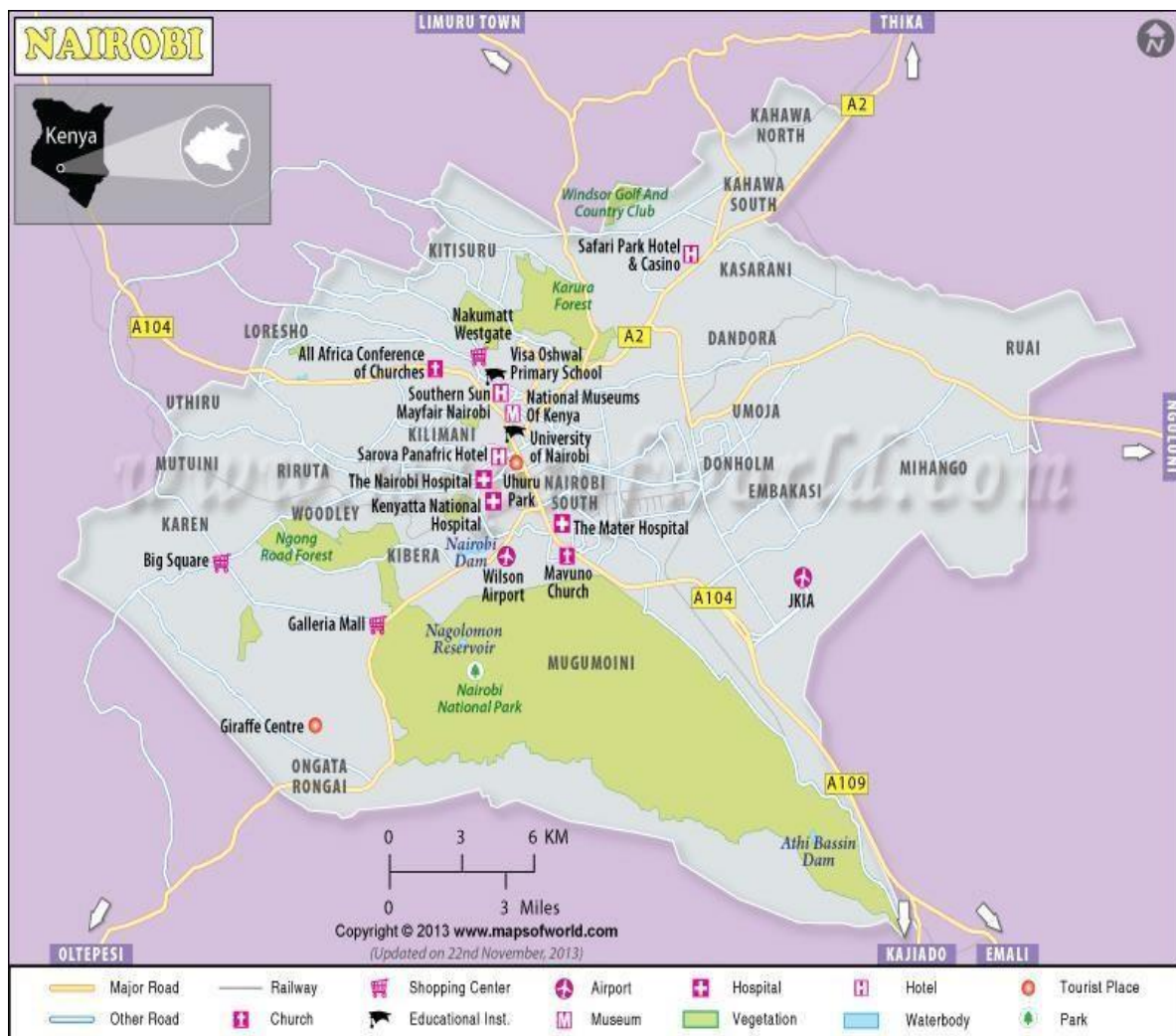

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EK/nn

APPENDIX 7: NACOSTI RESEARCH APPROVAL

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 262592	Date of Issue: 08/November/2021
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. JEREMIAH MWAURA NG'ANG'A of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: NATIONAL POLICE SERVICE RESPONSE STRATEGY ON MANAGEMENT OF COVID-19 CONTAINMENT MEASURES IN NAIROBI CITY COUNTY, KENYA for the period ending : 08/November/2022.</p>	
License No: NACOSTI/P/21/13856	
262592 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

APPENDIX 8: MAP OF THE STUDY AREA



Source Maps of World (2020).