

**FACTORS AFFECTING THE IMPLEMENTATION OF THE DISABILITY
POLICY IN THE NATIONAL POLICE SERVICE IN KENYA**

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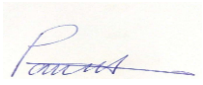
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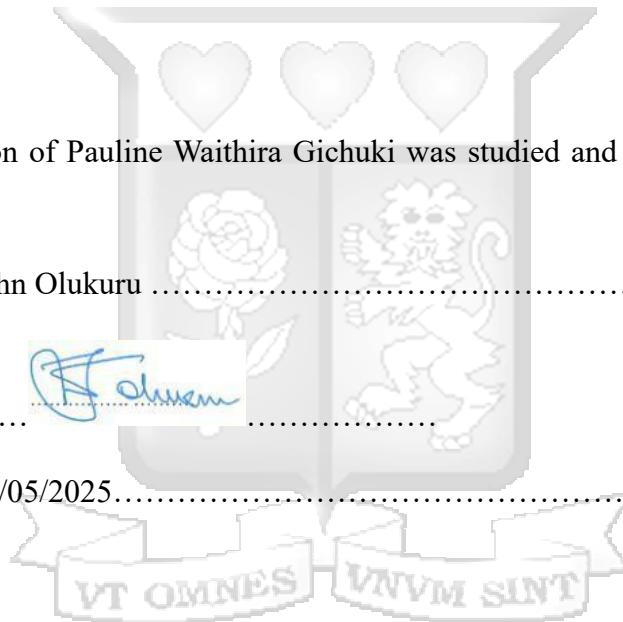
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ABSTRACT

The implementation of the disability policy within Kenya's National Police Service faces major challenges despite legal frameworks promoting inclusivity. Laws such as the Constitution of Kenya (2010) and the Persons with Disabilities Act (2003) provide guidelines for recruiting and accommodating officers with disabilities. However, systemic barriers have hindered progress, with the National Council for Persons with Disabilities reporting that, as of 2021, less than 2% of police officers had disabilities, far below the 5% employment requirement. Therefore, the study sought to examine factors impacting the implementation of disability policy in the National Police Service in Kenya. The study sought to assess the adequacy of resources in the implementation of the disability policy. Specifically, the study focused on the adequacy of resources in the implementation of the disability policy, administration factors influencing the implementation of the disability policy, awareness of the officers with respect to the disability policy and data-driven decisions in the implementation of the disability policy. The study was anchored on Resource Dependency Theory, Administrative Behavior Theory, Theory of Planned Behavior, and Evidence-Based Policy Theory. It adopted a mixed research design. The target population comprised 70 employees at the National Police Commission Headquarters in Nairobi and 109,857 police officers. The study employed a census technique to incorporate 70 employees at the National Police Commission Headquarters and used Nassiuma's formula to determine a sample size of 156 police officers. In addition, the researcher randomly selected 156 officers across different police stations within Nairobi County. The study collected primary data using questionnaires and interview schedules. Questionnaires were used to gather data from police officers, while interview schedules were employed to collect data from commission employees. The Statistical Package for the Social Sciences was used to analyze the quantitative data. Descriptive data was assessed through frequencies, percentages, mean and standard deviation. Inferential analysis was conducted using regression and correlation. Qualitative data was analyzed thematically and presented in narrative form, while quantitative findings were displayed in tables. The study found out that there is a significant negative correlation between adequacy of resources and implementation of the disability policy. The study revealed a strong positive correlation between administration factors and implementation of the disability policy. The study found there is a significant positive correlation between awareness of the officers and implementation of the disability policy. The study recommended that the National Police Service should enhance training and awareness on disability policies and rights among officers at all levels. The study also recommended that NPS improve accessibility within police stations and other work environments.

Key words: *Implementation of the disability policy, adequacy of resources, administration factors, awareness of the officers, data driven decisions and national police service.*

TABLE OF CONTENT

DECLARATION	ii
ABSTRACT	iii
TABLE OF CONTENT	iv
LIST OF TABLES	vi
LIST OF FIGURES	vii
ACKNOWLEDGMENT	viii
DEDICATION	ix
LIST OF ABBREVIATIONS	x
DEFINITIONS OF TERMS	xi
CHAPTER ONE	1
1.0 Introduction.....	1
1.1 Background of Study.....	3
1.1.1 Global Perspective of Rights and Inclusion of Individuals with Disabilities.....	3
1.1.2 Regional Perspective of Rights and Inclusion of Individuals with Disabilities....	4
1.1.3 Local Perspective of Rights and Inclusion of Individuals with Disabilities.....	5
1.2 Statement of the Problem.....	6
1.3 General Objective.....	7
1.4 Specific Objectives.....	7
1.5 Research Questions.....	7
1.6 Scope of the Study.....	7
1.7 Significance of the Study.....	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Framework.....	10
2.2.1 Resource Dependency Theory.....	10
2.2.2 Administrative Behavior Theory.....	11
2.2.3 Theory of Planned Behavior.....	13
2.2.4 Evidence-Based Policy (EBP) Theory.....	14
2.3 Review of Empirical Literature.....	16
2.3.1 Effect of Adequacy of Resources in the Implementation of Disability.....	16
2.3.2 Effect of Administrative Factors on the Implementation of Disability Policy ...	17
2.3.3 Awareness of the Officers in Respect to the Disability Policy.....	18
2.3.4 Effect of Data Driven Decision on Implementation of Disability Policy.....	20
2.4. Research summary and Gaps.....	22
2.5 Conceptual Framework.....	28
2.6 Operationalization of Variables.....	29
CHAPTER THREE	30
RESEARCH METHODOLOGY	30
3.1 Introduction.....	30
3.2 Research Philosophy.....	30
3.3 Research Design.....	31
3.4 Target Population and Sampling.....	31
3.4.1 Target Population.....	31
3.4.2 Sample design.....	32
3.5 Data Collection Method and Tools.....	33
3.5.1 Questionnaires for Police Officers.....	33
3.5.2 Interview Schedule for Commission Employees.....	33
3.5.3 Data Collection Procedure.....	33

3.6 Validity and Reliability	34
3.6.1 Validity of the Study	34
3.6.2 Reliability of the Study	34
3.7 Data Analysis and Presentation.....	34
3.8 Ethical Consideration.....	35
CHAPTER FOUR.....	37
DATA ANALYSIS, PRESENTATION AND DISCUSSION.....	37
4.1 Introduction.....	37
4.2 Primary Data Findings Service	37
4.2.1 Response Rate.....	37
4.2.2 Profile of Respondents.....	38
4.3 Analysis on Study Variables.....	41
4.3.1 Adequacy of Resources in the Implementation of the Disability Policy	41
4.3.2 Administration Factors on the Implementation of the Disability Policy	45
4.3.3 Awareness of the Officers with Respect to the Disability Policy.....	48
4.4 Correlational analysis across different factors	55
CHAPTER FIVE	57
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	57
5.1 Introduction.....	57
5.2 Summary of findings.....	57
5.2.1 Inadequacy of Resources in the Implementation of the Disability Policy.....	57
5.2.2 Administration Factors on the Implementation of the Disability Policy	59
5.2.3 Awareness of the Officers with Respect to the Disability Policy.....	61
5.2.4 Data Driven Decisions in the Implementation of the Policy	63
5.2.5 Implementation of Disability Policy	65
5.3 Conclusion	66
5.3.1 Adequacy of resources in the Implementation of the Disability Policy.....	66
5.3.2 Administrative Factors on the Implementation of the Disability Policy	66
5.3.3 Awareness of Officers with Respect to the Disability Policy	67
5.3.4 Data-Driven Decisions in the Implementation of the Policy	68
5.4 Recommendations of the Study	69
5.5 Suggestion for Further Studies.....	69
REFERENCES.....	71
APPENDICES	75
APPENDIX 1: RESEARCH PARTICIPATION INFORMATION AND CONSENT	75
APPENDIX II: RESEARCH QUESTIONNAIRE FOR POLICE OFFICERS ..	78
APPENDIX III: INTERVIEW SCHEDULES FOR COMMISSION EMPLOYEES	83
APPENDIX IV: INTRODUCTION LETTER	86
APPENDIX V: RESEARCH PERMIT	87

LIST OF TABLES

Table 2. 1: Summary of Reviewed Literature and Gaps	26
Table 3. 1: Operationalization of Variables.....	29
Table 3. 2: Target population for employees at NPS Head Quarters	31
Table 4. 1: Length of Service in the National Police Service	40
Table 4. 2 : Adequacy of Resources in the Implementation of the Disability Policy	41
Table 4. 3: Administration Factors influencing the Implementation of the Disability Policy	45
Table 4. 4: Awareness of the Officers with Respect to the Disability Policy.....	48
Table 4. 5: Data Driven Decisions in the Implementation of the Policy	51
Table 4. 6: Implementation of Disability Policy	53
Table 4. 7: Correlation Matrix	55



LIST OF FIGURES

Figure 2. 1: Conceptual Framework	28
Figure 4. 1: Response rate.....	38
Figure 4. 2: Gender of the Respondents	39
Figure 4. 3: Age Bracket of the Respondents	39



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DEDICATION

I devote this dissertation to my parents and my entire class for their tireless support as I was conducting my research project.



LIST OF ABBREVIATIONS

ADA	Americans with Disabilities Act
CRPD	Convention on the Rights of Persons with Disabilities
NCPD	National Council of Persons with Disabilities
UN	United Nations
UNCRP	United Nations Convention on the Rights of Persons with Disability
WHO	World Health Organization



DEFINITIONS OF TERMS

Disability Policy: Refers to a set of principles, guidelines, and regulations formulated by the government or relevant authorities to discourse the rights, wants, and presence of persons with disabilities within the police service (Tindinyo & Soweto, 2019).

Implementation of Disability Policy: It involves translating policy directives into practical measures, programs, and activities that promote the inclusion, rights, and welfare of people with disabilities within the police force (Miller & Rodriguez, 2019). This includes the allocation of resources, training of personnel, establishment of support systems, and enforcement of policies to enable the effective incorporation and contribution of individuals with disabilities in the police service.

Adequacy of resources: Refers to the insufficient availability or allocation of financial, human, material, and infrastructural resources necessary for successfully implementing disability policy within the National Police Service in Kenya (Adeleke & Ogunbiyi, 2020).

Administration Factors: Administration factors refer to organizational, managerial, and procedural issues within the National Police Service in Kenya that impact the implementation of disability policy (Mutua & Njeri, 2019).

Data-driven decisions: Refer to choices made based on the systematic collection, analysis, and interpretation of data rather than intuition, personal experience, or assumptions, (Choi & Singh, 2020). This approach ensures that decisions are objective, evidence-based, and aligned with measurable trends and insights. In the NPS of Kenya, data-driven decisions play a crucial role in formulating and enforcing policies, including the disability policy, by assessing the availability of disability-related data, conducting needs assessments, and utilizing data to enhance inclusivity and accessibility.

CHAPTER ONE

1.0 Introduction

The chapter focused on the background of the study, statement of the problem, and objectives of the study, which comprises both general and specific objectives. The chapter also provides research questions, the scope of the study, and the significance of the study.

1.1 Background of Study

The implementation of disability policies in law enforcement agencies is crucial in fostering inclusivity and equality. Disability policies are designed to ensure that individuals with disabilities are provided equal opportunities, including employment, access to services, and participation in social, economic, and political spheres, (Johnson & Lee, 2020). The National Police Service (NPS) is mandated to create an environment that accommodates officers and staff with disabilities while ensuring accessibility and equity in law enforcement practices. Proper implementation of disability policies enhances diversity, improves organizational performance, and strengthens public confidence in the police, (Wilson, & Adams, 2021). However, the effectiveness of these policies varies across different contexts, influenced by factors such as institutional commitment, resource allocation, awareness, and legislative frameworks.

Disability policies in the national police service are essential for promoting equal employment opportunities for individuals with disabilities (Kanady, Muncie & Missimer 2020). These policies ensure that the recruitment and hiring processes are inclusive and that qualified individuals with disabilities are not discriminated against based on their disability status. Disability policies contribute to building a diverse and inclusive police service, (Mitra, Posarac & Vick, 2019). Having officers with diverse backgrounds and experiences, including individuals with disabilities, improves the general efficiency of law implementation by bringing different perceptions and skills to the table. A police service that reflects the variety of the public it aids is more likely to establish positive relationships and build trust with the public, (Murphy & White, 2020). Disability policies among police ensure compliance with relevant laws and regulations that prohibit discrimination against individuals with disabilities.

Garcia, Martinez, and Lopez, (2023); Thompson, Baker and Harris, (2019) have pointed out that implementation of disability policies within the NPS is hindered with barriers such as lack of funding, poor leadership commitment, limited staff training, lack of data and cultural attitudes. However, this study focuses on four specific factors adequacy of resources, administrative factors, officer awareness, and data-driven decision-making because these are recurrent bottlenecks that directly influence operational decisions, policy prioritization, and institutional readiness for inclusivity.

Adequacy of resources is central to the successful implementation of the disability policy in the NPS. Resources in this context include not only financial allocations but also assistive technologies, accessible infrastructure, and skilled personnel to support inclusivity, (Lang'at & Kibicho, 2020). When budgetary allocations are insufficient or misdirected, the implementation of disability-friendly programs stalls, leading to the marginalization of PWDs within the service. For instance, without funds to retrofit police stations with ramps, elevators, or accessible toilets, the physical inclusion of officers and citizens with disabilities is impossible, (Gathumbi, 2021). Additionally, the lack of assistive communication devices such as screen readers or sign language interpreters excludes certain groups from fully engaging with police services. Therefore, the presence or absence of adequate and properly allocated resources has a direct impact on the institutional capacity of the NPS to actualize the policy.

Administrative factors, including leadership commitment, bureaucratic efficiency, and institutional accountability, significantly affect the implementation of the disability policy in the NPS. When senior administrators do not prioritize disability inclusion, it is unlikely that middle-level officers or frontline staff will act on it, (White, Green, & Nelson, 2021). Furthermore, the lack of a dedicated disability inclusion unit within the NPS creates fragmentation and poor coordination of efforts. Administrative rigidity, unclear lines of responsibility, and poor monitoring mechanisms hinder the adaptation of inclusive policies at both strategic and operational levels, (Mwangi & Omollo, 2021). Policy implementation also suffers when guidelines are either unavailable or not disseminated effectively to the officers mandated to execute them. Hence, poor administration translates directly to weak policy outcomes.

Awareness of the disability policy among officers is a major determinant of how well it is implemented. When officers are unaware of the policy's existence, content, or

relevance, their likelihood of implementing or complying with it diminishes. Awareness influences attitudes, which in turn affects behavior; thus, low levels of awareness often coincide with stigmatizing attitudes or discriminatory practices against colleagues or citizens with disabilities, (Kamunde & Mugo, 2019). Furthermore, training programs on disability rights, reasonable accommodation, and inclusive policing are not systematically integrated into the NPS training curriculum. This results in a general lack of sensitivity, which undermines inclusive policing and erodes the trust of PWDs in police services. Therefore, policy awareness among officers must be treated as both a prerequisite and a catalyst for effective implementation.

Data-driven decision-making is another crucial factor that influences the extent to which the disability policy is operationalized. Reliable, disaggregated data on the number of police officers with disabilities, accessibility needs within facilities, and disability-related complaints from the public is essential for evidence-based planning and budgeting, (Robinson, Clark & Mitchell, 2022) However, the NPS often suffers from weak data collection systems and lacks a centralized disability database. This hampers the identification of gaps, allocation of resources, and tracking of progress in policy implementation. Moreover, decisions made without robust data risk being reactive, biased, or misaligned with actual needs, (Chelule, 2023). Therefore, improving data systems is critical for monitoring compliance, evaluating impact, and refining strategies aimed at inclusion.

1.1.1 Global Perspective of Rights and Inclusion of Individuals with Disabilities

In the United States, the implementation of disability policies in law enforcement has been guided by the Americans with Disabilities Act (ADA) and other legal frameworks aimed at ensuring inclusivity, (Thompson, 2023). The country has made strides in integrating officers with disabilities by providing reasonable accommodation, such as adaptive technologies and modified training programs (Garcia & Miller, 2022). However, challenges persist, with reports indicating that only about 15% of police departments have fully accessible facilities and comprehensive disability inclusion strategies (Nelson, 2023). Limited awareness among officers and inconsistent policy enforcement remains key barriers to full implementation.

In the United Kingdom, the Equality Act 2010 and subsequent disability inclusion policies have played a significant role in promoting accessibility within the police service. The UK government has invested in specialized training for officers and introduced recruitment quotas to enhance representation of PWDs in law enforcement (Walker & Johnson, 2022). However, a 2022 report indicated that only 12% of police stations fully comply with accessibility requirements, highlighting persistent gaps in infrastructure and operational accommodations (Hall, 2023). Continuous reforms are needed to address these shortcomings.

In Japan, disability inclusion in law enforcement has been influenced by the country's Act on Elimination of Discrimination against Persons with Disabilities. The government has made progress in ensuring accessible police facilities and providing assistive technologies for officers with disabilities (Tanaka, 2023). However, cultural attitudes towards disability remain a significant barrier, with limited representation of PWDs in leadership positions within the police service (Fujimoto, 2023). Greater advocacy and policy refinement are needed to address these challenges.

1.1.2 Regional Perspective of Rights and Inclusion of Individuals with Disabilities

In Nigeria, disability policy implementation within the police service has been shaped by the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018. However, enforcement remains weak, with limited budgetary allocations and inadequate training programs for officers with disabilities (Adeyemi, 2023). Infrastructure remains largely inaccessible, with only 10% of police stations meeting disability-friendly standards (Okeke, 2023).

In South Africa, the Employment Equity Act and disability inclusion policies have led to notable progress in integrating PWDs into the police service. However, a 2022 study indicated that less than 20% of officers with disabilities had access to adequate workplace accommodations (Mthembu, 2023). Discriminatory practices and administrative inefficiencies remain key challenges.

In Uganda, the Persons with Disabilities Act 2020 has guided disability policy implementation in the police service. Despite legal mandates, only 7% of police departments have established clear disability inclusion frameworks (Kizza, 2023).

Limited training and resource constraints hinder effective enforcement of these policies (Mukasa, 2023).

1.1.3 Local Perspective of Rights and Inclusion of Individuals with Disabilities

The Constitution of Kenya provides a basis for defending the rights of all individuals, including those with disabilities. It emphasizes equality, non-discrimination, and guaranteeing that persons with disabilities have equal access to all areas of society, including the workforce. The Persons with Disabilities Act (No. 14 of 2003) addresses various issues that are related to the rights and inclusion of persons with disabilities in Kenya. While it does not specifically focus on the police service, it sets a legal framework for promoting equality, accessibility, and non-discrimination. The Kenyan government has expressed its commitment to addressing the needs of following the National Policy on the Status of People with Disabilities. This policy underscores the government's dedication to ensuring the full participation and inclusion of people with disabilities in all aspects of society (Doswe et al., 2021).

The Kenyan Vision 2030, the country's development blueprint, includes provisions for the authorization and presence of persons with disabilities in various sectors, intending to create an inclusive society (Constitution of Kenya, 2010). Kenya needs a comprehensive, integrated policy that specifically addresses the various aspects of disability services, including education, healthcare, employment, social protection, and accessibility. While Kenya has made some legislative strides towards supporting people with disabilities, the lack of a focused, comprehensive policy on disability services remains an important barrier to achieving full inclusion and equal opportunities for people with disabilities. Effective implementation of policies requires strong enforcement mechanisms, including regular monitoring, adequate funding, and capacity building for institutions responsible for disability services (Bailey & Barr, 2019).

The implementation of disability policy in Kenya has faced various challenges, such as limited awareness and understanding of disability issues among police officers and stakeholders which may hinder the effective implementation of disability policies (Mulinge & Mumbi, 2019). Insufficient training and capacity-building programs for police officers to effectively interact with individuals with disabilities and provide appropriate accommodations (Republic of Kenya, 2020). According to Kilonzo, and

Muindi, (2021), the lack of accessible infrastructure and facilities within police stations creates barriers for persons with disabilities, affecting their ability to access services and participate fully. Persistent stigma and discrimination against persons with disabilities within the police service can negatively impact their recruitment, career advancement, and overall experiences. Weak enforcement mechanisms and monitoring systems guarantee the actual application of disability policies within the National Police Service (Kenya National Commission on Human Rights, 2021).

1.2 Statement of the Problem

The implementation of the disability policy within Kenya's National Police Service (NPS) faces major challenges despite legal frameworks promoting inclusivity. Laws such as the Constitution of Kenya (2010), the Persons with Disabilities Act (2003), and the National Police Service Act (2011) provide guidelines for recruiting and accommodating officers with disabilities. However, systemic barriers have hindered progress, with the National Council for Persons with Disabilities (NCPWD) reporting that, as of 2021, less than 2% of police officers had disabilities far below the 5% employment requirement. Kenya National Bureau of Statistics (KNBS, 2019) census also revealed that persons with disabilities make up 2.2% of the population, yet their representation in law enforcement remains minimal.

A significant obstacle is the adequacy of resources, as most police stations lack disability-friendly infrastructure such as ramps, accessible patrol vehicles, and assistive technologies. Kenya National Commission on Human Rights (KNCHR, 2022) report found that over 70% of police stations were inaccessible to officers with physical disabilities. Budget constraints further limit access to necessary assistive devices, affecting officers' efficiency. Administrative factors also contribute to these challenges, as the hierarchical structure of the NPS has been slow to integrate disability-friendly policies. Leadership has made minimal efforts to foster an inclusive culture, and a 2020 Transparency International Kenya study found that only 15% of senior officers had undergone disability inclusion training. This has resulted in poor enforcement of policies and limited accountability mechanisms.

Awareness gaps further impede policy implementation, with many officers unaware of disability rights and accommodation. National Gender and Equality Commission (NGEC, 2021) survey found that only 30% of police officers knew about the Persons

with Disabilities Act, leading to workplace stigma and reluctance to hire officers with disabilities. As a result, many officers with disabilities retire early due to hostile working conditions. Additionally, policy gaps create further setbacks, as the NPS lacks comprehensive guidelines for disability integration. The National Police Service Standing Orders do not specify accommodation for officers with disabilities, and the Employment Act (2007) does not address their unique challenges, allowing for non-compliance with disability rights. The ineffective implementation of the disability policy in the NPS not only undermines the rights of persons with disabilities but also prevents the police force from reflecting societal diversity. Addressing resource shortages, administrative inefficiencies, awareness gaps, and policy shortcomings is critical to achieving a more inclusive police service in Kenya.

1.3 General Objective

The overall objective of the study was to examine factors impacting the implementation of disability policy in the national police service in Kenya

1.4 Specific Objectives

- i.** To assess the adequacy of resources in the implementation of the disability policy
- ii.** To analyze the administration factors influencing the implementation of the disability policy
- iii.** To assess the awareness of the officers with respect to the disability policy
- iv.** To establish the effect of data driven decisions in the implementation of the disability policy

1.5 Research Questions

- i.** What is the effect of adequacy of resources in the implementation of the disability policy?
- ii.** What are the administration's factors influencing the implementation of the disability policy?
- iii.** What is the awareness of the officers with respect to the disability policy?
- iv.** Does data driven decisions affect the implementation of disability policy?

1.6 Scope of the Study

The study focused on the factors impacting the implementation of disability policy in the national police service in Kenya. The independent variables were adequacy of

resources, administration factors, awareness of the officers and policy gaps. The dependent variable was implementation of the policy. The study adopted a mixed research design which helped to incorporate both qualitative and quantitative data. The target population was 70 members of staff at the National Police Commission Headquarters in Nairobi and 109,857 police officers. The study adopted census technique to incorporate 70 employees at the National Police Commission Headquarters and Nassiuma's formulae to determine a sample size of 156 police officers. The study was conducted for a period of twelve (12) months with an estimated budget of Ksh 125,400.

1.7 Significance of the Study

The significance of this study lies in its potential to illuminate the often-overlooked experiences of officers with disabilities within the National Police Service in Kenya. Despite progressive legal frameworks such as the Constitution of Kenya 2010 and the Persons with Disabilities Act of 2003, the practical realization of inclusive work environments remains inconsistent and under-examined in security institutions. By focusing on this unique demographic, the study contributes valuable insights into how policy, or the lack thereof, affects the everyday realities of these officers.

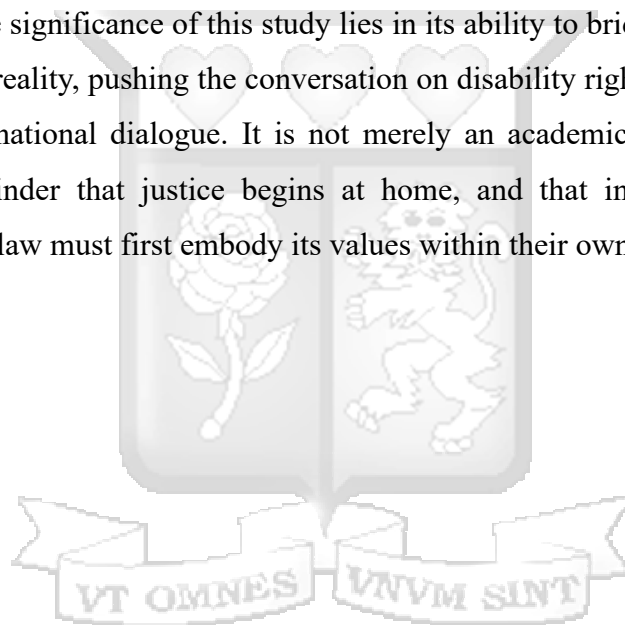
Through its findings, the study highlights systemic gaps such as limited awareness of disability rights among officers, insufficient implementation of the 5% employment quota for persons with disabilities, and inadequate workplace accommodations. These insights underscore the urgent need for policy reform and enhanced enforcement mechanisms to ensure that the rights of officers with disabilities are not only recognized on paper but respected in practice. By bringing these challenges to light, the study empowers stakeholders including policymakers, human rights bodies, and civil society organizations to advocate for inclusive reforms grounded in empirical evidence.

Moreover, the study serves as a practical tool for the National Police Service to reflect on its internal systems and structures. The identification of barriers such as inaccessible infrastructure, lack of assistive devices, and unsupportive administrative practices provides a foundation for actionable strategies that promote equity and dignity in the workplace. In doing so, the study goes beyond critique to offer a

pathway toward more inclusive policing institutions that value the contributions of all personnel, regardless of physical ability.

From an academic standpoint, the study fills a critical gap in literature on disability inclusion within uniformed services in Kenya and the wider African context. While most existing research has focused on education or employment in the private sector, this study extends discourse to the public security sector, an area that carries both symbolic and functional importance in society. By offering a nuanced exploration of the lived experiences of officers with disabilities, the research sets a precedent for future studies and contributes to a more comprehensive understanding of inclusion in public service.

Ultimately, the significance of this study lies in its ability to bridge the divide between law and lived reality, pushing the conversation on disability rights from the margins to the center of national dialogue. It is not merely an academic inquiry, but a call to action, a reminder that justice begins at home, and that institutions tasked with upholding the law must first embody its values within their own ranks.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents the theoretical framework section which explains the theories that guide the study. The chapter also presents the empirical review section in respect to the specific objectives. This chapter also presents the research gap section. The conceptual framework is also presented in this chapter to show the association between independent variable and dependent variables.

2.2 Theoretical Framework

A theoretical framework refers to a conceptual structure that plans the key concepts, theories, and factors that lead a research study or academic review. It provides a foundation for understanding and analyzing a specific phenomenon or problem. The study was anchored on resource dependency theory, administrative behavior theory, theory of planned behavior, evidence-based policy (EBP) Theory.

2.2.1 Resource Dependency Theory

Resource dependency theory (RDT) was primarily developed by Pfeffer and Salancik in 1978. The theory focuses on how organizations depend on external resources for survival and the ways in which they manage these dependencies to maintain autonomy. According to RDT, organizations face pressures from their external environment that influence their behavior and decision-making processes. These pressures are largely a result of the organization's need to acquire critical resources, such as funding, information, and human capital, which may not always be under their direct control. The theory highlights the role of external stakeholders, such as governments, suppliers, and consumers, in shaping organizational strategies and structures. It posits that an organization's survival is contingent upon how effectively it manages its dependencies and the power dynamics between the organization and its external resource providers (Pfeffer & Salancik, 1978).

One of the major strengths of RDT lies in its ability to explain how organizations interact with their external environments. The theory has been widely used to assess the organizational strategies that are developed to mitigate dependence on critical resources (Hillman et al., 2016). RDT emphasizes that organizations are not autonomous; rather, they must interact with their environment to procure resources.

that are essential for their functioning. This understanding has been valuable in contexts where resource shortages, such as funding for disability policies, can significantly affect implementation. By understanding these dependencies, organizations and policymakers can strategize on how to reduce reliance on a single source of resources, thus enhancing organizational resilience (Carmeli et al., 2017).

Despite its strengths, RDT has faced critiques regarding its focus on external dependencies and power relations, which some critics argue oversimplifies the complexities of organizational behavior (O'Toole, 2018). The theory tends to prioritize external factors over internal dynamics, such as organizational culture and leadership, which are also critical for achieving successful policy implementation. Some scholars have noted that RDT's focus on external dependency may not fully capture the diverse and sometimes intangible factors influencing organizational behavior, such as employee motivation and internal decision-making processes (Harrison et al., 2019). Critics also argue that the theory may lead to an overemphasis on competitive relations with external stakeholders, which may undermine the importance of collaboration and partnership building (Oliver, 2016).

Resource Dependency Theory relates to the first objective, which is to assess the adequacy of resources in the implementation of the disability policy. This theory suggests that organizations, like the National Police Service, rely on external resources such as funding, personnel, and equipment to carry out their functions. If these essential resources are limited or controlled by external bodies, the ability to implement the disability policy effectively is constrained. Therefore, this theory helps in understanding how resource availability and dependence on external support influence the degree to which the disability policy can be fully realized within the police service.

2.2.2 Administrative Behavior Theory

Herbert Simon's Administrative behavior theory, introduced in 1947, focuses on decision-making processes within organizations and the behavior of individuals involved in administration. Simon argues that decision-making is a central function of management, and that administrative behavior is guided by rationality. However, he challenges the idea of complete rationality, introducing the concept of "bounded rationality," which posits that decision-makers often make choices based on limited

information, cognitive limitations, and time constraints. According to Simon, individuals within organizations must navigate these constraints while making decisions that impact organizational effectiveness. The theory emphasizes the importance of understanding how administrative structures and processes affect decision-making and organizational outcomes (Simon, 1947).

A major strength of Simon's administrative behavior theory is its comprehensive understanding of decision-making within organizations. The theory emphasizes that decisions are not always the result of perfect rationality but rather are influenced by the decision-maker's cognitive limitations and external constraints (Scharmer, 2016). This concept of bounded rationality is particularly useful in the context of policy implementation, where decisions are often made with incomplete information, especially in developing countries or sectors with scarce resources. In disability policy implementation, Simon's theory helps explain how administrators may make compromises due to limited resources, time, or knowledge.

Additionally, Simon's theory provides a structured approach to understanding the role of hierarchy, organizational structure, and administrative processes in decision-making. It emphasizes that policies must be formulated and executed in alignment with the capabilities and limitations of the administrative bodies responsible for implementation (Ostrom, 2018). This is valuable for analyzing the administrative factors influencing the execution of disability policies, as the behavior of public administrators can significantly affect the policy's success or failure.

Despite its strengths, Simon's administrative behavior theory has been critiqued for its overly mechanistic view of decision-making processes. Critics argue that the theory underemphasizes the role of emotions, values, and social influences in decision-making, which are crucial for understanding the complexities of policy implementation (Lindblom, 2017). For instance, decision-makers may face political pressure or personal biases that affect their choices, which Simon's bounded rationality does not fully account for. Critics also argue that Simon's focus on organizational hierarchy and structure can ignore the role of informal networks and influence, which often play a significant role in decision-making in both public and private organizations (Pettigrew, 2016).

Administrative Behavior Theory aligns with the second objective, which seeks to analyze administrative factors influencing the implementation of the disability policy. This theory emphasizes how decisions are made within an organization, recognizing that administrative actions are often shaped by limitations in information and organizational structures. In the context of the disability policy, this means examining how administrative processes, leadership practices, communication flows, and internal decision-making dynamics either support or hinder effective policy implementation. The theory guides the analysis of how structured administrative behaviors and systems impact the practical rollout of the policy.

2.2.3 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) was developed by Icek Ajzen in 1985. It builds on the earlier Theory of Reasoned Action (TRA) and focuses on understanding how individuals' intentions to perform a behavior are influenced by their attitudes, subjective norms, and perceived behavioral control. TPB posits that behavior is not only influenced by attitudes but also by the perceived ease or difficulty of performing the behavior, which is referred to as perceived behavioral control. The theory emphasizes the role of intentions as the immediate antecedents to behavior, and it has been widely used to predict a variety of behaviors, including health-related actions, environmental behaviors, and policy compliance (Ajzen, 1991).

A key strength of TPB lies in its ability to predict and explain behaviors by considering both internal and external factors. By incorporating attitudes, subjective norms, and perceived behavioral control, TPB offers a comprehensive model for understanding the factors influencing behavior (Godin & Kok, 2016). In the context of disability policy, TPB can be applied to understand how policymakers, administrators, and the public perceive and engage with disability-related policies. The theory helps explain how individuals' attitudes towards people with disabilities, as well as societal norms and their perceived ability to enact change, influence the implementation of disability policies.

Despite its widespread application, TPB has faced several critiques. One major criticism is that the theory assumes that behavior is solely a function of intentions, without fully accounting for other factors such as emotions, habits, and situational constraints (Sniehotta et al., 2016). Critics argue that the theory overlooks the role of

unconscious processes or spontaneous decisions that may override planned intentions. Additionally, TPB's focus on individual behavior may ignore broader structural factors, such as policy environment or organizational culture, that can also influence behavior (Mullan, 2017). In the context of disability policy, this limitation may fail to capture how societal attitudes or legal frameworks shape policy outcomes.

The Theory of Planned Behavior connects with the third objective, which aims to assess the awareness of officers with respect to the disability policy. This theory explains how individual behavior is influenced by attitudes, perceived norms, and perceived control over the behavior. Applying this to the police service, it helps in exploring how officers' knowledge, beliefs, and social environment shape their awareness and acceptance of the disability policy. If officers perceive the policy positively, believe that it is supported by their peers and leadership, and feel confident in applying it, they are more likely to be aware of and act in accordance with it.

2.2.4 Evidence-Based Policy (EBP) Theory

The Evidence-Based Policy (EBP) Theory was initially introduced by Sackett et al. (1996) and later expanded to public policy by scholars such as Nutley, Powell, and Davies (2007). The theory emphasizes the use of empirical evidence, systematic research, and data analytics to guide policy decisions rather than relying on intuition, ideology, or political influence. According to Head (2015), EBP involves integrating the best available research with professional expertise and stakeholder input to ensure policies are efficient, effective, and outcome driven. In public administration, EBP has been widely applied in designing policies that address social justice, governance, and institutional accountability (Parkhurst, 2017). The theory provides a structured framework for policymakers to identify issues, evaluate solutions, and implement changes based on objective, measurable data (Oliver, Lorenc, & Innvær, 2014).

According to Cartwright and Hardie (2017), policies designed using empirical evidence are more likely to achieve their intended goals as they incorporate proven strategies rather than assumptions. Additionally, EBP promotes transparency and accountability, as policymakers must justify decisions based on measurable evidence (Breckenridge, Gray, & Macvean, 2018). This approach also allows for continuous policy evaluation and refinement, ensuring that ineffective strategies are identified and corrected (Newman, Cherney, & Head, 2017). Moreover, EPB enhances

stakeholder engagement, as data-driven policies often include feedback from affected groups, making them more inclusive and responsive to societal needs (Rutter & Gold, 2015). In sectors such as policing, healthcare, and education, the use of evidence-based policy has led to improved service delivery and better resource allocation (Shaxson, 2019).

Despite its advantages, EBP has faced several critiques. One major criticism is that policy decisions are rarely made in a purely rational manner, as political, economic, and social pressures often override empirical findings (Cairney, 2016). According to Greenhalgh and Russell (2009), policymakers sometimes selectively use evidence that aligns with their pre-existing beliefs or political agendas, leading to policy manipulation rather than objective decision-making. Additionally, data quality and availability can be a challenge, particularly in developing countries where research infrastructure is weak, making evidence-based approaches difficult to implement (Head, 2016). Critics also argue that over-reliance on quantitative data can overshadow the importance of contextual and qualitative factors, leading to rigid, technocratic policymaking that ignores local realities (Boaz, Davies, Fraser, & Nutley, 2019). Furthermore, the implementation of EBP can be resource-intensive, requiring extensive research, funding, and expertise, which may not always be feasible in low-resource settings (Oliver & Cairney, 2019).

The theory is relevant to the current study since the implementation of the disability policy requires accurate data on the number of officers with disabilities, their needs, and the challenges they face in the workplace. Using an evidence-based approach, the NPS can assess whether existing accommodations are effective, identify resource gaps, and implement strategic interventions. Moreover, data-driven insights can inform training. By applying EBP Theory, the NPS can make informed data driven decisions regarding the allocation of resources, disability-sensitive training, infrastructure improvements, and compliance with national and international disability standards. programs for officers to enhance inclusivity and reduce discrimination against disabled personnel. Therefore, the theory will help in explaining the effect of data driven decisions in the implementation of disability policy.

2.3 Review of Empirical Literature

2.3.1 Effect of Adequacy of Resources on the Implementation of Disability

Smith and Brown, (2018) conducted a study to assess the influence of resource adequacy on disability policy implementation in police schools. Using a mixed-methods approach, 30 police academies in the United States were selected through stratified random sampling. Surveys, interviews, and document analysis revealed that insufficient resources hindered effective policy implementation, affecting training programs and support services. Findings suggest that insufficient resources in U.S. police academies hinder effective disability policy implementation, affecting training programs and support services. The study concluded by advocating for increased resource allocation to enhance disability policy implementation across diverse contexts.

Anderson and Johnson, (2017) explored the challenges associated with inadequate resources in disability policy implementation within North American police academies. Employing a quantitative research design, 15 academies were randomly selected. Surveys and document analysis highlighted resource gaps impacting training programs and accommodation services. North American police academies face resource gaps impacting training and accommodation services. The study concluded by advocating for policy reforms and increased financial support to enhance the implementation of disability policies in North American police training institutions.

Chen & Kumar (2018) conducted a study in Asia to examine how adequacy of resources affects disability policy implementation in police schools. Using a mixed-methods approach, police academies from China and Japan were selected through stratified random sampling. Interviews, surveys, and document analysis revealed resource-related challenges, emphasizing the need for increased funding and improved infrastructure. Asian police academies, including those in China and Japan, face resource-related challenges. The study concluded with recommendations for policy adjustments and strategic resource allocation to enhance disability policy implementation in Asian police academies.

Tindinyo and Soweto (2019) examined how inadequate resources pose trials in the execution of the disability policy in police training institutions. Employing a qualitative research design, the study selected police academies from South Africa

using purposive sampling. Findings from focus group discussions and interviews emphasized the need for improved funding to support accessible infrastructure and inclusive training programs. South African police academies emphasize the need for improved funding to support accessible infrastructure and inclusive training programs. The study concluded with recommendations for targeted resource allocation to address the unique challenges faced by African police academies.

Mwangi and Nyambura (2020) investigated the impact of inadequate resources on disability policy implementation in the Kenyan National Police Service. Utilizing a case study approach, the researchers selected three police training institutions through purposive sampling. Data collected through interviews and document analysis revealed that limited resources hampered the provision of necessary accommodation, affecting the overall effectiveness of disability policies. In the Kenyan police service, limited resources hinder the provision of appropriate accommodations, affecting overall disability policy effectiveness. The study concluded by recommending increased budgetary allocation and strategic resource planning to address the identified challenges in Kenya.

2.3.2 Effect of Administrative Factors on the Implementation of Disability Policy

Miller and Rodriguez (2019) studied an examination on the influence of administrative factors on disability policy implementation in police training institutions. Using a mixed-methods approach, 25 academies from the Netherlands were selected through stratified random sampling. Interviews, surveys, and document analysis highlighted administrative challenges such as bureaucratic hurdles and lack of coordination, impacting policy execution. Netherlands police academies encounter administrative challenges like bureaucratic hurdles and lack of coordination. The study concluded by recommending administrative reforms and enhanced collaboration to improve disability policy implementation globally.

Schmidt and Müller (2017) conducted a study in Sydney to examine how administrative factors impact disability policy implementation in police academies. Using a quantitative approach, police training institutions in Germany, France, and the United Kingdom were randomly selected. Surveys and document analysis highlighted administrative challenges affecting policy execution. European police academies, including those in Germany, France, and the United Kingdom, face administrative

challenges impacting policy execution. The study concluded by advocating for reforms in administrative structures and improved communication strategies to enhance disability policy implementation in European police academies.

Rodriguez and Silva (2016) explored the challenges associated with administrative factors in disability policy implementation within South American police academies. Employing a mixed-methods approach, academies in Brazil, were selected through stratified random sampling. Interviews, surveys, and document analysis revealed administrative hurdles impacting policy execution. South American police academies, especially in Brazil, encounter administrative hurdles affecting policy execution. The study concluded by recommending policy adjustments and training programs to address administrative challenges in South American police training institutions.

Wanjiku and Odhiambo (2018) investigated administrative factors affecting disability policy implementation in the Kenyan National Police Service. Utilizing a case study design, three police academies were designated via purposive sampling. Data gathered through interviews and document analysis revealed challenges such as inefficient communication and coordination. In the Kenyan National Police Service, challenges include inefficient communication and coordination. The study concluded by recommending reforms in administrative procedures and increased stakeholder engagement to enhance policy implementation in Kenya.

2.3.3 Awareness of the Officers in Respect to the Disability Policy

Oliveira, (2020) did a study on the evaluating awareness levels of police officers regarding disability policy implementation in the Federal Police Force of Brazil. The study adopted a longitudinal study with pre- and post-intervention assessments. A random sampling of 800 police officers across various departments. Surveys, interviews, and focus group discussions. Quantitative analysis using statistical tools and qualitative analysis of the interviews and focus group data. The study findings revealed increased awareness and understanding of disability policy among police officers. Positive changes in attitudes and behaviors were observed. The study concluded that properly implementing disability policies contributes to enhanced awareness and positive behavioral changes among police officers.

Sharma and Patel, (2019) assessed the effectiveness of disability policy training on police officers' awareness in the Delhi police department. The study approved a quasi-

experimental design with intervention and control groups. A stratified random sampling of 600 police officers, half receiving disability policy training. Pre-and post-training surveys, observational assessments. Comparative analysis of pre-and post-training data, statistical tests for significance. The study findings revealed significant improvement in awareness and knowledge among the intervention group. The control group showed minimal change. The study concluded that targeted training programs can significantly enhance awareness of disability policies among police officers.

Park and Kim (2022) sought to investigate police officers' knowledge and application of disability policies in the Seoul Metropolitan Police Agency. The study was founded on the Case study design with a particular focus on a specific police agency. Purposive sampling of 300 police officers within the Seoul Metropolitan Police Agency. Data collection was done through case document analysis and structured interviews. Content analysis of policy documents and quantitative analysis of survey data was done. The findings revealed a limited awareness and inconsistent application of disability policies within the agency and identified areas for improvement. The study concluded that policymakers should address gaps in knowledge and application of disability policies to ensure uniform adherence.

Adeleke and Ogunbiyi (2020) sought to explore police officers' understanding and compliance with disability policies in the Lagos State Police Command. The study used a mixed-methods design with a sequential explanatory approach. A random sampling of 700 police officers, followed by purposive sampling for in-depth interviews with selected participants. Primary sources included in-depth interviews and secondary sources included focus groups. Analyses were conducted using thematic analysis for quantitative data and qualitative techniques for survey data. The study findings revealed that there was a moderate level of awareness but limited compliance. It identified factors influencing non-compliance. The study concluded that comprehensive training programs and continuous monitoring are essential for effective policy implementation and compliance.

Mwangi, and Ochieng, (2021) did an in-depth analysis of police officers' awareness and perception of disability policies in the Nairobi Metropolitan Area. The study used a mixed-methods longitudinal study design. A cluster sampling of 500 police officers from various stations in Nairobi was done. The study findings revealed varied levels

of awareness, with discrepancies among various police stations. Some positive changes were observed, but challenges persist. The study findings concluded that local variations in awareness highlight the need for targeted interventions and consistent policy implementation.

2.3.4 Effect of Data Driven Decision on Implementation of Disability Policy

López and Ramirez (2021) examined the effect of data-driven governance on the implementation of education policies in public universities in Mexico. A longitudinal research design was used to assess the impact of data-based performance tracking systems on policy compliance and student performance. A sample of 197 university administrators and faculty members was drawn using cluster sampling. Data was collected through semi-structured interviews, institutional reports, and student performance databases. Analysis was conducted using multivariate regression models to determine the relationship between data-driven governance and education policy success. Findings revealed that universities that integrated data analytics in decision-making experienced better resource allocation, improved student retention, and enhanced faculty performance tracking. The study concluded that data-driven decision-making strengthens education policy implementation by providing measurable insights that enhance institutional accountability.

Wang, Zhang, Li, and Chen (2020) explored the effect of data-driven decision-making on urban transportation policy implementation in major cities in China. The study used a quasi-experimental research design to compare cities with high and low adoption of data-driven transport management systems. A sample of 143 city transportation officials and planners was selected through stratified sampling. Traffic sensor data, mobility reports, and surveys were used for data collection, and time-series analysis examined trends in policy effectiveness before and after data integration. Findings showed that cities leveraging big data analytics in transportation policy experienced fewer traffic congestion issues, lower accident rates, and improved public transit efficiency. The study concluded that data-driven decision-making enhances urban policy implementation by enabling real-time adjustments and predictive planning.

Dubois, Lefevre, Moreau, and Girard (2018) assessed the impact of data-driven decisions on environmental policy implementation in France's energy sector. The

study utilized a case study research design, examining energy firms that adopted data-driven monitoring systems. A sample of 89 policymakers, regulators, and energy executives was selected through purposive sampling. Data was gathered from policy documents, government reports, and structured interviews, and thematic analysis was employed to identify key policy outcomes. Results indicated that firms that adopted data-driven compliance tracking had higher adherence to carbon reduction policies, better resource efficiency, and improved environmental sustainability metrics. The study concluded that data-driven policies enable precision in environmental regulations, ensuring effective implementation and long-term compliance.

Ochieng, Wambui and Njoroge (2020) studied the effect of data-driven decision-making on the implementation of healthcare policies in private hospitals in Nairobi, Kenya. The study employed a descriptive research design to assess how hospitals using real-time patient data improved healthcare service delivery. A sample of 157 healthcare administrators and policy implementers was selected using stratified random sampling to ensure representation from different hospital departments. Structured questionnaires and key informant interviews were used for data collection, while regression analysis was applied to examine the relationship between data-driven decision-making and healthcare policy outcomes. Findings revealed that hospitals integrating data analytics in decision-making had higher policy implementation success rates, with improved patient care and reduced operational inefficiencies. The study concluded that real-time data utilization enhances evidence-based policy execution, leading to better health outcomes and resource allocation.

Mutua, Kamau, and Otieno (2022) analyzed the influence of data-driven decision-making on the implementation of disability inclusion policies in Kenya's public sector. A mixed-methods research design was employed, combining quantitative surveys and qualitative interviews. A sample of 215 public service employees and disability rights advocates was selected using random and snowball sampling techniques. Data was collected through questionnaires, government policy reviews, and focus group discussions, and factor analysis was used to determine the significance of data in policy execution. Findings revealed that government institutions that used disaggregated disability data had higher policy compliance rates, improved workplace accommodations, and better service accessibility for disabled individuals. The study concluded that data-driven decisions enhance disability policy

implementation by providing actionable insights, ensuring policy inclusiveness, and monitoring compliance effectively.

2.4. Research summary and Gaps

The reviewed literature highlights the global challenges experienced in implementing disability policies within police services, particularly focusing on resource adequacy, administrative barriers, awareness among officers, and the role of data-driven decision-making. Smith and Brown (2018), as well as Anderson and Johnson (2017), conducted studies in the U.S. and North America respectively, pointing to the adverse effects of resource inadequacies on training and support services. However, these studies are region-specific and do not address the unique socio-political and economic dynamics of Kenya. In addition, their reliance on either a U.S.-centric or quantitative-only approach limits the generalizability and depth of findings. The current study addresses these limitations by examining the adequacy of resources within the Kenyan National Police Service and incorporating both qualitative and quantitative data for richer insight.

Similarly, Chen and Kumar (2018), along with Tindinyo and Soweto (2019), explored how limited resources hindered policy implementation in Asia and South Africa respectively. While their findings are significant, they did not incorporate an African cross-contextual perspective nor did they employ a mixed-methods approach. The present study bridges this gap by contextualizing resource-based challenges and administrative influences within the Kenyan policing environment using a broader methodological scope.

Administrative factors have also received scholarly attention, as seen in the works of Miller and Rodriguez (2019) and Wanjiku and Odhiambo (2018). While the former study examined administrative inefficiencies in the Netherlands, the latter focused on Kenya but was limited by a small sample size and a single-case design. To enhance validity and generalizability, this study builds on their findings by employing a larger and more diverse sample within the Kenyan National Police Service and incorporating both qualitative and quantitative data collection tools.

Awareness of disability policy among police officers is another critical area. Oliveira (2020) evaluated the impact of training in Brazil's federal police, reporting improved awareness but using only intervention assessments. This current study expands on that

by assessing awareness levels through multiple lenses, including in-depth interviews and surveys within the Kenyan context.

Finally, studies by López and Ramirez (2021) and Wang et al. (2020) established the value of data-driven decision-making in education and transport policy domains. However, they lacked a policing focus and often omitted qualitative perspectives. This study addresses these gaps by evaluating how data-driven practices influence disability policy implementation in the Kenyan police, using a mixed-methods approach for deeper contextual relevance.



Table 2. 1:Summary of Reviewed Literature and Gaps

Author(s)	Study Topic	Findings	Identified Gaps	How Current Study Addresses the Gaps
Smith & Brown (2018)	Influence of Inadequate Resources on Disability Policy Implementation in Police Schools	Insufficient resources hinder policy implementation, affecting training and support services in U.S. police academies.	However, the study focused on U.S. police academies, limiting applicability to Kenya. The study will use a mixed-methods approach but does not incorporate perspectives from policymakers.	The current study examines adequacy of resources in the implementation of the disability policy in the Kenyan National Police Service.
Anderson & Johnson (2017)	Challenges of Inadequate Resources in Disability Policy Implementation in North American Police Academies	Resource constraints impact training programs and accommodation services.	However, the study focused on North American police academies. The study used only quantitative methods, limiting depth of understanding.	The current study applies a mixed-methods approach to offer both statistical and qualitative insights in Kenya.
Chen & Kumar (2018)	Impact of Resource Limitations on Disability Policy Implementation in Asian Police Academies	Resource constraints in China and Japan affect infrastructure and funding.	However, the study focused on China and Japan. The study lacks perspectives from African settings.	The study contextualizes findings within Kenyan police focusing on administration factors influencing the implementation of the disability policy
Tindinyo & Soweto (2019)	Challenges Posed by Inadequate Resources in South African Police Academies	Highlights funding issues and accessibility concerns.	However, the study focused on South African institutions, not Kenyan ones. The study relied on qualitative data only.	The study combines quantitative and qualitative approaches to provide a comprehensive understanding of the Kenyan context.
Miller & Rodriguez (2019)	Influence of Administrative Factors on Disability Policy	Bureaucratic hurdles and poor coordination impact policy execution.	However, the study focused on Dutch police academies. The study lacked qualitative insights	The study examines administrative challenges within the Kenyan National

	Implementation in Dutch Police Academies		into administrative inefficiencies.	Police Service, using a mixed-methods approach.
Wanjiku & Odhiambo (2018)	Administrative Challenges in Disability Policy Implementation in Kenya's National Police Service	Inefficient communication and coordination impede policy execution.	The study used a case study with limited sample size.	The study expands the sample size and employs mixed methods for comprehensive insights.
Oliveira (2020)	Evaluating Police Officers' Awareness of Disability Policy in Brazil's Federal Police	Increased awareness following training interventions.	However, the study focused on Brazil. Uses only pre- and post-intervention assessments.	The study examines Kenyan police officers' awareness using diverse assessment methods both qualitative and quantitative data.
López & Ramirez (2021)	Data-Driven Decision-Making and Education Policy Implementation in Mexico	Data analytics improve resource allocation and accountability.	However, the study focused on Mexico and had a limited applicability to policing contexts.	The study examines data-driven decision-making in Kenya's police service.
Wang et al. (2020)	Data-Driven Decision-Making in Urban Transportation Policy Implementation in China	Big data analysis enhances policy execution.	However, the study focused on urban transport policies. The study used a quasi-experimental design without qualitative insights.	The study assesses the role of data-driven decision-making in disability policy implementation within Kenya's police force.

2.5 Conceptual Framework

The independent variable of the study was financial success. Figure 1 displays the conceptual framework of the study.

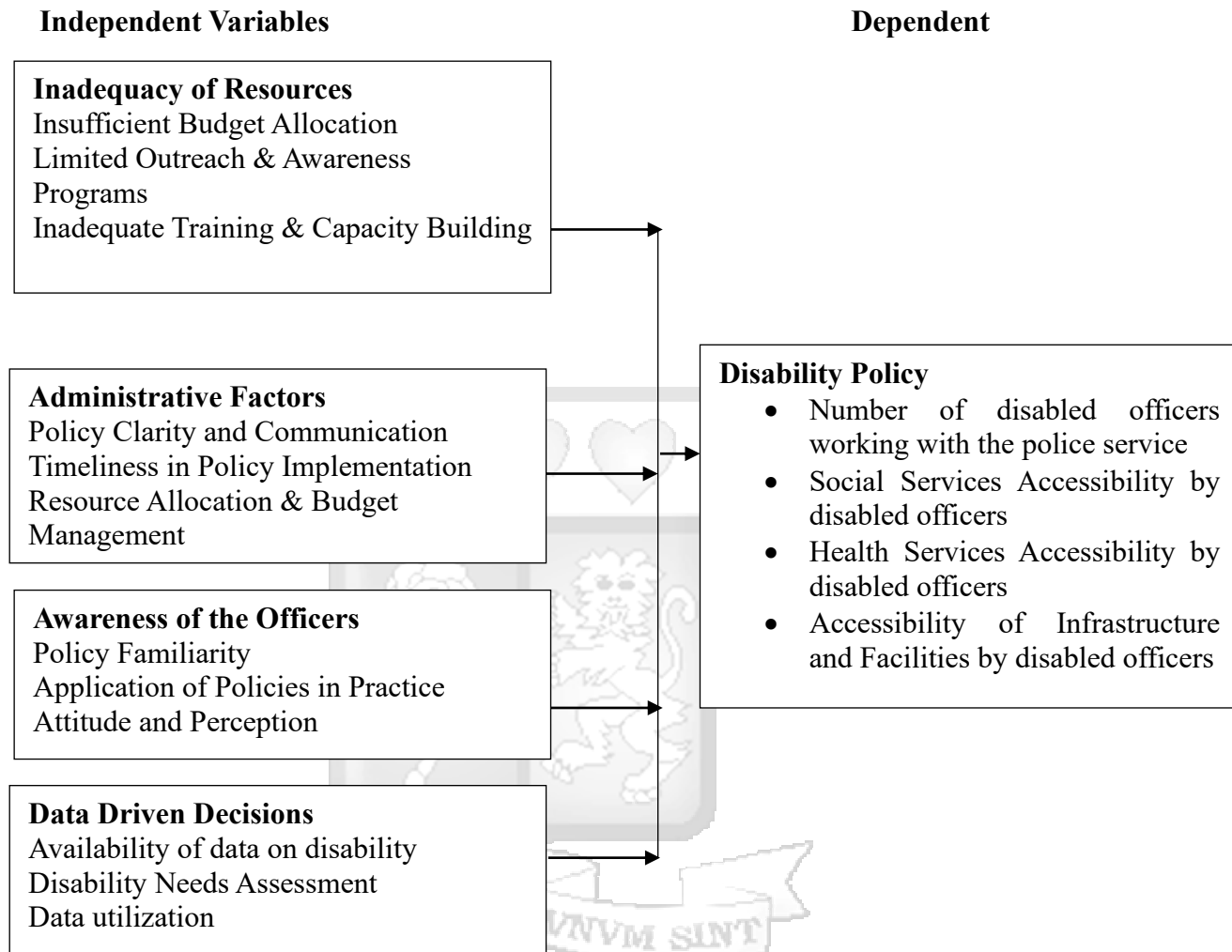


Figure 2. 1: Conceptual Framework

Source: Author (2025)

2.6 Operationalization of Variables

Table 3. 1: Operationalization of Variables

Variables	Indicators	Measurement	Data collection method	Data analysis
Adequacy of resources	-Insufficient Budget Allocation -Limited Outreach & Awareness Programs -Inadequate Training & Capacity Building	Ordinal Nominal	Questionnaires	Descriptive Frequencies Percentages
Administration Factors	-Policy Clarity and Communication -Timeliness in Policy Implementation -Resource Allocation & Budget Management	Ordinal Nominal	Questionnaires	Descriptive- Frequencies Percentages
Awareness of the Officers	- Policy Familiarity -Application of Policies in Practice -Attitude and Perception	Ordinal Nominal	Questionnaires	Descriptive- Frequencies Percentages
Data Driven Decisions	-Availability of data on disability -Disability Needs Assessment -Data utilization	Ordinal Nominal	Questionnaires	Descriptive- Frequencies Percentages
Disability Policy Implementation	-Number of disabled officers working with the police service -Social Services Accessibility by disabled officers -Health Services Accessibility by disabled officers -Accessibility of Infrastructure and Facilities by disabled officers.	Ordinal Nominal	Questionnaires	Descriptive- Frequencies Percentages

Source: Author (2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methods that were employed to carry out the study are detailed in this section. It lays out the study's guiding principles, methodology, ethical issues, and data gathering and analysis procedures, as well as the participants and sampling.

3.2 Research Philosophy

The study adopted the positivist research philosophy. Positivism is grounded in the belief that reality is objective and can be observed, measured, and quantified through empirical methods, (Galliers, 2016). It aligns with the study's focus on identifying, analyzing, and explaining the observable factors such as resource allocation, administrative practices, and policy awareness that influence the implementation of the disability policy in the National Police Service in Kenya. The philosophy supports the use of structured methodologies, such as surveys and statistical analysis, to uncover relationships between variables and derive generalizable conclusions.

The selection of positivism is justified by the study's goal of producing reliable, evidence-based insights that can inform policy reforms and operational improvements. By focusing on observable and measurable data collected from police officers and administrators, the study aims to reduce bias and ensure objectivity in interpreting results, (Ondiek, 2018). Furthermore, the positivist stance reinforces the credibility of the findings by emphasizing replication, consistency and validity.

In this context, the positivist approach guided the development of research tools, particularly the questionnaire and the statistical techniques used to analyze quantitative data. While qualitative data was also collected through interviews, its function was supplementary to contextualize and explain quantitative trends rather than to explore subjective interpretations. Thus, positivism provided a coherent philosophical foundation that shaped the study's methodological choices and strengthened its ability to produce actionable, policy-relevant conclusions.

3.3 Research Design

This study adopted descriptive research design. A descriptive design is appropriate when the objective is to systematically and accurately describe characteristics of a phenomenon or a population, (Creswell & Creswell, 2018). In the context of this study, the goal was to identify and describe the key factors affecting the implementation of the Disability Policy within the NPS in Kenya. The descriptive design was applied within a convergent parallel mixed methods strategy. In this strategy, both qualitative and quantitative data were collected concurrently, analyzed separately, and then merged during interpretation to draw comprehensive conclusions. The use of this strategy allowed for complementarity: while quantitative data gathered through questionnaires captured measurable trends and patterns, qualitative data obtained through interviews provided deeper insights into the lived experiences and institutional dynamics surrounding policy implementation. By combining descriptive design with a convergent parallel approach, the study not only quantified key variables but also contextualized them with rich narrative perspectives. This strengthened the study's ability to uncover practical realities and policy gaps within the NPS while ensuring both breadth and depth in data analysis.

3.4 Target Population and Sampling

3.4.1 Target Population

As per Mugenda and Mugenda (2019) population is a group of people or things that share some observable trait; another defines it as the group to which the study's answers are envisioned to be applied. The targeted population was 70 employees at the National Police Commission Headquarters in Nairobi and 109,857 police officers.

Table 3. 2: Target population for employees at NPSC Head Quarters

Employees a NPS Head Quarters	Target Population
Human Resource Officers	15
Senior Police Commanders	13
Officers in Charge of Training	21
Health and Welfare Officers	10
National Police Service Commission Officials	7
Representatives from Disability Rights Organizations	4
Total	70

NPS Head Quarters records (2025)

3.4.2 Sample design

Sampling is the practice of selecting and analyzing a subset of a population to conclude the entirety of that group (Kull, 2013). The study adopted a census technique to incorporate 70 employees at the National Police Commission Headquarters and Nassiuma's formulae to establish a sample size of 156 police officers who contributed to the study as follows

$$n = \frac{NC^2}{C^2 + (N - 1) e^2}$$

Where: n = Sample size,

N = Population,

C = Coefficient of variation,

e = Standard error.

C=25% is acceptable according to Nassiuma (2000), e = 0.02 and N= 109, 857.

$$n = \frac{109,857 \times 0.25^2}{0.25^2 + (109,857 - 1) 0.02^2}$$

$$n = \frac{6,866,0625}{44.0049}$$

$$n = 156.029$$

Thus, the sample size was 156 police officers

In addition, the researcher randomly picked the 156 officers across different police stations within Nairobi County.

The study included employees at the NPSC Headquarters and police officers actively serving in Kenya, specifically those involved in disability policy implementation, such as human resource officers, senior commanders, training officers, health and welfare officers, and representatives from disability rights organizations. Officers with direct experience in policy enforcement will also be included.

However, the study excluded newly recruited officers still in training, retired or former officers, and any employees with no direct role in policy implementation. Additionally, those unavailable during data collection due to leave, transfer, or other reasons were not included.

3.5 Data Collection Method and Tools

The study collected primary data with questionnaires and interview schedules. Both data collection instruments were developed through the guidance of the objectives and the research question. Questionnaires were utilized to gather data from the police officers while the interview schedules were used to gather data from employees at the National Police Commission.

3.5.1 Questionnaires for Police Officers

To get information from the police, a questionnaire was utilized. No free-form questions will be asked in this research. Because they promote more uniform replies, closed-ended questions were used. Additionally, comparing responses to other surveys or respondents is a breeze. A multiple-item measurement scale comprised the basis of the questionnaire's design. The study used a five-point Likert scale with a set of predetermined response options. We also gave the staff two weeks to fill out the surveys before collecting them. This gave them plenty of time to think about and answer each question.

3.5.2 Interview Schedule for Commission Employees

Interview schedules were used to collect data from commission employees. The interview schedules permit greater depth of response on the subject to be obtained and allow the respondents to give their opinions concerning the study. The interviews were conducted precisely based on the purposes of the research.

3.5.3 Data Collection Procedure

The researcher requested authorization to collect data from the University in an introduction letter. After getting approval, the researcher visited the National Police Commission Headquarters for an introduction and seeking consent to gather data from the Institution. Researchers informed participants of the study's goals and schedule a time to collect data after receiving the approval. The researcher's next step was to schedule specific times to visit respondents' offices to hand out the data collection tools. The questionnaires were collected in two weeks, while the researcher conducted the interview schedules with the help of research assistants on the agreed dates.

3.6 Validity and Reliability

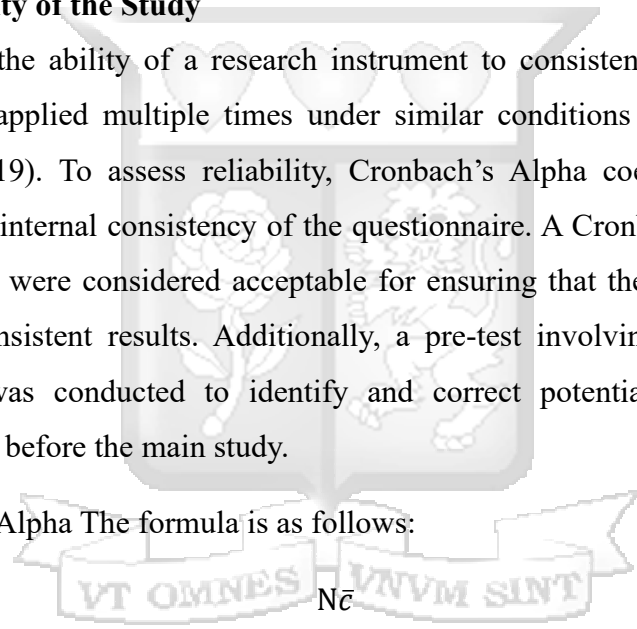
3.6.1 Validity of the Study

Validity refers to the extent to which the research instrument accurately measures the intended variables (Bryman, 2016). In this study, face validity was assessed by seeking expert opinions from professionals and research supervisors to determine whether the instrument appears to measure the intended constructs. Content validity was ensured by reviewing literature and aligning the questionnaire items with the study objectives to confirm comprehensive coverage of key factors affecting disability policy implementation in the National Police Service. A pilot test was conducted to refine ambiguous questions and improve clarity.

3.6.2 Reliability of the Study

Reliability is the ability of a research instrument to consistently produce the same results when applied multiple times under similar conditions (Saunders, Lewis, & Thornhill (2019). To assess reliability, Cronbach's Alpha coefficient was used to determine the internal consistency of the questionnaire. A Cronbach's Alpha value of 0.7 and above were considered acceptable for ensuring that the instrument produces stable and consistent results. Additionally, a pre-test involving a small sample of respondents was conducted to identify and correct potential errors in the data collection tool before the main study.

A Cronbach's Alpha The formula is as follows:


$$\alpha = \frac{N\bar{c}}{\bar{v} + (N - 1)\bar{c}}$$

Where: N is the number of items, \bar{c} is the mean covariance between items and \bar{v} is the mean item variance.

The factors affecting the implementation of the disability policy in the NPS survey had a Cronbach's alpha of 61.19% (0.6119) which was questionable reliability and the 95% confidence interval of (6.07, 8.13).

3.7 Data Analysis and Presentation

According to Cooper and Schindler (2015), data analysis entails sorting and making sense of collected information. Summary, trend, and statistical techniques are all part of data analysis. Qualitative and quantitative information was collected in this study.

Quantitative data analysis was conducted using SPSS version 25, employing both descriptive and inferential statistics. Descriptive statistics, including percentages, frequencies, means, and standard deviations, were used to summarize data and illustrate patterns. Inferential statistics involved correlation analysis, which assessed the relationship between variables at a standard significance level of $p < 0.05$ (Gall, Borg & Gall, 2013). Findings were presented in tables for clarity.

Qualitative data analysis followed a thematic approach, where responses were categorized into key themes based on recurring patterns. Data was coded, grouped, and interpreted to provide insights into officers' perspectives on disability policy implementation. The results were presented in prose format, with direct quotes where necessary to enhance contextual understanding. In addition, to examine the association of one dependent variable and numerous independent factors correlation analysis was used.

3.8 Ethical Consideration

The researcher ensured confidentiality of sensitive information and personal data of participants. This was crucial to prevent unauthorized access or misuse of data (Resnik, 2015). The researcher implemented robust data protection measures and obtained informed consent from participants regarding data usage and confidentiality. The researcher also sought approval from the Strathmore University Research Ethics Committee and the National Commission for Science, Technology, and Innovation (NACOSTI).

The researcher obtained voluntary and informed consent from participants, especially when collecting sensitive information regarding the implementation of the disability policy. Participants were fully informed about the purpose of the study, potential risks and benefits, and their right to withdraw participation at any time without consequences.

The investigator ensured fair treatment of all participants throughout the study, avoiding any form of discrimination or coercion. This included respecting participants' autonomy, dignity, and cultural sensitivities, as well as providing equal opportunities for participation.

The researcher maintained the accuracy and integrity of research findings, which was essential to avoid misrepresentation or manipulation of data (Shamoo & Resnik, 2015). The researcher also adhered to rigorous methodological standards, transparently reported findings, and acknowledged limitations to prevent misleading interpretations.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter focuses on analyzing and presenting the findings of the study on the implementation of disability policies within the National Police Service in Kenya. The chapter delves into the insights gathered from the data and interprets them in the context of policy implementation challenges. The goal is to critically assess factors affecting the effective adoption of disability-inclusive measures and to provide a foundation for recommendations aimed at enhancing these efforts. The study utilizes both descriptive statistics to summarize key trends and inferential statistics through multiple linear regression analysis to understand the relationships between variables. The presentation of the findings is structured to ensure clarity and depth, covering both direct quantitative outcomes and potential gaps in understanding and implementing the disability policy in the National Police

4.2 Primary Data Findings Service

Primary data was collected from police officers in the National Police Commission Headquarters. The data obtained from the survey and the consequent analysis of findings are presented below.

4.2.1 Response Rate

The study issued 156 questionnaires to police officers out of which 131 were successfully filled and returned. This represented an 84% response rate. However, 16% response rate was not received because the 25 questions were not correctly filled by the police officers. The researcher also issued out 70 interview schedules to the employees at the NPSC Headquarters out of which 51 interviews session were successfully and the correctly filled interviews were returned for analysis representing 73% response rate. According to Draugalis (2018) a response rate of a response rate of 70% or higher is generally considered excellent. Therefore, the response rate of 89% was highly acceptable. Figure 4.1 illustrates this.

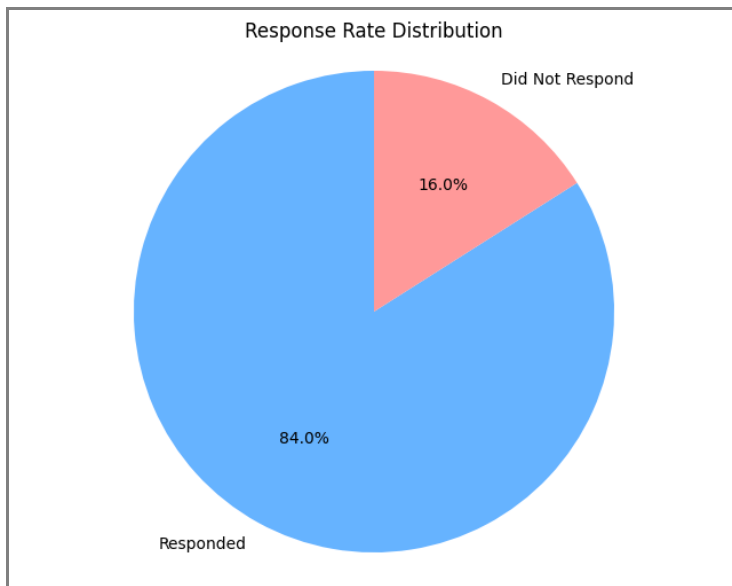


Figure 4. 1: Response rate

4.2.2 Profile of Respondents

This section provides details of respondents regarding their perceptions and experiences with the implementation of disability policies within the National Police Service in Kenya. The study analyzed the respondents in terms of their gender, age, length of service and their familiarity with policy frameworks, availability of resources, the role of administrative structures and the utilization of data driven decision making for policy implementation. These characteristics provide essential context for understanding the factors influencing policy implementation, as detailed in the following sections.

4.2.2.1 Gender of the Respondents

The researcher asked the respondents to indicate their gender. The findings were as indicated in table 4.1

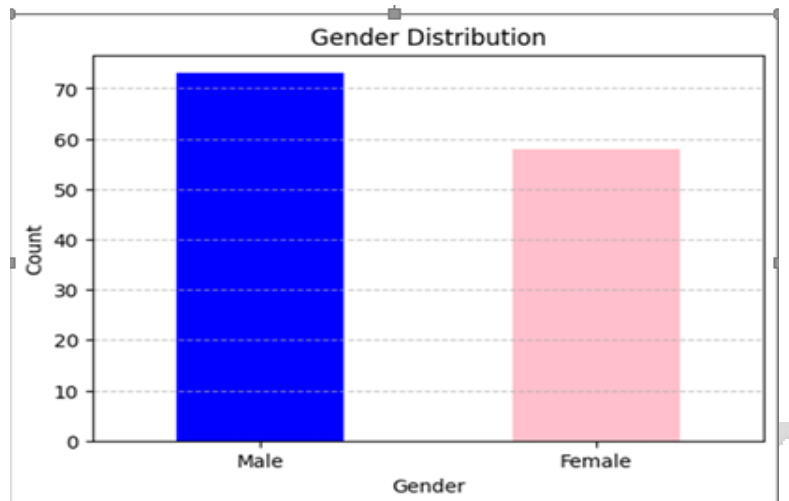


Figure 4. 2: Gender of the Respondents

Source: Research Data (2025)

The distribution of respondents by gender shows that 56% were male, while 44% were female.

4.2.2.2 Age Bracket of the Respondents

The researcher asked the respondents to indicate their age brackets. The findings were as indicated table 4.2

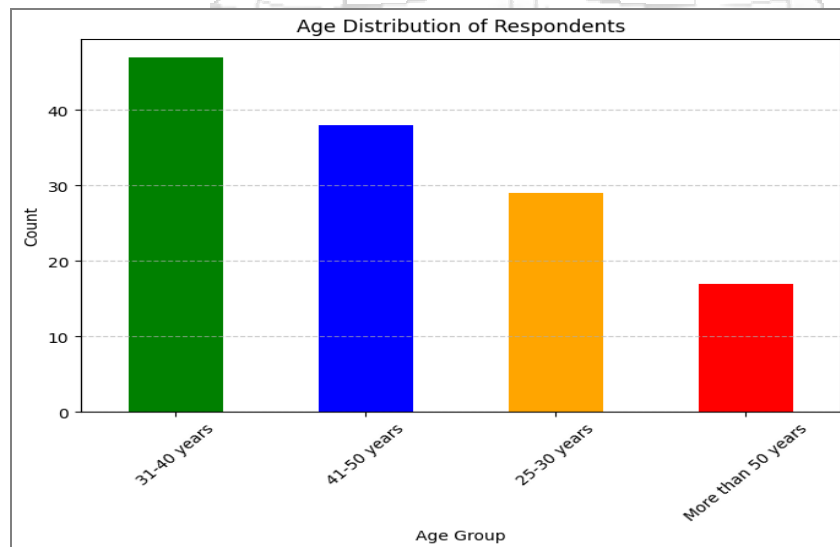


Figure 4. 3: Age Bracket of the Respondents

Source: Research Data (2025)

The study captured officers across different age groups, with 22% aged 25-30 years, 36% aged 31-40 years, 29% aged 41-50 years, and 13% aged more than 50 years.

4.2.2.3 Length of Service in the National Police Service

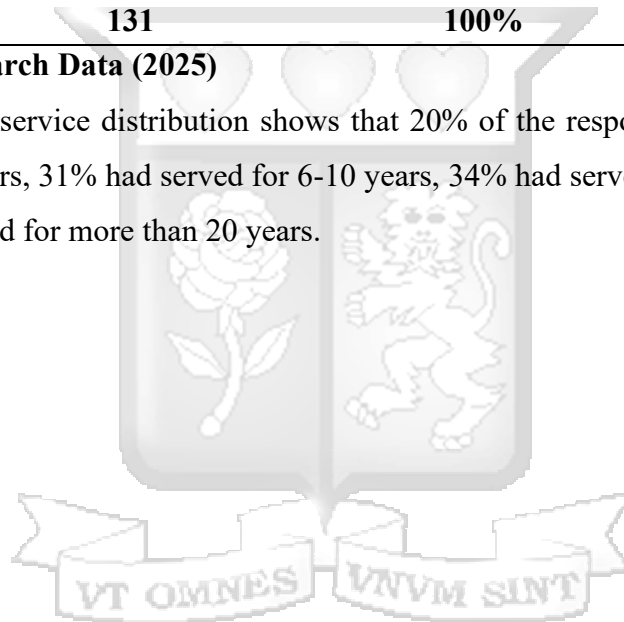
The researcher asked the respondents to indicate length of service on the national age brackets. The findings were as indicated in table 4.1

Table 4. 1: Length of Service in the National Police Service

Duration of Service	Frequency	Percentage
Less than 5 years	26	20%
6-10 years	41	31%
11-20 years	45	34%
More than 20 years	19	15%
Total	131	100%

Source: Research Data (2025)

The length of service distribution shows that 20% of the respondents had served for less than 5 years, 31% had served for 6-10 years, 34% had served for 11-20 years, and 15% had served for more than 20 years.



4.3 Analysis on Study Variables

4.3.1 Adequacy of Resources in the Implementation of the Disability Policy

The researcher asked respondents to indicate their level of agreement with the adequacy of resources in the implementation of the disability policy. The findings were as indicated in table 4.2

Table 4. 2 : Adequacy of Resources in the Implementation of the Disability Policy

Adequacy Resources	A	N	D	SD	Mean	Std
Inadequate funding may lead to a lack of accessible infrastructure for officers with disabilities within police stations	62	20	11	7	3.892	1.127
Inadequate funding may lead to a lack of accessible facilities and hinder the mobility and participation of police officers with disabilities?	63	19	13	5	3.931	1.098
Inadequate funding may limit the development and execution of training programs that sensitize police officers to disability issues	63	21	11	5	3.885	1.143
Insufficient resources may limit the implementation of assistive technologies, making it challenging for officers with disabilities to perform their duties efficiently	64	22	9	5	3.909	1.112
Inadequate funding may hinder modifications to workspaces making it difficult for officers with disabilities to perform their duties effectively	63	23	10	4	3.894	1.135
Limited access to healthcare services and rehabilitation facilities negatively impacts the overall well-being and occupational health of police officers with disabilities?	64	21	9	6	3.909	1.121
Inadequate mental health support resources are detrimental, as police officers may face additional stressors due to the intersection of disability	62	21	11	6	3.885	1.154
Inadequate resources hinder the implementation of targeted recruitment initiatives to attract individuals with disabilities to the police services	62	22	11	5	3.931	1.105
Inadequate resources may limit the capacity for proper monitoring and evaluation of the implementation of disability policies	63	21	10	6	3.916	1.118

Source: Research Data (2025)

According to the findings, 62% of the respondents agreed, 20% were neutral, 11% disagreed, while 6% strongly disagreed that inadequate funding may lead to a lack of accessible infrastructure for officers with disabilities within police stations, with a mean of 3.892 and a standard deviation of 1.127. This implies that financial constraints negatively impact the availability of inclusive infrastructure, limiting accessibility for officers with disabilities.

The study revealed that 63% of the respondents agreed, 19% were neutral, 13% disagreed, while 5% strongly disagreed that inadequate funding may lead to a lack of accessible facilities and hinder the mobility and participation of police officers with disabilities, with a mean of 3.931 and a standard deviation of 1.098. This implies that lack of financial resources restricts the development of inclusive facilities, making it difficult for officers with disabilities to navigate their work environment effectively. The findings also indicate that 63% agreed, 21% were neutral, 11% disagreed, while 5% strongly disagreed that inadequate funding may limit the development and execution of training programs that sensitize police officers to disability issues, with a mean of 3.885 and a standard deviation of 1.143. This implies that financial constraints hinder awareness programs, reducing the effectiveness of disability policies within the police service.

Regarding assistive technologies, 64% agreed, 22% were neutral, 9% disagreed, while 5% strongly disagreed that insufficient resources may limit the implementation of assistive technologies, making it challenging for officers with disabilities to perform their duties efficiently, with a mean of 3.909 and a standard deviation of 1.112. This implies that the lack of funding for assistive technologies limits productivity and operational efficiency for officers with disabilities. Similarly, 63% agreed, 23% were neutral, 10% disagreed, while 4% strongly disagreed that inadequate funding may hinder modifications to workspaces, making it difficult for officers with disabilities to perform their duties effectively, with a mean of 3.894 and a standard deviation of 1.135. This implies that financial constraints prevent necessary adaptations to the workspace, reducing accessibility and efficiency for officers with disabilities.

The study findings further revealed that 29% agreed, 21% were neutral, 9% disagreed, while 6% strongly disagreed that limited access to healthcare services and rehabilitation facilities negatively impacts the overall well-being and occupational health of police officers with disabilities, with a mean of 3.909 and a standard deviation of 1.121. This implies that inadequate resources for medical and rehabilitative services compromise the physical and mental well-being of police officers with disabilities. Regarding mental health, 62% agreed, 21% were neutral, 11% disagreed, while 6% strongly disagreed that inadequate mental health support resources are detrimental, as police officers may face additional stressors due to the intersection of disability, with a mean of 3.885 and a standard deviation of 1.154. This

implies that insufficient resources for mental health support exacerbate stress and workplace challenges for officers with disabilities.

On the issue of recruitment, 62% of the respondents agreed, 22% were neutral, 11% disagreed, while 5% strongly disagreed that inadequate resources hinder the implementation of targeted recruitment initiatives to attract individuals with disabilities to the police services, with a mean of 3.931 and a standard deviation of 1.105. This implies that financial limitations prevent inclusive recruitment efforts, reducing diversity within the police force.

Finally, 63% of the respondents agreed, 21% were neutral, 10% disagreed, while 6% strongly disagreed that inadequate resources may limit the capacity for proper monitoring and evaluation of the implementation of disability policies, with a mean of 3.916 and a standard deviation of 1.118. This implies that a lack of funding constrains efforts to assess and improve disability policy implementation.

The researcher sought to determine how the inadequacy of resources affects the implementation of the Disability Policy. Two employees in the NPS stated that *“The inadequacy of resources significantly hinders the effective implementation of the Disability Policy.* Another employee noted that *“Lack of accessible infrastructure, such as ramps and elevators, limits mobility for officers and visitors with disabilities”.* Another respondent emphasized that *“Assistive devices, such as hearing aids and Braille materials, are often unavailable, making it difficult for employees with disabilities to perform their duties effectively”.* Three employees mentioned that *“Vehicles adapted for individuals with disabilities are insufficient, making field operations challenging”.* Furthermore, two respondents indicated that *“Office spaces lack the necessary modifications to accommodate employees with disabilities”.* Overall, five employees agreed that resource constraints create systemic barriers to policy execution and inclusiveness in the workplace.

The researcher sought to examine how insufficient budget allocation affects the implementation of the Disability Policy. One of the employees in the NPS highlighted that *“Insufficient budget allocation restricts the effective execution of the Disability Policy. One participant noted that without adequate funding, the organization struggles to procure essential assistive technologies”.* Another employee stated that *“Budget limitations prevent the adaptation of police stations to be more disability-*

friendly". Two employees argued that "*Financial constraints hinder the recruitment and retention of professionals trained in disability inclusion*". Furthermore, one respondent indicated that "*Budgetary restrictions limit awareness campaigns and disability-related training programs*". Overall, four employees agreed that budgetary inadequacies create significant obstacles to implementing the Disability Policy in the NPS.

The researcher sought to explore how inadequate training and capacity building impact the implementation of the Disability Policy. Four employees in the NPS stated that *inadequate training and capacity building negatively impact the implementation of the Disability Policy*". One respondent explained that "*Most officers are not well-informed about how to interact with individuals with disabilities, leading to unintentional discrimination*". Another employee highlighted that "*Officers lack the skills to use assistive communication devices effectively*". Two employees mentioned that "*There are limited training opportunities to sensitize officers on disability rights and legal frameworks*". Additionally, one respondent noted that "*Specialized training for handling emergencies involving persons with disabilities is lacking*". Overall, five employees emphasized that without proper training and capacity building, the Disability Policy remains largely ineffective in practice.



4.3.2 Administration Factors Influencing the Implementation of the Disability Policy

The researcher asked police officers to indicate their level of agreement with the administration factors influencing the implementation of the disability policy. The findings were as indicated in table 4.5

Table 4. 3: Administration Factors influencing the Implementation of the Disability Policy

Administrative Factors	A	N	D	SD	Mean	Std
Lack of clear and detailed guidelines leads to confusion and misinterpretation which negatively affects the implementation of disability policy in the national police service	63	20	12	5	3.939	1.084
Resistant organizational culture impedes the acceptance and implementation of disability policies.	62	21	11	6	3.916	1.108
Resistance to changes among senior officers undermines the commitment to inclusivity and impedes policy implementation.	62	21	10	7	3.924	1.102
Inadequate information on disability issues among administrators leads to absence of consciousness and comprehending of the unique trials faced by colleagues with disabilities.	63	21	11	5	3.909	1.121
Training programs are ineffective in sensitizing officers to the needs of colleagues with disabilities, resulting in discriminatory behavior and exclusion.	62	21	9	8	3.894	1.135
Lack of legal protection and consequences for discriminatory actions leave officers with disabilities without sufficient recourse	62	22	10	6	3.931	1.105
Lack of tools or systems for monitoring the implementation of disability policies can result in difficulties in tracking progress and addressing emerging issues	62	23	9	6	3.916	1.118
Challenges in coordinating efforts with external agencies, such as disability advocacy groups, result in a less comprehensive approach to disability policy implementation	62	22	11	5	3.924	1.102

Source: Research Data (2025)

The findings revealed that 63% of the respondents agreed, 20% were neutral, 12% disagreed, and 5% strongly disagreed that a lack of clear and detailed guidelines leads

to confusion and misinterpretation, negatively affecting the implementation of the disability policy in the national police service. The statement had a mean of 3.939 and a standard deviation of 1.084. Regarding the impact of a resistant organizational culture on the acceptance and implementation of disability policies, 62% of the respondents agreed, 21% were neutral, 11% disagreed, and 6% strongly disagreed. The statement recorded a mean of 3.916 and a standard deviation of 1.108.

On resistance to changes among senior officers undermining the commitment to inclusivity and impeding policy implementation, 62% of the respondents agreed, 21% were neutral, 10% disagreed, and 7% strongly disagreed. The mean was 3.924, with a standard deviation of 1.102. Inadequate information on disability issues among administrators leading to an absence of consciousness and understanding of the unique challenges faced by colleagues with disabilities was strongly agreed upon by 63% of the respondents agreed, 21% were neutral, 11% disagreed, and 5% strongly disagreed. The mean was 3.909, and the standard deviation was 1.121. The findings further showed that 62% of the respondents agreed, 21% were neutral, 9% disagreed, and 8% strongly disagreed that training programs are ineffective in sensitizing officers to the needs of colleagues with disabilities, resulting in discriminatory behavior and exclusion. The mean score was 3.894, with a standard deviation of 1.135.

On the lack of legal protection and consequences for discriminatory actions leaving officers with disabilities without sufficient recourse, 62% of the respondents agreed, 22% were neutral, 10% disagreed, and 6% strongly disagreed. The mean score was 3.931, with a standard deviation of 1.105. The study also found that 62% of the respondents agreed, 23% were neutral, 9% disagreed, and 6% strongly disagreed that a lack of tools or systems for monitoring the implementation of disability policies can result in difficulties in tracking progress and addressing emerging issues. The mean score was 3.916, with a standard deviation of 1.118.

Finally, 62% of the respondents agreed, 22% were neutral, 11% disagreed, and 5% strongly disagreed that challenges in coordinating efforts with external agencies, such as disability advocacy groups, result in a less comprehensive approach to disability policy implementation. The statement recorded a mean of 3.924 and a standard deviation of 1.102.

The researcher sought to determine how policy clarity and communication influence the implementation of the Disability Policy. Three employees in the NPS stated that *“Unclear policy guidelines and poor communication negatively affect the implementation of the Disability Policy”*. One respondent noted that *“Some officers are unaware of the existence of the policy due to insufficient dissemination of information”*. Another employee explained that *“Policy documents often use technical language that is difficult for officers to interpret correctly”*. Two employees mentioned that *“There is no structured mechanism for communicating updates on disability-related policies and procedures”*. Additionally, one respondent emphasized that *“Miscommunication leads to inconsistent application of the policy across different units”*. Overall, four employees agreed that *“Improving policy clarity and communication is crucial for effective implementation”*.

The researcher sought to analyze how timeliness in policy implementation affects the Disability Policy. Two employees in the NPS noted that *“Delays in implementing the Disability Policy hinder its effectiveness”*. One respondent explained that *“Slow policy execution results in prolonged discrimination and exclusion of officers with disabilities”*. Another employee highlighted that *“Timely allocation of resources is necessary to ensure that disability-friendly infrastructure is put in place”*. Three employees mentioned that *“Delays in training and awareness campaigns reduce the readiness of officers to implement disability-inclusive practices”*. Furthermore, one respondent argued that *“Bureaucratic processes slow down necessary adjustments, such as modifying police stations to improve accessibility”*. Overall, five employees emphasized that *“Timely implementation is essential for the Disability Policy to have a meaningful impact”*.

4.3.3 Awareness of the Officers with Respect to the Disability Policy

The researcher asked police officers to indicate their level of agreement with the awareness of the officers with respect to the disability policy. The findings were as indicated in table 4.6

Table 4. 4: Awareness of the Officers with Respect to the Disability Policy

Awareness	A	N	D	SD	Mean	Std
Officers who are familiar with the disability policy can make more informed decisions in their interactions with individuals with disabilities	63	19	11	7	3.947	1.073
Policy familiarity enhances officers' confidence and competence in handling situations involving individuals with disabilities.	63	20	11	6	3.931	1.098
Practical application of disability policies in daily law enforcement activities ensures that the policies have a tangible impact on the ground	63	21	10	7	3.916	1.108
Officers who consistently apply disability policies contribute to improved relations with the community.	63	21	9	7	3.909	1.121
Officers with positive attitudes towards individuals with disabilities are highly likely to engage in respectful and empathetic interactions thus fostering trust.	53	10	6		3.924	1.102
Positive attitudes contribute to reducing the stigmatization of individuals with disabilities, promoting a more inclusive and supportive environment.	64	19	11	5	3.931	1.098

Source: Research Data (2025)

According to the findings, 63% of the respondents agreed, 19% were neutral, 11% disagreed, and 7% strongly disagreed that officers who are familiar with the disability policy can make more informed decisions in their interactions with individuals with disabilities, with a mean of 3.947 and a standard deviation of 1.073. This implies that policy awareness among officers enhances their ability to handle situations involving individuals with disabilities effectively. The results also showed that 63% of the respondents agreed, 20% were neutral, 11% disagreed, and 6% strongly disagreed that policy familiarity enhances officers' confidence and competence in handling situations involving individuals with disabilities, with a mean of 3.931 and a standard deviation of 1.098. This implies that officers who understand the disability policy are better equipped to handle disability-related situations with confidence.

Similarly, 63% of the respondents agreed, 21% were neutral, 10% disagreed, and 7% strongly disagreed that the practical application of disability policies in daily law enforcement activities ensures that the policies have a tangible impact on the ground, with a mean of 3.916 and a standard deviation of 1.108. This suggests that effective policy implementation translates into meaningful changes in how law enforcement officers interact with individuals with disabilities. Moreover, 63% of the respondents agreed, 21% were neutral, 9% disagreed, and 7% strongly disagreed that officers who consistently apply disability policies contribute to improved relations with the community, with a mean of 3.909 and a standard deviation of 1.121. This implies that adherence to disability policies fosters positive relationships between law enforcement officers and the communities they serve.

The findings further revealed that 53% of the respondents agreed, 22% were neutral, 10% disagreed, and 6% strongly disagreed that officers with positive attitudes towards individuals with disabilities are highly likely to engage in respectful and empathetic interactions, thus fostering trust, with a mean of 3.924 and a standard deviation of 1.102. This indicates that officers' attitudes play a crucial role in ensuring that individuals with disabilities are treated with dignity and respect.

Finally, 64% of the respondents agreed, 19% were neutral, 11% disagreed, and 5% strongly disagreed that positive attitudes contribute to reducing the stigmatization of individuals with disabilities, promoting a more inclusive and supportive environment, with a mean of 3.931 and a standard deviation of 1.098. This implies that fostering

positive perceptions about disabilities within the police force can help eliminate stigma and create a more welcoming atmosphere for individuals with disabilities.

The researcher sought to assess the impact of stakeholder collaboration on the execution of the Disability Policy. Three employees in the NPS stated that *“Stakeholder collaboration is vital for the successful execution of the Disability Policy”*. One respondent explained that *“Partnerships with disability advocacy groups provide valuable insights into best practices”*. Another employee mentioned that *“Collaboration with government agencies enhances access to funding and technical support”*. Two employees noted that *“Engaging civil society organizations promotes awareness and accountability in policy implementation”*. Furthermore, one respondent emphasized that *“Cooperation with international bodies facilitates benchmarking and adoption of global disability inclusion standards”*. Overall, four employees agreed that *“Fostering strong stakeholder collaborations strengthens the execution of the Disability Policy”*.

4.3.4 Data Driven Decisions in the Implementation of the Policy

The researcher asked police officers to indicate their level of agreement with the data driven decisions in the implementation of the policy. The findings were as indicated in table 4.7



Table 4. 5: Data Driven Decisions in the Implementation of the Policy

Data-Driven Decisions	A	N	D	SD	Mean	Std
There is sufficient availability of data on officers with disabilities to support decision-making.	62	21	10	7	3.931	1.105
The National Police Service conducts regular disability needs assessments to inform policy implementation.	64	21	7	8	3.909	1.121
Decision-making regarding disability inclusion is based on reliable and up-to-date data.	63	19	11	7	3.916	1.108
Data collected on officers with disabilities is effectively utilized in policy development and implementation.	66	18	12	4	3.939	1.084
There is a centralized system for collecting and managing disability-related data within the National Police Service.	62	22	10	6	3.924	1.102
The current data collection methods accurately capture the specific needs of officers with disabilities	63	21	10	6	3.916	1.118
The organization has trained personnel to analyze and interpret disability-related data for policy decisions.	62	14	11	5	3.924	1.102
Data-driven decision-making has improved the implementation of disability policies in the National Police Service.	72	17	7	4	3.916	1.108

Source: Research Data (2025)

According to the findings, 62% agreed, 21% were neutral, 10% disagreed, while 7% strongly disagreed that there is sufficient availability of data on officers with disabilities to support decision-making. The statement recorded a mean of 3.931 and a standard deviation of 1.105. This implies that while a significant proportion of police officers acknowledge the availability of disability-related data, a notable percentage remain uncertain or disagree, indicating a potential gap in accessibility or utilization. Regarding whether the National Police Service conducts regular disability needs assessments to inform policy implementation, 64% of the respondents agreed, 21% were neutral, 7% disagreed, while 8% strongly disagreed. The statement had a mean of 3.909 and a standard deviation of 1.121. These findings suggest that while most respondents perceive that assessments are conducted, a significant proportion remain unsure or disagree, pointing to the necessity for enhanced transparency in these processes.

For decision-making regarding disability inclusion being based on reliable and up-to-date data, 63% of the respondents agreed, 19% were neutral, 11% disagreed, while 7% strongly disagreed. The mean score for this statement was 3.916, with a standard deviation of 1.108. This indicates a generally positive perception, though the presence of neutral and disagreeing responses suggests concerns about the timeliness and reliability of disability data.

With respect to the effective utilization of data collected on officers with disabilities in policy development and implementation, 66% of the respondents agreed, 18% were neutral, 12% disagreed, while 4% strongly disagreed. This statement yielded a mean of 3.939 and a standard deviation of 1.084. The findings suggest a moderate level of confidence in data utilization, though some respondents express doubt. On whether there is a centralized system for collecting and managing disability-related data within the National Police Service, 62% of the respondents agreed, 22% were neutral, 10% disagreed, while 6% strongly disagreed. The mean score was 3.924, with a standard deviation of 1.102. This indicates a mixed perception, with some uncertainty about the existence or efficiency of a centralized system.

When asked if the current data collection methods accurately capture the specific needs of officers with disabilities, 63% of the respondents strongly agreed, 33% agreed, 21% were neutral, 10% disagreed, while 6% strongly disagreed. The statement recorded a mean of 3.916 and a standard deviation of 1.118. These findings suggest that while many respondents perceive data collection as effective, there remains skepticism about whether it truly captures the nuanced needs of officers with disabilities. Regarding whether the organization has trained personnel to analyze and interpret disability-related data for policy decisions, 62% of the respondents agreed, 14% were neutral, 11% disagreed, while 5% strongly disagreed. This statement had a mean of 3.924 and a standard deviation of 1.102. These findings imply that while many respondents acknowledge the presence of trained personnel, there is still uncertainty about their effectiveness. Finally, for the statement that data-driven decision-making has improved the implementation of disability policies in the National Police Service, 72% of the respondents agreed, 17% were neutral, 7% disagreed, while 4% strongly disagreed. The mean score was 3.916, with a standard deviation of 1.108. This suggests a generally positive outlook on data-driven decision-

making, but the presence of neutral and disagreeable responses signals that further improvements may be needed.

The researcher sought to explore the influence of policy familiarity on the execution of the Disability Policy. Four employees in the NPS stated that *“Lack of familiarity with the Disability Policy hampers its execution”*. One respondent noted that *“Many officers are unaware of the specific provisions and requirements of the policy”*. Another employee explained that *“Without proper orientation, officers fail to apply disability-friendly approaches in their duties”*. Two employees highlighted that *“The absence of regular policy briefings contributes to limited awareness and compliance”*. Additionally, one respondent emphasized that knowledge gaps create inconsistencies in how the policy is implemented across various police units. Overall, five employees agreed that increasing policy awareness through training and dissemination would enhance its execution.

4.3.5 Implementation of Disability Policy

The researcher asked police officers to indicate their level of agreement with the implementation of disability policy. The findings were as indicated in table 4.8

Table 4. 6: Implementation of Disability Policy

Implementation of Disability Policy	A	N	D	SD	Mean	Std
The number of disabled officers working within the police service has increased over the years	62	19	12	7	3.947	1.073
There is an improvement in the social welfare of disabled officers working within the police service	15	10	34	41	3.931	1.098
There is an improvement in the physical infrastructure to accommodate disabled officers	16	21	33	30	3.916	1.108
There are clear and updated records of disabled officers working within the police services	17	20	31	32	3.939	1.084
There is a clear procedure for handling officers who become disabled in the line of duty	16	22	31	31	3.924	1.102

Source: Research Data (2025)

According to the findings, 62% of the respondents agreed, 19% were neutral, 12% disagreed, while 7% strongly disagreed that the number of disabled officers working within the police service has increased over the years. The statement recorded a mean of 3.947 and a standard deviation of 1.073. This suggests that while many officers recognize an increase in disabled officers within the police service, a notable

proportion remain undecided or disagree, possibly indicating gaps in recruitment transparency or accessibility. Regarding whether there is an improvement in the social welfare of disabled officers working within the police service, 6% of the respondents, 15% agreed, 10% were neutral, 34% disagreed, while 41% strongly disagreed. The statement had a mean of 3.931 and a standard deviation of 1.098. These findings indicate that while a majority perceive improvements in social welfare, a significant proportion remain neutral or disagree, implying potential inconsistencies in welfare policies.

On whether there is an improvement in the physical infrastructure to accommodate disabled officers, 16% of the respondents agreed, 10% agreed, 21% were neutral, 33% disagreed, while 30% strongly disagreed. The statement recorded a mean of 3.916 and a standard deviation of 1.108. This suggests that while infrastructure improvements are acknowledged, some respondents remain uncertain or dissatisfied, possibly due to inadequate implementation or slow progress. With respect to whether there are clear and updated records of disabled officers working within the police service, 17% of the respondents agreed, 12% agreed, 20% were neutral, 31% disagreed, while 32% strongly disagreed. The statement yielded a mean of 3.939 and a standard deviation of 1.084. The findings suggest that while many respondents believe that record-keeping systems are in place, a notable percentage remain neutral or disagree, possibly due to inefficiencies in data management.

Regarding whether there is a clear procedure for handling officers who become disabled in the line of duty, 16% of the respondents agreed, 22% were neutral, 31% disagreed, while 31% strongly disagreed. The statement had a mean of 3.924 and a standard deviation of 1.102. These findings suggest a relatively positive perception of procedural clarity, although some respondents' express uncertainty or disagreement, indicating a need for further policy refinement and awareness.

The researcher sought to explore the influence of policy familiarity on the execution of the Disability Policy. Four employees in the NPS stated that "*Lack of familiarity with the Disability Policy hampers its execution*". One respondent noted that "*Many officers are unaware of the specific provisions and requirements of the policy*". Another employee explained that "*Without proper orientation, officers fail to apply disability-friendly approaches in their duties*". Two employees highlighted that the

“Absence of regular policy briefings contributes to limited awareness and compliance”. Additionally, one respondent emphasized that “Knowledge gaps create inconsistencies in how the policy is implemented across various police units”. Overall, five employees agreed that increasing policy awareness through training and dissemination would enhance its execution.

4.4 Correlational analysis across different factors

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient (r) measures the strength of the association between the two variables.’

Table 4. 7: Correlation Matrix

Correlations

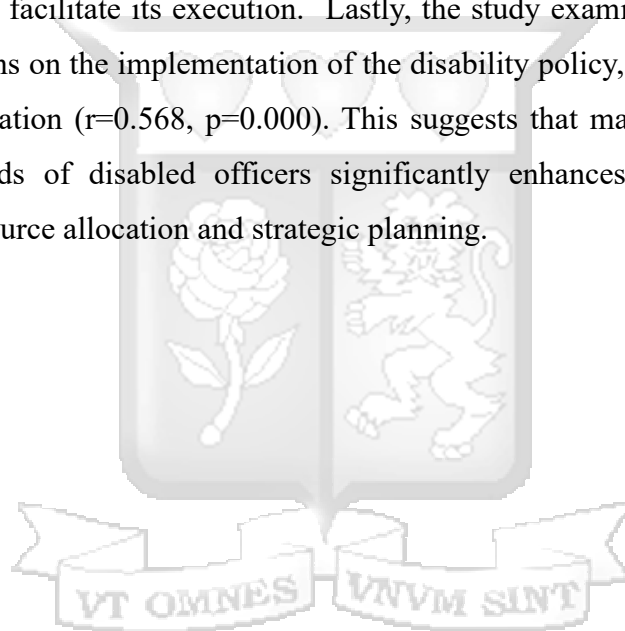
		Implement ation of the policy	Adequacy of resources	Administra tion factors	Awarene ss of the officers	Data driven decisions
Implementation of the policy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	131				
Adequacy of resources	Pearson Correlation	-.534*	1			
	Sig. (2-tailed)	.000				
	N	131	131			
Administration factors	Pearson Correlation	.623*	.314*	1		
	Sig. (2-tailed)	.000	.000			
	N	131	131	131		
Awareness of the officers	Pearson Correlation	.413*	.649*	.335*	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	131	131	131	131	
Data driven decisions	Pearson Correlation	.568*	.390*	.585*	.531*	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	131	131	131	131	131

** . Correlation is significant at the 0.01 level (2-tailed).

The study assessed the adequacy of resources in the implementation of the disability policy and found a significant negative correlation ($r=-0.534$, $p=0.000$) between resource constraints and the successful execution of the policy. This suggests that as resource inadequacy increases, the implementation of disability policies is hindered.

The study also analyzed the effect of administrative factors on the implementation of the disability policy, revealing a strong positive correlation ($r=0.623$, $p=0.000$). This indicates that effective administrative structures, leadership commitment, and coordination enhance the successful implementation of disability policies. These findings support Miller and Rodriguez (2019), who established that strong administrative leadership is a key driver of disability policy effectiveness.

The level of awareness among officers was assessed to determine its influence on the implementation of the disability policy. The study found a significant positive correlation ($r=0.413$, $p=0.000$) between awareness and policy implementation. This implies that officers who are well-informed about the disability policy are more likely to support and facilitate its execution. Lastly, the study examined the effect of data-driven decisions on the implementation of the disability policy, revealing a significant positive correlation ($r=0.568$, $p=0.000$). This suggests that maintaining accurate and updated records of disabled officers significantly enhances policy execution by informing resource allocation and strategic planning.



CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a comprehensive overview of the study's findings and their implications. This section examines the key results in relation to the research objectives and existing literature, highlighting critical insights into the factors influencing the implementation of disability policies. The conclusions summarize the main outcomes, providing a definitive understanding of the research. Finally, the recommendations propose actionable strategies for addressing the identified challenges and enhancing policy effectiveness within the National Police Service. This chapter aims to bridge the gap between research insights and practical applications, contributing to the advancement of inclusive practices.

5.2 Summary of findings

This section summarizes the key findings of the study, providing a concise overview of the factors influencing the implementation of disability policies within the National Police Service in Kenya. The findings are categorized based on the study objectives and data analysis.

5.2.1 Inadequacy of Resources in the Implementation of the Disability Policy

The study found out that the inadequacy of resources significantly hampers the implementation of the disability policy within the National Police Service. From the findings, it was evident that financial constraints negatively impact the availability of accessible infrastructure, making it difficult for officers with disabilities to navigate police stations. This aligns with previous studies indicating that limited budget allocations hinder the construction of disability-friendly facilities, reducing accessibility and participation for employees with disabilities.

The study further found that inadequate funding restricts the development of inclusive facilities, which in turn hinders the mobility and participation of officers with disabilities. This demonstrates that financial constraints create barriers that prevent effective delivery and inclusivity. Similarly, insufficient budgetary allocations were found to limit the execution of training programs aimed at sensitizing officers to

disability-related issues. The lack of such programs perpetuates stigma and exclusion, making it harder for officers with disabilities to integrate into the workforce.

From the findings, it was also evident that insufficient resources hinder the implementation of assistive technologies, making it challenging for officers with disabilities to perform their duties efficiently. The study revealed that a lack of funding for essential devices such as screen readers, wheelchairs, and adaptive communication tools forces officers to rely on personal resources, thereby increasing financial strain. Additionally, inadequate funding was found to limit modifications to workspace, reducing accessibility and efficiency for officers with disabilities. Without the necessary adaptations, these officers struggle to perform their duties effectively, leading to lower job satisfaction and productivity.

The study also found out that limited access to healthcare services and rehabilitation facilities negatively affects the overall well-being of officers with disabilities. The lack of specialized medical support compromises both their physical and mental health, reducing career longevity and overall job performance. Furthermore, insufficient resources for mental health support were found to exacerbate stress among officers with disabilities. Without adequate psychological services, affected officers face increased emotional distress and workplace challenges, which in turn impact their effectiveness and morale.

Additionally, the study found out that insufficient budget allocations directly impact the implementation of the disability policy by restricting the procurement of assistive technologies and the adaptation of police stations to be more inclusive. Budgetary constraints also hinder the recruitment and retention of professionals trained in disability inclusion, further complicating policy execution. Finally, the study found that inadequate training and capacity building negatively affect the implementation of the disability policy. The lack of proper training means that most officers are not well-informed about how to interact with individuals with disabilities, leading to unintentional discrimination. Limited sensitization programs on disability rights and legal frameworks further contribute to this challenge, making it difficult for officers with disabilities to receive fair treatment in the workplace. Without adequate training, disability policies remain largely ineffective in practice.

The findings agree with those of Kamau (2019), who found that limited budget allocations in Kenya's public institutions hinder the construction of disability-friendly infrastructure, reducing accessibility and participation for employees with disabilities. The study highlighted that inadequate investment in adaptive environments creates structural barriers, affecting overall productivity and job satisfaction. The findings also agree with those of Njoroge (2021), who found that insufficient funding for assistive devices such as screen readers, wheelchairs, and adaptive communication tools in public service institutions hinders the effective inclusion of employees with disabilities. The study emphasized that inadequate investment in assistive technologies forces officers with disabilities to rely on personal resources, increasing financial strain. Furthermore, the findings indicated that the findings agree with those of Wanjala (2017), who found that insufficient resources limit the restructuring of office spaces in Kenyan government institutions, preventing the effective accommodation of employees with disabilities. The study further highlighted that a lack of workplace modifications forces employees with disabilities to work under unfavorable conditions, increasing job dissatisfaction and absenteeism.

The findings strongly support the resource dependency theory, which posits that organizations are constrained by the availability of external resources such as funding, infrastructure, and support services. In the case of the National Police Service, the lack of adequate financial and material resources significantly impedes the effective implementation of the disability policy. The study revealed that financial constraints hindered the installation of accessible infrastructure and the procurement of assistive technologies, which are essential for promoting mobility, productivity, and inclusion of officers with disabilities. The inability to provide disability-friendly facilities and programs, including training and targeted recruitment, confirms the theory's assertion that dependence on limited external resources restricts organizational performance. Thus, the theory helps explain how resource scarcity leads to systemic barriers, marginalizing officers with disabilities within the service.

5.2.2 Administration Factors Influencing the Implementation of the Disability Policy

The study found out that the absence of clear and detailed guidelines leads to confusion and misinterpretation, which negatively affects policy implementation. Without structured directives, officers struggle to understand and enforce the

necessary provisions, thereby hindering effective execution. Additionally, the study found that weak enforcement mechanisms contribute to poor policy implementation. The lack of accountability measures allows for inconsistencies in how disability policies are applied, resulting in ineffective inclusion strategies. This aligns with previous research, which established that strong administrative oversight is necessary to ensure compliance with disability regulations.

From the findings, it was evident that inadequate administrative commitment further weakens the implementation of the disability policy. The study revealed that some administrators do not prioritize disability inclusion due to competing organizational demands. This lack of institutional support reduces the effectiveness of policy execution and limits the provision of necessary accommodation for officers with disabilities. Another key finding was that bureaucratic inefficiencies slow down the implementation process. The study found that complex administrative procedures make it difficult for officers with disabilities to access the resources and services they require. Delays in approving workplace modifications, assistive technologies, and specialized training programs further hinder the effectiveness of disability policies.

The study also found that limited interdepartmental coordination negatively affects the implementation of the disability policy. Poor communication between various police departments results in fragmented efforts, making it difficult to create a cohesive and supportive work environment for officers with disabilities. Strengthening collaboration among different administrative units was identified as a necessary step toward enhancing policy execution. Finally, the study found that a lack of continuous monitoring and evaluation weakens policy effectiveness. Without regular assessments, it becomes challenging to identify gaps and areas requiring improvement. The study emphasized that implementing a structured monitoring framework is crucial for ensuring the long-term success of disability inclusion initiatives within the National Police Service.

These findings agree with the study conducted by Sharma and Patel, (2019), which found that rigid institutional cultures hinder the implementation of disability-inclusive policies by fostering exclusionary practices. Their study highlighted that promoting inclusivity within organizational cultures is essential for the effective implementation of disability policies. The findings are consistent with administrative behavior theory,

which emphasizes that decision-making within an organization is often influenced by bounded rationality, structural limitations, and internal processes. The findings are consistent with administrative behavior theory, which emphasizes that decision-making within an organization is often influenced by bounded rationality, structural limitations, and internal processes. The study found that the absence of clear administrative guidelines, weak enforcement mechanisms, bureaucratic inefficiencies, and poor interdepartmental coordination all contributed to ineffective implementation of the disability policy. These findings support the theoretical view that administrative behaviors such as leadership commitment, internal communication, and procedural clarity are critical in shaping how policies are implemented. The lack of prioritization by administrators and the presence of procedural delays demonstrate how internal organizational behavior can limit responsiveness to the needs of officers with disabilities. Therefore, the theory effectively explains the administrative constraints that hinder full policy realization.

5.2.3 Awareness of the Officers with Respect to the Disability Policy

The study found out that officers who are familiar with the disability policy can make more informed decisions in their interactions with individuals with disabilities. From the findings, it was evident that awareness of the policy enhances officers' ability to handle situations involving individuals with disabilities effectively. This indicates that officers who have a good understanding of the disability policy are more likely to engage in appropriate and professional conduct when dealing with such individuals. The study further found that policy familiarity enhances officers' confidence and competence in handling disability-related situations. From the findings, officers who understand the provisions of the disability policy are better equipped to address the needs of individuals with disabilities in law enforcement contexts. This suggests that well-informed officers are more likely to approach disability-related cases with assurance, applying their knowledge of the policy to ensure fair and just treatment of individuals with disabilities.

Additionally, the study found that the practical application of disability policies in daily law enforcement activities ensures that these policies have a tangible impact on the ground. From the findings, officers who integrate disability policies into their work demonstrate an improved ability to interact with individuals with disabilities. This suggests that effective implementation of disability policies translates into

meaningful changes in law enforcement practices, ultimately fostering a more inclusive environment. The study also found that officers who consistently apply disability policies contribute to improved relations with the community. From the findings, adherence to disability policies fosters positive relationships between law enforcement officers and the communities they serve. This indicates that when officers enforce disability policies appropriately, they gain the trust and cooperation of individuals with disabilities and their families, enhancing overall community relations.

Moreover, the study found that officers with positive attitudes towards individuals with disabilities are highly likely to engage in respectful and empathetic interactions, thus fostering trust. From the findings, it was clear that officers' attitudes play a crucial role in ensuring individuals with disabilities are treated with dignity and respect. This implies that training programs aimed at fostering positive perceptions about disabilities among officers can contribute to more inclusive and respectful law enforcement practices. Finally, the study found that positive attitudes among officers contribute to reducing the stigmatization of individuals with disabilities, promoting a more inclusive and supportive environment. From the findings, fostering positive perceptions within the police force can help eliminate stigma and create a more welcoming atmosphere for individuals with disabilities. This suggests that programs aimed at promoting inclusivity and reducing negative stereotypes are essential in law enforcement agencies. These findings align with the study by Mwangi, and Ochieng, (2021), which established that knowledge of disability policies among law enforcement officers significantly improves their decision-making in encounters with disabilities. Their study further highlighted that officers with policy awareness demonstrate a higher level of professionalism in handling disability-related cases. These findings further align with the research by Wang, Zhang, Li, and Chen (2020), which found that law enforcement agencies that integrate disability policies into their daily operations experience improved interactions with disabled individuals.

The findings align with the theory of planned behavior, which suggests that behavioral intentions are influenced by attitudes, subjective norms, and perceived behavioral control. The study showed that officers who were knowledgeable about the disability policy demonstrated better decision-making and professionalism when engaging with individuals with disabilities. Positive attitudes were linked to increased

empathy, reduced stigmatization, and stronger community relations, all of which contribute to a more inclusive policing environment. This supports the theory's argument that awareness and attitude significantly affect behavior. Officers who perceived disability as important and felt supported by peers and leadership were more likely to act in accordance with the policy. Therefore, the theory explains how raising awareness and promoting positive beliefs among officers can enhance implementation through behavioral change.

5.2.4 Data Driven Decisions in the Implementation of the Policy

The study found out that there is sufficient availability of data on officers with disabilities to support decision-making. From the findings, while many officers acknowledged the existence of disability-related data, some expressed uncertainty or disagreement, indicating potential gaps in accessibility or utilization. This suggests that efforts should be made to ensure that disability-related data is both comprehensive and readily available for policy decisions.

The study also found that the National Police Service conducts regular disability needs assessments to inform policy implementation. From the findings, while most respondents acknowledged that needs assessments are conducted, a significant proportion remained unsure or disagreed, pointing to the necessity for enhanced transparency in these processes. This implies that there is a need for clear communication on how these assessments are carried out and how their findings influence policy decisions. The study further found that decision-making regarding disability inclusion is based on reliable and up-to-date data. From the findings, officers generally expressed confidence in the reliability of data used for decision-making, though some remained neutral or skeptical. This indicates that while efforts have been made to ensure data accuracy, further improvements may be necessary to enhance trust in the data collection and updating processes.

Moreover, the study found that the data collected on officers with disabilities is effectively utilized in policy development and implementation. From the findings, while many officers expressed confidence in data utilization, some remained uncertain, highlighting the need for more transparency in how disability-related data is applied in policymaking. This suggests that ensuring effective communication on data application can enhance confidence among officers in the policy process. The

study also found that there is a centralized system for collecting and managing disability-related data within the National Police Service. From the findings, while many officers acknowledged the existence of such a system, some expressed uncertainty about its efficiency. This indicates that while a data management framework is in place, efforts should be made to enhance its visibility and accessibility to ensure that all officers are aware of and can benefit from it.

The study found that current data collection methods accurately capture the specific needs of officers with disabilities. From the findings, while many officers believed that data collection methods were effective, some expressed doubts about whether they fully captured the nuanced needs of officers with disabilities. This suggests that refining data collection frameworks to ensure inclusiveness and comprehensiveness is crucial for effective policy formulation. Additionally, the study found that the National Police Service has trained personnel to analyze and interpret disability-related data for policy decisions. From the findings, while many officers acknowledged the presence of trained personnel, some remained uncertain about their effectiveness. This suggests that further efforts should be made to enhance the training and visibility of personnel responsible for disability-related data analysis.

Finally, the study found that data-driven decision-making has improved the implementation of disability policies in the National Police Service. From the findings, officers generally expressed a positive outlook on data-driven decision-making, though some remained neutral or skeptical. This indicates that while progress has been made, further improvements in data collection, analysis, and application could enhance the effectiveness of disability policies within the police service.

The findings reinforce the Evidence-based policy theory, which advocates for the use of empirical data to inform policymaking and implementation. The study revealed that the lack of accurate data on the number and needs of officers with disabilities undermines efforts to monitor and evaluate the disability policy effectively. Without data, the NPS struggles to allocate resources efficiently, assess accommodation effectiveness, or plan relevant interventions. The theory is validated by findings showing that data-driven decision-making is crucial in enhancing inclusivity, guiding disability-sensitive training, and informing infrastructure improvements. Therefore, the EBP theory provides a strong foundation for understanding how the use of

evidence and performance data can optimize policy implementation and ensure compliance with disability standards.

5.2.5 Implementation of Disability Policy

The study found that many officers acknowledged an increase in the number of disabled officers within the police service. However, some respondents remained neutral or disagreed, suggesting that gaps in recruitment transparency or accessibility may still exist. From the findings, it was evident that while some officers recognized progress in disability inclusion, others felt that more needed to be done to ensure fair and equal opportunities for persons with disabilities within the service.

The study also found that there was a widespread perception that the social welfare of disabled officers had not significantly improved. A substantial number of respondents disagreed that adequate welfare support systems were in place, while others remained neutral, suggesting uncertainty or dissatisfaction with current policies. From these findings, it can be inferred that there may be inconsistencies in the implementation of welfare programs, which could hinder the well-being and job satisfaction of disabled officers.

Regarding physical infrastructure, the study found that while some officers acknowledged improvements, a significant proportion disagreed or remained uncertain. This indicates that efforts to make police service facilities more accessible to disabled officers may be progressing slowly or inconsistently across different units. From the findings, it was clear that there is still a need for better infrastructural adjustments to accommodate officers with disabilities effectively.

The study also found out that record-keeping on disabled officers within the police service was perceived as inadequate. Many respondents expressed concerns over the accuracy and reliability of records, with some believing that the system lacked efficiency. From these findings, it can be concluded that inconsistencies in data management may affect the effective implementation of disability policies, particularly in resource allocation and policy planning.

Additionally, the study found out that many officers were uncertain or dissatisfied with the procedures for handling those who become disabled in the line of duty. Some respondents felt that there was a lack of clarity, while others believed that existing

procedures were not consistently followed. From the findings, it is evident that there is a need for well-defined and widely communicated guidelines to ensure that officers who acquire disabilities receive adequate support and reintegration into service.

Furthermore, the study found that a lack of familiarity with the Disability Policy hindered its effective execution. Some officers indicated that they were unaware of the specific provisions and requirements of the policy, while others highlighted the absence of regular policy briefings as a contributing factor to limited awareness and compliance. From these findings, it can be concluded that increasing policy awareness through training and dissemination would significantly enhance its implementation and overall effectiveness within the police service.

5.3 Conclusion

5.3.1 Adequacy of resources in the Implementation of the Disability Policy

The study concluded that the inadequacy of resources significantly hampers the implementation of the disability policy within the National Police Service. Financial constraints negatively impact the availability of accessible infrastructure, making it difficult for officers with disabilities to navigate police stations and effectively perform their duties. In addition, limited budgetary allocations restrict the development of inclusive facilities and the implementation of assistive technologies, further marginalizing officers with disabilities.

Moreover, the study concluded that inadequate funding hinders training programs aimed at sensitizing officers to disability-related issues, thereby perpetuating stigma and exclusion within the workplace. Insufficient resources were also found to limit access to healthcare and mental health support, negatively affecting the overall well-being and career longevity of officers with disabilities. Consequently, the lack of financial resources prevents targeted recruitment initiatives, reducing diversity within the police force and limiting the representation of individuals with disabilities in law enforcement.

5.3.2 Administrative Factors Influencing the Implementation of the Disability Policy

The study concluded that weak administrative structures negatively influence the implementation of the disability policy within the National Police Service. The

absence of clear guidelines leads to confusion and misinterpretation, making it difficult for officers to understand and enforce disability-related provisions. Additionally, weak enforcement mechanisms result in inconsistent application of policies, reducing their overall effectiveness in promoting disability inclusion.

Moreover, the study concluded that inadequate administrative commitment weakens the implementation of disability policies. Some administrators do not prioritize disability inclusion due to competing organizational demands, which limits the provision of necessary accommodation for officers with disabilities. Bureaucratic inefficiencies were also found to slow down policy execution, making it difficult for officers with disabilities to access resources such as workplace modifications, assistive technologies, and specialized training programs.

Furthermore, the study concluded that poor interdepartmental coordination negatively affects policy implementation, as fragmented efforts hinder the creation of a cohesive and supportive work environment. The lack of continuous monitoring and evaluation further weakens policy effectiveness, making it difficult to identify gaps and necessary improvements. Therefore, structured administrative oversight, clear communication, and regular policy assessments are essential for ensuring the successful implementation of disability inclusion initiatives within the National Police Service.

5.3.3 Awareness of Officers with Respect to the Disability Policy

The study concluded that officers' awareness of the disability policy plays a crucial role in ensuring effective implementation. Officers who are familiar with the policy make more informed decisions in their interactions with individuals with disabilities, leading to professional and appropriate conduct. Increased awareness was also found to enhance officers' confidence and competence in handling disability-related situations, ensuring fair treatment for individuals with disabilities in law enforcement contexts.

Additionally, the study concluded that practical application of disability policies in daily law enforcement activities leads to tangible improvements in disability inclusion. Officers who integrate disability policies into their work foster better relationships with individuals with disabilities and their communities, thereby

strengthening trust and cooperation. Moreover, officers with positive attitudes toward disability inclusion were found to engage in more respectful and empathetic interactions, promoting a supportive work environment.

Furthermore, the study concluded that fostering positive perceptions about disability through training programs can significantly reduce stigma and enhance inclusivity in law enforcement. Officers with greater awareness of disability rights and legal frameworks are more likely to uphold equitable practices, ensuring that individuals with disabilities receive dignified and respectful treatment. Therefore, raising awareness and reinforcing positive attitudes among officers are essential for the successful implementation of disability policies within the National Police Service.

5.3.4 Data-Driven Decisions in the Implementation of the Policy

The study concluded that data-driven decision-making plays a crucial role in the effective implementation of the disability policy within the National Police Service. The availability of disability-related data was found to support policy decisions, though some officers expressed uncertainty about its accessibility and utilization. Regular disability needs assessments were also identified as essential for informing policy implementation, although improved transparency in their execution was recommended.

Moreover, the study concluded that while decision-making regarding disability inclusion is largely based on reliable data, further improvements in data accuracy and accessibility are necessary to enhance trust in policy processes. The effective utilization of disability-related data in policy development was recognized as a key factor in strengthening implementation efforts. However, the study also revealed that limited awareness of data management systems among officers weakens confidence in their efficiency, highlighting the need for increased visibility and accessibility of these systems.

Furthermore, the study concluded that refining data collection methods to better capture the specific needs of officers with disabilities is crucial for effective policy formulation. While trained personnel are available to analyze disability-related data, additional training and visibility are required to optimize their effectiveness. Ultimately, data-driven decision-making has contributed to improvements in disability

policy implementation; however, enhancing data collection, analysis, and transparency will further strengthen its impact within the National Police Service.

5.4 Recommendations of the Study

The study recommended that the National Police Service enhance training and awareness on disability policies and rights among officers at all levels. Regular training programs should be integrated into police education to ensure that all officers are well-versed in disability inclusion. Additionally, specialized workshops should be conducted for senior officers and policymakers within the NPS to reinforce their role in implementing and enforcing the disability policy.

It was further recommended that the NPS improve accessibility within police stations and other work environments. This should include infrastructural modifications such as ramps, accessible washrooms, and assistive technologies to accommodate officers and members of the public with disabilities. The NPS should ensure that future constructions and renovations comply with universal design standards to create a more inclusive workspace.

To strengthen the enforcement of the disability policy, the study recommended that the NPS establish clear monitoring and accountability mechanisms. A designated unit should be tasked with overseeing policy implementation, tracking progress, and addressing non-compliance issues. This unit should work in collaboration with relevant stakeholders, including disability rights organizations, to ensure adherence to best practices in disability inclusion.

Lastly, the study recommended that the NPS allocate sufficient financial and human resources to support the full implementation of the disability policy. Adequate budgetary provisions should be made for training, infrastructure development, and the acquisition of assistive devices. Additionally, recruitment and promotion policies should be reviewed to ensure that officers with disabilities have equal career advancement opportunities.

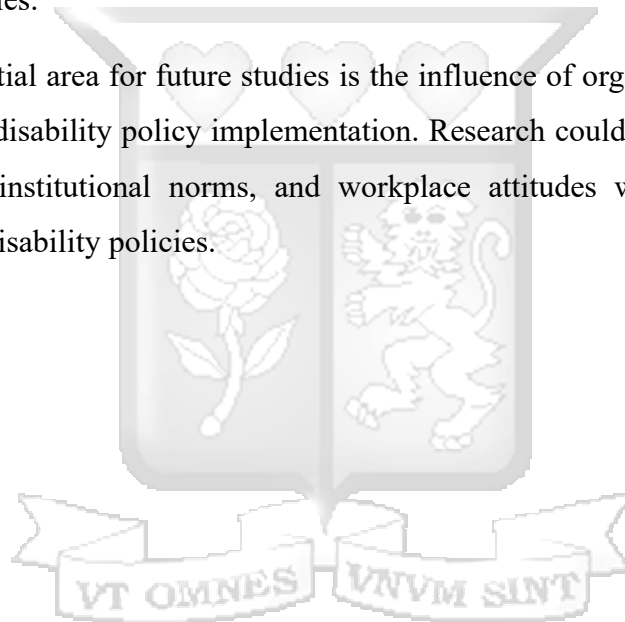
5.5 Suggestion for Further Studies

Future studies should explore additional factors influencing the implementation of the disability policy in the National Police Service beyond those examined in this study. Given that 55.7% of the variation in policy implementation remains unexplained,

future research should investigate the role of legal frameworks, cultural perceptions, and external stakeholder involvement in shaping policy outcomes. A qualitative approach could provide deeper insights into the underlying socio-cultural and institutional barriers affecting policy execution.

Further research should also examine the impact of inter-agent collaboration on the implementation of the disability policy within the NPS. The effectiveness of partnerships with government institutions, non-governmental organizations, and disability advocacy groups should be assessed to determine how external support can enhance policy adoption and execution. Understanding these collaborative dynamics could help identify the best practices for integrating disability inclusion across security agencies.

Another potential area for future studies is the influence of organizational culture and leadership on disability policy implementation. Research could assess how leadership commitment, institutional norms, and workplace attitudes within the NPS affect adherence to disability policies.



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APPENDICES

APPENDIX 1: RESEARCH PARTICIPATION INFORMATION AND CONSENT

PARTICIPATION INFORMATION AND CONSENT FORM

FACTORS AFFECTING THE IMPLEMENTATION OF THE DISABILITY POLICY IN THE NATIONAL POLICE SERVICE IN KENYA

SECTION 1: INFORMATION SHEET

Investigator: Pauline Waithira

Institutional Affiliation: Strathmore Business School (SBS)

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

This study is being conducted to explore the factors affecting the execution of disability policy in the National Police Service in Kenya. It also seeks to assess the awareness of the officers regarding the disability policy and recommend any policy or legal gaps in its implementation. The study is part of the fulfillment of the Master of Public Policy and Management at Strathmore University.

2.2: Do I have to take part?

No. Your participation in this research is totally voluntary, and the choice to take part is totally up to you. If you're interested in taking part, we'll have you fill out a survey and maybe even interview you. You are under no obligation to give a reason for your withdrawal from the program.

2.3: Who is eligible to take part in this study?

- Employees at the National Police Commission Headquarters in Nairobi.
- Police officers in the National Police Service.

2.4: Who is not eligible to take part in this study?

- Anyone < 18 years.
- Anyone who expresses discomfort in participating.
- Anyone whose organization excludes them from participating.

2.5: What will taking part in this study involve for me?

It is likely that Pauline Waithira will contact you in an effort to enlist your participation in the study. If everything is OK with you, we will have you fill out a survey or meet with an interview after you sign this informed consent form.

2.6: Are there any risks or dangers in taking part in this study?

Taking part in this study will not put you at danger, as far as anyone knows. We promise to keep all of your information private and will not share it with anyone else unless you give us permission to do so.

2.7: Are there any benefits of taking part in this study?

Your contribution will contribute to understanding the effectiveness of existing disability policies within the National Police Service. The findings may lead to improved policies that better address the needs of officers with disabilities.

2.8: What will happen if I refuse to take part in this study?

Contribution is voluntary, and you may pull out from the study at any time without any penalty or need to explain.

2.9: Who will have access to my information during this research?

All study records will be steadily stored, with access limited to individuals directly involved in the study. Any data collected will be encrypted and password protected. Your information will remain confidential.

2.10: Who can I contact if I have further questions?

You can communicate me, Pauline Waithira, at Strathmore University, or by email pwaithira93@gmail.com or phone +254 715 675416.

If you want to ask someone independently anything about this research, please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I....., have had the study explained to me. Everything I have read has been clarified for me, and my inquiries have been adequately addressed. I am aware that I am free to reconsider at any point.

Please tick the boxes that apply to you:

Participation in the research study

- I AGREE to take part in this research
- I DON'T AGREE to take part in this research

Storage of information on the complete questionnaire

- I AGREE to have my complete questionnaire stored for future data analysis
- I DON'T AGREE to have my completed questionnaire stored for future data analysis

Participant's Signature..... **Date:** ____ / ____ / ____

Participant's Name..... **Time:** ____ / ____ / ____

I..... [Name of person taking consent], attest that I have briefed the aforementioned research participant in accordance with the study's Standard Operating Procedures (SOPs). All participants gave their informed consent after being briefed on the study's objectives. They were given the opportunity to ask questions, and all of them were answered to their satisfaction.

Signature..... **Date:** ____ / ____ / ____

Name: Pauline Waithira
Institutional Affiliation: Strathmore University

APPENDIX II: RESEARCH QUESTIONNAIRE FOR POLICE OFFICERS

I am a student at Strathmore University as a requirement of Master of Public Policy and Management I'm conducting is " **FACTORS AFFECTING THE IMPLEMENTATION OF THE DISABILITY POLICY IN THE NATIONAL POLICE SERVICE IN KENYA**" The information you enter must be accurate and true. Please complete the necessary fields and mark the appropriate boxes with a checkmark (✓).

Dear respondent,

Section 1. BACKGROUND INFORMATION

1. What is your gender?

Male

Female

2. Kindly indicate your age bracket

a) 25-30 years

b) 31-40 years

c) 41-50 years

d) More than 50 years

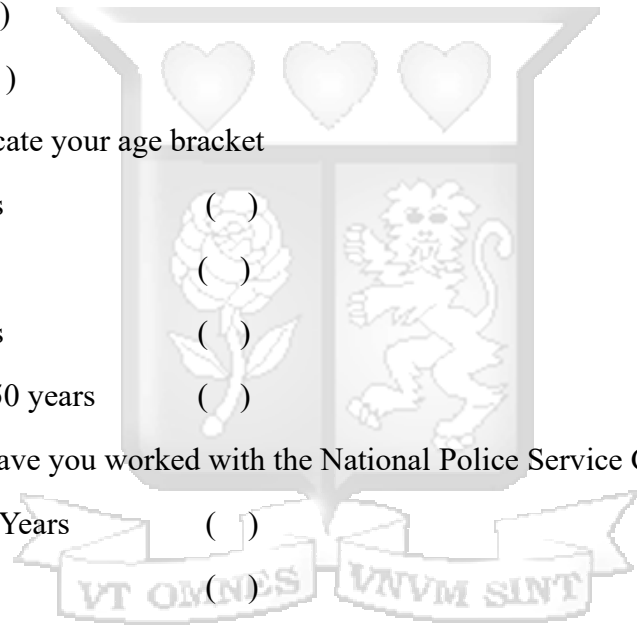
3. How long have you worked with the National Police Service Commission?

a) Less than 5 Years

b) 6-10 Years

c) 11--20 Years

d) More than 20 Years



SECTION 2: INADEQUATE OF RESOURCES

5. Please rate your agreement with the statement that insufficient funding is a barrier to enforcing the national police service's disability policy on a scale from 1 to 5. A score of 1 indicates strong disagreement, whereas a score of 5 indicates strong agreement.

	Inadequate Resources	5	4	3	2	1
1	Inadequate funding may lead to a lack of accessible infrastructure for officers with disabilities within police stations					
2	Inadequate funding may lead to a lack of accessible facilities and hinder the mobility and participation of police officers with disabilities?					
3	Inadequate funding may limit the development and execution of training programs that sensitize police officers to disability issues					
4	Insufficient resources may limit the implementation of assistive technologies, making it challenging for officers with disabilities to perform their duties efficiently					
5	Inadequate funding may hinder modifications to workspaces making it difficult for officers with disabilities to perform their duties effectively					
6	Limited access to healthcare services and rehabilitation facilities negatively impacts the overall well-being and occupational health of police officers with disabilities?					
7	Inadequate mental health support resources are detrimental, as police officers may face additional stressors due to the intersection of disability					
8	Inadequate resources hinder the implementation of targeted recruitment initiatives to attract individuals with disabilities to the police services					
9	Inadequate resources may limit the capacity for proper monitoring and evaluation of the implementation of disability policies					

SECTION 3: ADMINISTRATION FACTORS

6. On a scale of 1-5, specify the agreement level regarding how administrative factors pose a challenge in the implementation of disability policy in the national police service in Kenya. From 5= Strongly Agree, to 1= Strongly Disagreed.

	Administrative Factors	5	4	3	2	1
1	Lack of clear and detailed guidelines leads to confusion and misinterpretation which negatively affects the implementation of disability policy in the national police service					
2	Resistant organizational culture impede the acceptance and implementation of disability policies.					
3	Resistance to changes among senior officers undermines the commitment to inclusivity and impedes policy implementation.					
4	Inadequate information on disability issues among administrators leads to absence of consciousness and comprehending of the unique trials faced by colleagues with disabilities.					
5	Training programs are ineffective in sensitizing officers to the needs of colleagues with disabilities, resulting in discriminatory behavior and exclusion.					
6	Lack of legal protection and consequences for discriminatory actions leave officers with disabilities without sufficient recourse					
7	Lack of tools or systems for monitoring the implementation of disability policies can result in difficulties in tracking progress and addressing emerging issues					
8	Challenges in coordinating efforts with external agencies, such as disability advocacy groups result in a less comprehensive approach to disability policy implementation					



SECTION 4: AWARENESS OF THE OFFICERS

7. On a scale of 1-5, specify their agreement level regarding awareness of the officers concerning the disability policy. From 5= Strongly Agree, to 1= Strongly Disagreed.

	Awareness of the Officers	5	4	3	2	1
1	Officers who are familiar with the disability policy can make more informed decisions in their interactions with individuals with disabilities					
2	Policy familiarity enhances officers' confidence and competence in handling situations involving individuals with disabilities?					
3	Practical application of disability policies in daily law enforcement activities ensures that the policies have a tangible impact on the ground					
4	Officers who consistently apply disability policies contribute to improved relations with the community.					
5	Officers with positive attitudes towards individuals with disabilities are highly likely to engage in respectful and empathetic interactions thus fostering trust.					
6	Positive attitudes contribute to reducing the stigmatization of individuals with disabilities, promoting a more inclusive and supportive environment.					

SECTION 5: Data Driven Decisions on Implementation of Disability Policy

8. In a scale of 1-5, specify their agreement level on how data driven decisions affect the implementation of disability policy in the national police service in Kenya. From 5= Strongly Agree, to 1= Strongly Disagreed.

Indicators	5	4	3	2	1
There is sufficient availability of data on officers with disabilities to support decision-making.					
The National Police Service conducts regular disability needs assessments to inform policy implementation.					
Decision-making regarding disability inclusion is based on reliable and up-to-date data.					
Data collected on officers with disabilities is effectively utilized in policy development and implementation.					
There is a centralized system for collecting and managing disability-related data within the National Police Service.					
The current data collection methods accurately capture the specific needs of officers with disabilities					
The organization has trained personnel to analyze and interpret disability-related data for policy decisions.					
Data-driven decision-making has improved the implementation of disability policies in the National Police Service.					

SECTION 5: IMPLEMENTATION OF DISABILITY POLICY IN THE NATIONAL POLICE SERVICE IN KENYA

8. On a scale of 1-5, specify their agreement level on the implementation of disability policy in the national police service in Kenya. From 5= Strongly Agree, to 1= Strongly Disagreed.

	Implementation of disability policy	5	4	3	2	1
1	The number of disabled officers working within the police service has increased over the years					
2	There is an improvement in the social welfare of disabled officers working within the police service					
3	There is an improvement in the physical infrastructure to accommodate disabled officers					
4	There are clear and updated records of disabled officers working within the police services					
5	There is a clear procedure for handling officers who become disabled in the line of duty					

Thank You for Your Participation



APPENDIX III: INTERVIEW SCHEDULES FOR COMMISSION EMPLOYEES

1. Purpose of the Survey

The purpose of this Key Informant Guide is to gather insights from key stakeholders within the National Police Service regarding the implementation of disability policy. This includes assessing the awareness of officers about the disability policy and identifying any policy or legal gaps that may exist in its implementation. The information collected will contribute to enhancing the effectiveness of the policy and ensuring it better addresses the needs of officers with disabilities.

The information obtained will be utilized to meet some of the criteria for Strathmore University's Master of Public Policy and Management degree. In order to help the National Police Service (NPS) better and modify its disability policy, this survey will try to give a thorough picture of the difficulties and possibilities associated with its execution.

2. Confidentiality

All information provided in this survey will be pickled as strictly private and will be utilized solely for the purposes mentioned above. The researcher is committed to ensuring that no information will be unveiled to any third party deprived of your explicit consent. If you wish to remain anonymous, please indicate in the text box below:

3. Duration and Modalities of the Interview

This Key Informant Guide is expected to take approximately 30-45 minutes. After completing the survey, you will be given an additional ten minutes to ask any questions, which will be answered to the best of our ability.

4. Queries

Please do not hesitate to contact the investigator at any time with questions or for help with this survey using the details below:

Pauline Waithira- +254 715 675416

pwaithira93@gmail.com

MPPM-149331

Master of Public Policy and Management at Strathmore University

PS: This survey is designed to complement the use of both primary and secondary data, to provide a thorough analysis of the factors affecting the implementation of the disability policy in the National Police Service.

1. Please describe how the adequacy of resources affects the implementation of the Disability Policy

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.....
.....

2. Explain how Insufficient Budget Allocation affects the implementation of disability Policy

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.....
.....

3. Kindly describe how inadequate training & capacity building affects implementation of disability Policy

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

4. Briefly describe how policy clarity and communication affect implementation of disability Policy

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

5. Kindly describe how timeliness in policy implementation affects implementation of disability Policy

.....
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.....

6. Briefly explain how stakeholder collaboration affects the execution of the Disability Policy

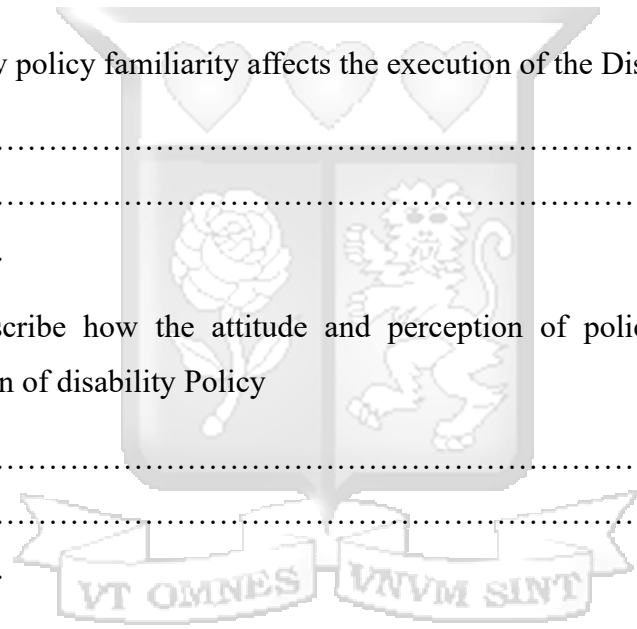
.....
.....
.....

7. Explain how policy familiarity affects the execution of the Disability Policy

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

8. Kindly describe how the attitude and perception of police officers affect the implementation of disability Policy

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



APPENDIX IV: INTRODUCTION LETTER



26th February 2025

Ms Gichuki Pauline,
pauline.gichuki@strathmore.edu

Dear Ms Gichuki,

RE: Factors Affecting the Implementation of the Disability Policy in the National Police Service in Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2639/25**. The approval period is from **26th February 2025 to 25th February 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

**Mr Ambrose Rachier,
Chairperson; SU-ISERC**

APPENDIX V: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 132524	Date of Issue: 21/February/2025
RESEARCH LICENSE	
	
This is to Certify that Ms. Pauline Waithira Gichuki of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Factors affecting the implementation of the disability policy in the National Police Service in Kenya for the period ending : 21/February/2026.	
License No: NACOSTI/P/25/416267	
Applicant Identification Number 132524	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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