# FACTORS INFLUENCING THE IMPLEMENTATION OF COMMUNITY POLICING IN KENYA: A CASE OF NAKURU EAST SUBCOUNTY

BY
Desmond Kimani

This Dissertation is submitted in partial fulfillment of the requirements for the award of a Master of Development Studies (MDS) from St. Paul's University

September 2016

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**Supervisors**:
Dr. David Gichuhi
Dr. Peter Koome

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DECLARATION

*This dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.*

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1/we confirm that the work reported in this dissertation has been done by the student under my/our supervision.

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## ABSTRACT

Though community/neighborhood policing has been praised by many police organizations in most countries of the world as a big change from the way traditional policing has been over the years. The application of community policy in the developing world has not been fully embraced. Therefore the purpose of this study was to establish the factors that influencethe implementation of community policing. The objectives of the study were; to determine how community involvement affects the implementation of community policing; to assess the effect of organizational transformation of the police structure influences implementation of community policing; and to establish how technology influences implementation of community policing. The study adopted a survey research design. A sample of 71 respondents using stratified random sampling technique. Data was collected using questionnaires administered to the respondents. The descriptive statistics; mean and standard deviation were used in data analysis. The statistics were calculated with the aid of Statistical Package for Social Sciences (SPSS) version 21.0 for Windows. The findingswere presented in form of tables depicting the descriptive statistics. The findings of the study revealed that51.43% strongly agreed with the proposition that the success of any community policing program is brought about by the availability of community partnerships. 45.71% of the respondents strongly agreed with the proposition that core changes in the bureaucratic structure of traditional police organizations are necessary for successful implementation of Community Policing. 33% of the respondents strongly agreed with the proposition that technology is a key ingredient to successful implementation of community policing, while 43.43% of the respondents just agreed. The study connected community involvement, organizational transformation, and technology influence the successful implementation of community policing in Nakuru East sub-county. The study recommended that the government needs to set more initiatives to allow the communities participate in the responsibility of community policing and the police structure should be decentralized to make it easier for the community to access the officers at any level.


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## LIST OF ABBREVIATIONS AND ACRONYMS

**CBP**- Community Based Policing

**CHRI** - Commonwealth Human Rights Initiative

**C.I.D**- Criminal Investigation Department

**CP** - Community Policing

**CPCs** - Community Policing Committees

**CPFs** - Community Policing Forums

**GoK** - Government of Kenya

**E-Learning**- Electronic Learning

**ICT**- Information and communication technology

**NPP**- Neighborhood Police Post

**PDA**- Personal Digital Assistants

**SMS**- Short Message Service

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## DEFINITION OF TERMS

**Community Policing;** The Community Policing Consortium defines community policing as a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems.

**Organizational coordination;** This is about the authority hierarchy, information flow and the organization's rights and obligations.

**Community;** This is a group of people, sharing the same characteristics and living in the same locality.

**Implementation**: Means the execution of the community policing programs by the police and community as per the strategic plan of the government.

**Implementation Approach:** Ideas or actions intended to deal with the problem of executing the community policing programs initiative

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# CHAPTER ONE: INTRODUCTION

## 1.0: Introduction

This chapter contains eight sections. These are the background of the study, problem statement, purpose of the study, objectives of the study, research questions, scope of the study, justification of the study and assumptions of the study.

## 1.1 Background to the Study

Policing dates back to early nineteenth-century nation states and empires. It is portrayed as a method to control criminality, as illustrated by (Newburn, 2008) "the role of the police is concentrated on the maintenance of law and order and the prevention and detection of offences". Throughout the 20th century policing has taken various modes and methods ranging from traditional policing, military like, problem solving and zero tolerance approaches. Community policing is fairly new and police reformists claim it's the most suitable way to police communities (Greene, 2000).

Community based policing (CBP) is defined as a methodology to keep watch over that "gets together the police, the general public and local communities to develop local solutions to local safety and security concerns" (Saferworld, 2008). This benefitinmaking thecommunities secure, diminishdelinquency and the dread of criminality, boost access to impartiality and buildsocieties that staynonviolent. CBP, though a regulating style, remainslikewiseas an approach of mind, both for the law enforcement agency and for the public. It comprises a philosophicalchange in constabularies and the community rational about policing (Saferworld, 2008).The term community as used in community policing denotes to anassortment of individuals, businesses, and service suppliers in a shared physical space and/or with addedmutual interests. At the heart of community policing lays the desire to establish partnerships that encourage two-way communication amongst the police force and societies (Ejiogu, 2010).

Community/neighborhood policing has received praises by many law enforcing agencies such as the police all over the world as one of the best ways of combating crime. Away from the conventional methods of policing, this way of policing is proven to be more efficacious and without being accompanied by a centralized, bureaucratic power

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structure. This approach has set way to a comprehensive way of life based on reassuringtrustamongst the law enforcement agencies, in this case, the police and communities in a mutual effort to solve crime and disorder (Williamson 2008).

According to the Consortium for Community Policing, community policing is an undertaking where the public and police identify the forms of disorder in community and come up solutions to the problems together. It is based on the fact that police alone are unable to control crime and disorder and support residents' quality of life (Community Policing Consortium 1994: 17). As opposed to traditional policing, community policing has brought in the public's involvement which is viewed as a "co-producer" of community safety and wellness (Whitaker 1980; Parks et al. 1981; Parks et al. 1982). This has also expanded the role of police beyond crime fighting by their increased interaction with the communities they serve.

Community policing as an idea was initially started in the United States in the 1960's to boost police-community contact and decrease the fear of police (Innes, 2003). It became a leading policing approach in the United States during the 1990's with the bringing on board an extra 100,000 new community police officers (Cordner, 1999, 2007). The deployment of these officers offered a change of focus to support problem solving and community involvement instead of reactive policing (Innes, 2003). Despite these views the road to community policing is lined with benefits that silence critics. Various countries have customized the implementation of community policing to meet their unique needs. (Sen, 2010) A notable example is Singapore one of the world's major commercial, financial and trading center. The island is divided into 91 neighborhood police post (NPP). Officers in each NPP conduct foot patrols, bicycles, scooter patrols so as to interact with the community. Singapore has had considerable success and has been ranked as the safest city in the world since 1996 (Schwab, 2010). The city also boasts of a crime rate of 100 per 100,000 people, one of the lowest in the world (Schwab, 2010). There are challenges that community policing is still grappling with as much as it has made considerable gains. Some of the challenges includeconflicts between the same agencies and conflicts on roles that the police play. The presence of this hindrances goes

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ahead to limit the formation of significant partnerships with the community. As a longstanding and recurrent issue, it thus requires the attention of leaders in the management of police affairs to square it out.

According to Fleming & O'Reilly (2007), the police in Australia have been very active in promoting community policing as a vital focus of their doings for the last 25 years. Over time, from the individual yearly reports and police strategic plan projections, eight officers in every administrative jurisdiction have devoted themselves at work with the public. The Police Administrators and commanders have reiterated the significance of policing in and from end to end of communities and have openly dedicated themselves to aggressively involve the community in stopping and droppinglaw-breaking (Fleming & O'Reilly 2007). Ministers in charge of security dialogue about the significance of the public and policeworking in partnership as key stakeholders.

In Sub-Saharan Africa, South Africa pioneered in implementation of community policing (Ruteere & Pommerolle, 2003:588). It is reported that during the period of apartheid the experience of people fearing and hating the police and the sole dependence on private security arrangements necessitated community policing. South Africa developed its community policing after apartheid and in its constitution of 1992 were highlighted community policing principles. Despite being a conflict ridden country, Uganda made some bold moves in community policing during late 1980s and 1990s. Some of its police force leadership having received training in the West tried to introduce the concept of citizens' participation in law enforcement. Initially introduced in Kampala, there were efforts to take community policing to North and South also. Uganda has described the journey of Uganda's experience with community policing below. There are a lot of similarities with the Indian police mainly as both India and Uganda share the legacy of past British rule. Latter used the police for exploiting the citizens of their colonies and now after their liberation, police in these countries are finding it difficult to win over the community. The commissioner of Police for Community Affairs in Uganda police has direct understanding of the issue and the processes involved. In-fact the resistance and challenges being faced by the Uganda police and their Indian counterparts are also quite

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similar. Indian police has however achieved considerable success in winning over its field officers and residents to embrace community policing as democracy is well established in India (Heald 2007).

Despite these views the road to community policing is lined with benefits that silence critics. Various countries have customized the implementation of community policing to meet their unique needs. (Sen, 2010) A notable example is Singapore among the world's chief commercial economic and trading center. The island is divided into 91 neighborhood police post (NPP). Officers in each NPP carry out foot patrols, use bicycles and motorbike patrols so as to relate with the public. Singapore has had considerable success and has been ranked as the safest city in the world since 1996 (Schwab, 2010). The city also boasts of a crime rate of 100 per 100,000 people, one of the lowest in the world (Schwab, 2010). As much as there has been substantive progress, and the good results, the policing faces some barriers that make it impossible for the formation of good working relationship with the community. An example of the barriers is intra agency differences or conflicts.The intra agency barrier requires the attention of senior police officers to resolve and make the force more efficient.

Communication is the core of community based policing as it brings together the police and the community. Communities require the protection of the police and the police thrive on the communities support and collaboration. Consequently, communications among the law enforcement agents and the public should be pleasant. Communication approacheslinking the community and the law enforcers can be guarded by the presence of communication hindranceslike as verbal communication barriers and inadequacy of anexcellentassociationinvolving parties.

In Kenya, since the formation of the Police force (currently the Kenya Police Service); there has not been any cordial relations with citizens. The police in Kenya just as in the rest of Africa have been understood by the community as a way of upholding a certain command and expressing the welfares of specificmainassemblages or personalities. In 1990, community policing grew in popularity in Kenya and afterwards the New York

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centered Vera Institute of Justice recommended to support alliedventures through the Kenya Human Rights Commission and the Nairobi Central Business District Association (Ruteere & Pommerolle, 2003:588).In 1996, Kenya police adopted community policing in crime management. Nevertheless, enactment of community monitoring in Kenya started in May 2001 through setting up of community policing units in Kibera, Ziwani, and Isiolo. This was through a cooperativeassociation effort amongst Vera, the Kenya Police, UN-Habitat, 'Saferworld' and Nairobi Central Business District Association. The unitsestablishedvaluedinformation and experience in setting up and administration of community policing forums (CPFs). The units have additionallyremainedbuttressed by the growth of a countrywidebooklet that is used in teaching communities in policing sites and police services (GoK, 2003:10). From 2003, the regime has incorporated community policing as a central crime prevention approach. This encompassescoalescing the labors and funds of law enforcement agencies and community members. Community policing expedites partnerships so that the public can hunt for support from law enforcement agencies. The government launched the community policing strategy in Ruai outside Nairobi in the year 2005.

In Kenya in general, partnership structures for community policing are built on Community Policing Forums (CPFs) set up at each level of the community with affiliation drawn from the public, law implementationorganizations and other sponsors. The activities of the committees are integrated into the security management system. Despite introduction of the community policing initiative, Kenya has been perceived by the UN as a high risk country in terms of law and order and as a result has been characterized as one of the most dangerous capital cities in the world (KIPPRA, 2007). In 2011, there were 3,262 cases of robbery, 7,325 cases of breaking and 13,797 cases of stealing in Kenya (GoK, 2012). Most of these took place in Kenya's major towns including Nairobi Kisumu, Mombasa and Nakuru. Musoi et al (2012) reveal that the most common types of crime perpetrated in kenya were theft followed closely by robbery. Other crimes which were less common are carjacking, assaults, drug trafficking, sexual and gender based violence, murder, muggings and breakings (Musoi et al, 2012).

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The Kenyan Government is totally dedicated to the countrywide implementation of community based policing as a central part plan for hands-on improvements in public safety and security. For this reason, a number of successes have been made. One of these was the making of a Training Curriculum for Community Policing and the beginning of the Nyumba Kumi Initiative, which has given an essential foundation in the training of security officers and integrated civic virtues, people participation and security consciousness.

**1.2: Statement of the Problem**

Crime is a major social problem in the world today and crime rates have been increasing in most developing countries including Kenya. Previously, Kenya police force (now service) used traditional methods of crime management. This entailed reacting to crime as it occurred which is an inferior method of policing. Most countries in the West are moving away from traditional ways of crime management which emphasized rapid response, preventive patrols and criminal investigations in crime management. Thacher (2001) states that due to failure of traditional policing or law enforcement, police agencies seek new approaches such as community policing. Today, countries are adopting community policing in crime management. Community policing transforms the police from being an emergency squad in the fight against crime to becoming primary diagnosticians and treatment coordinators (Thacher, 2001). However, the success of community policing depends on the effective implementation of the concept and the commitment of the concerned stakeholders.

The Kenyan Government is fully committed to the nationwide execution of community-based policing as an important strategy for practical positive changes in security and public safety. In this case, quite some achievements have been made. These include the production of a training curriculum for Community Policing and the starting of the Nyumba Kumi Initiative. Nevertheless, the level to which community policing has helped in improving these social disorders is yet to be fully felt in Kenya.Due to this exclusion, the question as to why the community policing initiative has not been effective is raised. To justify these claims, it is therefore imperative to carry out this research in order to

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establish the determinants of the implementation of community policing in Nakuru East Sub County.

### 1.3: Study Objectives

The main purpose of this study was toassess the factors that influence the implementation of community policing in Nakuru East Sub County

The specific objectives were:

i. To investigate how community participation influences the implementation of community policing in Nakuru East Sub County
ii. To establish how transformation of police service organizational coordination influences implementation of community policing in Nakuru East Sub County
iii. To investigate how influence of technology on the implementation of community policing in Nakuru East Sub County

### 1.4: Research Questions

i. How does community participation influence the implementation community policing in Nakuru East Sub-County?
ii. How does transformation of police organizational coordination influence implementation of community policing in Nakuru East Sub-County?
iii. How does technology influence the implementation of community policing in Nakuru East Sub-County?

### 1.5: Justifications of the Study

The findings of this study are of great importance to both the administration officers and the police in understanding the various factors hindering the implementation and success of community policing in Kenya. This also offers them an insight on what they can do to overcome these challenges and fully adopt community policing in fighting anti-social behaviors, initiatives of crime prevention and social disorder. Adoption of community policing provides a new platform for police to offer service to their customer effectively. The Findings of this study provide information and advice on the possible challenges facing police officers and administrator in the implementation of community policing in

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Kenya, guide policy makers in designing policies that will assist in adoption community policing. The study is of great importance to future scholars and academicians conducting comparative studies as it forms a basis for future research as well as provide literature review for future scholars.

### 1.6: Scope of the study

This study focused on the analysis of factors influencing the implementation of community policing in Kenya in Nakuru East Sub-County. The study was conducted between March and April 2016.

### 1.7: Limitations of the Study

The research was limited to police officers, government administrators and community members in Nakuru East Sub- County. A wider scope would provide more evidences on the factors influencing implementation of community policing. The study was also limited to four determinants namely; community participation, transformation of organizational coordination, technology and training and how they influence implementation of community policing. More determinants could be considered in a more detailed research.

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## CHAPTER TWO:LITERATURE REVIEW

### 2.1 Introduction

This chapter reviews concepts and empirical studies touching on community policing. The study variables which are in line with the study objectives are conceptualized into a framework. Theories based on community policing are also discussed.

### 2.2: Models of Policing

Policing has taken a variety of modes and implementation models since its inception ranging from traditional policing to what reformist have proposed to enhance that base model such as community policing, zero tolerance policing and also problem solving mode of policing (Greene, 2000). Zero tolerance and problem solving are considered to be sub sets of community poling. This study focuses on traditional policing and the transition to community policing.

#### 2.2.1: Traditional Policing

In this model policing is centered on serious crime, the police are crime fighters and are primarily focused on applying the laws of the land and crime deterrence. In this model, police work is synonymous with "arrestingfelons" and is principallysensitive, i.e., the police forceanswer to calls for help from the public (Greene, 2000). Police adopt a professional image and they distinctly separate themselves from the citizens by identifying themselves as authoritatively independent from their clients. Citizens are seen as aninert entity to be directed by the police. This model is seen to focus more on serious crime and not on the "maintenance of community social order or general service delivery" (Greene, 2000). Relating the edict and dissuading crime are the essentialfocal point of all police actionsin the conventional model.

Customarylaw enforcementneeds the police to rely on the law of the land to maintain order in the society and the primary means for the police to gain the community's compliance is by threatening to arrest them. The police are seen as socially isolated from the communities they serve as they are concerned with authority structures and efficiency within the force. Practices of traditional policing are seen to lead to minimal contact with

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the citizens "often leading to skepticism and cynicism among the police, the development of a code of secrecy to fend off external control and oversight, and often a general disdain for the public at large" (Greene, 2000).

Kenya has adopted a traditional model of policing since the police force inception and several problems have necessitated a review of the policing model. Problems such as organized crime, smuggling of small arms from neighboring countries, smuggling of illegal immigrants all serve to increase insecurity and crime in the country. White-collar and computer-generatedlaw-breakingremain a burden to the law enforcement agency and add to the prevailing sense of unruliness (Kenya Police, 2003). Gender violence and crimes against children; inter group struggles caused by political differences, tribaltautness and land disagreements all add to the burden on to police force. Peoples' experience of bad manners and disorderlyconduct in their local neighborhoods add to their fear of law-breaking. There is extensiveplea for an enlarged and superior police presence on the streets and vicinities (Kenya Police, 2003). Terrorism, an internationaloccurrence, has gone on to inflict devastation by frightening away venture capitalist and holidaymakers, contributing to loss of employment and exhaustingmore the paltrynationalwealth in counteracting it (Grabosky, 2008). All these problems as reformist argue require a new approach to policing.

### 2.2.2: Community Policing

Community policing originates from two schools of thoughts, first is an age old quest to change the police and brand them more politely and lawfullyresponsible. Second, is the need of cleaning up the police image and to counter the recurrent criticism laid on the police for being ineffective, inefficient, and insensitive (Greene, 2000) Community policing creates an understanding amid the law enforcement agency and the public about their role in crime prevention. This philosophy of policing borrows heavily from social capital which is a sense that if one needs help, it is not just the official agencies one can turn to, but neighbors and other voluntary groups. Today's understanding of community policing includes the idea of helping citizens to be the first line of defense against crime

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thus building up social capital and also community policing is seen to secure police legitimacy (Bowling& Foster, 2002).

Scholars and activist agree that the shift to community policing requires the adoption of certain requirements and the philosophy should be incorporated into the whole police organization and not be seen merely as a firsthand project or a momentaryconcentration (Goldstein, 1987). Community policing fundamental components includes redefining police roles to intensify crime prevention, stronger police department and public relations, regionalization of law enforcement agency structures and more "civilization" (Skolnick & Bayley, 1986). Every one of these alterationsisregarded as anindispensablesituation to recognizingmore police liability to the public. At the same time, these energiespropose that, if they are accepted, the law enforcement agency can turn out to be more operational and well-organized.

Community policing views communities as participants "in shaping police objectives and interventions as well as in evaluating them" (Uchida, 2010).Community policing has increased the police focus to include h issues such as the safety of the public, crime deterrence and overall quality of life for the communities they serve. Community policing shifts the police culture from its classic inward focus to one embracing external factors that include communities, individuals, and other government agencies.

Community policing also expands the police tasks and goals to cover improving of social relationships and social order, and enhancing a community's quality of life. To meet these goals the officers need good people skills such as communication and interaction skills. Community policing seeks to break the bureaucratic and hierarchical structures set by traditional policing. Regionalized management and service delivery are foundations of the communalmonitoringdrive, as agitatorscontend that the customary policing idealimpedes the capability of the law enforcement agency to provide services in an effective and well-organizedfashion. The model also seeks to break the specialization of police officers and make them seem more general in their approaches (Greene, 2000). This model of policing presents the police force as a self-motivated force vigorouslytied

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upwith the surroundings and generatinglots ofborderlinebridgingpartsassociating the organization to its immediate missionsetting as well as social, traditional, and economic surroundings.

Community policing seeks to engage the police and the community in a mutual relationship. Police are expected to expand themselves and seek more ways to link with the society they serve. Community policing pulls police focus to capacity building and crime prevention. Police thus concentrate on strengthening bonds with the communities (Herbert, 2000). These undertakings are entrenched in the conception that solidenvirons are more crime resilient. If wellexecuted, such undertakingsoughtto diminishthe dread of criminality, escalate neighbors' use of community spaces, lessencommunity disorder, and in due courseease crime and oppression in neighborhoods. Community policing reforms is geared towards filling the association with a set of standards and duties that purpose to embrace the public as a partner to crime deterrence and maintenance of order. Transformation also needs to influence the police agency's efficacyvaluationmethods, the organizationsinside to the police organization that gather, evaluate, and circulate information about how the group is performing.

Community policing essential seeks flatter, less particular, and more community-focused system of government. This mode of policing promises to strengthening the capacity of communities to resist and prevent crime and social disorder; creating a more harmonious relationship between the police and the public, including some power sharing with respect to police policymaking and tactical priorities; restructuring police service delivery by linking it with other municipal services; reforming the police organization model; and creating larger and more complex roles for individual police officers (Herbert, 2000).

This new style of policing is supposed to produce more committed, empowered, and analytical police officers; flatten police hierarchies; and open the process of locally administered justice to those who are often the object of justice decision making (Skolnick & Hartnett, 1997). This shift also makes crime prevention, not crime suppression, the ascendant goal of policing. Community policing is not perfect and many

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struggle to implement it effectively. Some of the problems noted are in communication, where officers are seen to dominate discussions, the police focus being on crime while the citizens are more concerned in issues such as neighborhood safety.

Former Chief Bill Bratton said, "If we get it right and continue to reduce crime, we increase trust with the community. If we reduce crime, we reduce the need for cops to force themselves on communities; we lessen the need to stop people on the street. So much of what creates tension with the community is crime; by reducing crime, we reduce tension," he said. "We reduce the image of the police doing it *to* the community; it becomes the community doing it *with* the police" (Uchida, 2010).

### 2.3: Theoretical Framework

This section contains a review of the theories upon which this study is based. These are: social structural theory of community policing, broken window theory, the stakeholder theory, top management team theory and diffusion of innovation theory. These are discussed in the following sections.

#### 2.3.1: Social Structural Theory of Community Policing

Friedmann in his book "Community Policing: Comparative Perspectives and Prospects" maintains that from the perspectives of both community and police, community policing signifies that the police lack the ability to control crime caused by certain societal forces hence the need to center of attention on those communalissues which effectfelony and should focus more on 'quality of life' issues that exceed crime. Fear of crime also needs to be attended to in attention to 'traditional' crime issues. Well known legal anthropologists have contributed much, through their studies of "trouble cases," to our understanding of how indigenous people of different cultures settle disputes and deal with problems. Such research informs that the problems of everyday life look and feel very differently from the inside than from outside(Hechter, et al., 2003).

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Social life is governed by certain normative behavior that is shaped by an understanding of what is acceptable and what is not acceptable to do in a society. Laws are simply the formalization of social norms without which societies cannot exist (Hechter, et al., 2003). According to Friedmann, the criminalization or decriminalization of an act reflects society's reaction to it and what societies will or will not tolerate. It specifies who the victim is, who the offender is, what the offence is, under what circumstances it was committed, where it was committed and what will be the penalty against it. However, the leap, or transition, from informal social norms to formal laws is not clear and while from a legal standpoint deviant behavior is to be treated as criminal only when it violates a given law, it is also important to understand that at least some amount of such deviant behavior could be handled on an informal level as well to alleviate a conflict before it becomes an official crime. Here underlies the significance of community policing

On explaining crime, American scholars on criminology base their argument on a social-structural perspective where they look the community's influence and control over it's members' behaviour. This explanation has been appreciated by the criminologists all over the world. The social-structural concept of community policing puts the control of crime in the hands of the citizens in the sense that they are required to report such instances or any deviant behavior quickly to the police as well by coming out as witnesses when the crime occurs (Lombardo &Lough, 2007).

The accepted view today, is that crime and delinquency should be viewed not merely as an infraction of law, but more appropriately, as an anti-social conduct, arising from disorientation developments in the individual and dis-organizational process of the society itself. Social factors like population explosion, inadequate economic growth, and inequitable distribution of opportunities, side by side unplanned industrialization and urbanization, super imposed on ignorance and poverty, have all contributed to higher levels of disorder in the society risks.

**2.3.2: Broken Windows Theory**

This theory (Foot Patrol Experiment) is an experiment first done at the Newark, in New Jersey. According to Kelling, 1981, as an attempt to cub criminal activities in society, this

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experiment brought back foot patrol into the neighborhood. The effect of the program was not immediate though, but there was a feeling of safety among the members of the society and this made them become the key source of information to the police. This brought satisfaction and fulfillment not only to the general, but also to the police officers. This was possible because the fear of crime came down due to the ability to control all the perpetrators of criminal activities like, drug addicts, gangs, and prostitutes. There is an argument to the effect that professionalism had been compromised and the core mandate of the police in maintaining law and order had reduced (Kelling & Moore, 1988). In his book Skogan (1990) justified this hypothesis by saying that disorder is as a result of a high level of crime. He looked at disorder in two fold, i.e. physical and social disorder. He also brought out evidence that disorder needed to be seen differently from serious crime, making the call for community involvement in order maintenance policing. His work also encouraged social disorganization theory.

### 2.3.3: The Stakeholders Theory

The study is also based on the stakeholder conjecture. The stakeholder presumption is a theory of managerial administration and business moral principles that concentrate on morality and ideals in running an association. It recognizes and molds the assemblageswho are stakeholders of a venture, and both explain and suggest techniques by which the administration can provide due regard to the welfare of those groups. In short, it endeavors to tackle the "theory of Who or What Really Counts (Freeman, 1984). The stakeholder view of strategy is an instrumental theory of the community policing projects, integrating both the resource-based view as well as the market-based view, and adding a sociopolitical level. This view of the firm is used to define the specific stakeholders of a community policing project of stakeholder identification as well as examine the conditions under which these parties should be treated as stakeholders.

The participant method has been labeled as an influential way of accepting the firm in its surroundings (Oakley, 2011). The method is anticipated to widen the administration's vision of its parts and duties further than the income maximization function (Mansuri & Rao, 2004) and investors recognized in input-output models of the organization, to

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similarly embrace benefits and entitlements of non-stockholding groups. Patton (2008) expounded that the stakeholder ideal involves that all individuals or assemblages with genuine interests contributing in an initiative do so to acquire profits and that there is no stipulated precedence of a solitary set of interests and profits over another (Karl, 2007). Allied establishments, probable personnel, forthcoming clienteles, and the public at large, needs to be booked into consideration.

Generally, a fundamental and unique drive of stakeholder model is to aid executives to appreciate stakeholders and tactically manage them (Patton, 2008). The managerial prominence of stakeholder management has remained emphasized in many studies (Ramabodu & Verster, 2010; Raniga & Simpson, 2009) they validate that just handling of shareholders is linked to the extended existence of the business (McManus, 2004). Even though having its beginnings in planned administration, stakeholder philosophy has been pragmatic to a number of areas and presented and used in a number of means that are fairly different and encompass very diverse approaches, models, categories of evidence and benchmarks of appraisal. As the curiosity in the notion of stakeholders has developed, so has the explosion of viewpoints on the topic (Oakley, 2011).

This model underscores the significance of the correlation among the highest management staff with the stakeholders. Precisely, administrators who ought to fathom the accomplishment of the assignments can be influenced greatly by the participation of a number of stakeholders. These stakeholders will contribute depending on the association they adopt with the topmost management and not subordinate personnel pro tem on their behalf.

### 2.3.4: Top Management Team Theory (TMTT)

There has been a widespread concern in the academic community regarding the field of strategic decision making and the generally the top management team theory. This is according to scholars Hijzen, Görg and Hine, 2005. The top management theory does study the performance in organizations, its determinants and strategic choice as opposed to the traditional strategic management theory, which emphasizes only on economic and

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technological processes or information process.This overturns the economic man proposition fronted by the traditional theory and therefore proposes the hypothesis of some degree of rationality proposed by the Carnegie school (Müller & Jugdev, 2012). Because of the complicated psychological process of the theory, the TMT theory brings into play past marketing research on demography. The aim of this is to imply that management characteristics and its dependants that include age, work experience, educational background,are realistic alternatives for existing differences in values cognitions, and discernment process. These are important in helping to know strategic choices of an organization, the performance of the organizationand other organizational outputs. (Dvir, Sadeh & Malach-Pines, 2006). As far as this study is concerned, skills that top management have and the support is key in the developing of the community policing projects. It thus ensures a clear communication pattern which has the effect of reducing the timeline of projects.

### 2.3.5: Diffusion of innovation (DOI) theory

When we refer to the DOI theory, we look at the how, why, and at what rate new ideas and technology stretch through cultures which are functional at the individual and also at the firm level. DOI theory sees innovations as being communicated through certain channels over time and within a particular social system (Sarker & Sahay, 2004). Individuals are seen as having different degrees of willingness to espouse innovations, and thereforeit is generally observed that the segment of the population adapting to an innovation is almost normally distributed over a period of time (Sense, 2008). The following categories are a breakdown of the normal distribution that leads to the segregation of individuals into the following five categories of individual innovativeness: innovators, early adopters, early majority, late majority, laggards. The late adopters of technology are companies that are predisposed to have trouble securing support and contribution of the stakeholders (Wallace, Keil & Rai, 2004).In organizations, the innovation process is much more complex since it generally encompasses a number of individuals, such like supporters and opponents of new ideas. These individuals play an important role in the innovation-decision process in the organization (Tabish & Jha, 2012).

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In accordance with the DOI theory at an organizational level, independent variables such as the individual characteristics, the organizational characteristicsare all related to innovativeness(Sense 2008). (a) Characteristics that describe the attitude of the leader toward changeare described as individual characteristics. In this case the leader is willing to accept change and does not rate his views to be higher than those of other colleagues. This ensures that other people's opinions are also put into consideration. (b) According to Tabish & Jha (2012),internal characteristics of organizational structure are the observations which thrive on the maxim that the degree to which power and control is in the hands of very few people is referred to as centralization. Complexity on the other hand is the scale to which members of an organization have with them a comparatively elevated level of knowledge and expertise. The scale to which an organization put emphasis on its members to adhere to the rules and regulations is described as formalization. The extent to which units in a system are linked up by interpersonal networks is hereby referred to as the interconnectedness. When we have resources that are not committed in an organization, it is referred to as organizational slack. The number of employees in an organization is its size. External characteristics of organizational refer to system openness (Zou, Zhang & Wang, 2006). This organization of a firm based on the DOI theory which highlights the aspects that prompt support from stakeholders.

### 2.4: Empirical Literature Review

This section covers empirical literature review on the independent variables that is community participation, transformation of police service organizational coordination, and technology and in particular how they influence implementation of community policing. It also covers the concept of community policing in Kenya as well as the challenges facing community policing in Kenya.

#### 2.4.1: Community Policing in Kenya

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Kenya's quest for police reforms dates as far back as the 1990s when Kenya's constitution was amended to allow for multi party democracy (Furuzawa, 2011). Police reforms begun to take shape with the election of a new government in 2002 (Saferworld, 2008) and one key agency used in transforming these reforms to law is *Usalama. Usalama* recognizes that police reforms will result in numerous benefits among them being poverty reduction, sustainable development, good governance, respect of human rights, peace and stability. Kenya's community policing revolves around the formation of community policing committees. The philosophy promotes education, capacity building among the police, the community and other stake holders through workshops and sensitization programs to enable constructive participation in spear heading the concept of community policing. Citizen's part in this partnership is to volunteer information on suspicious characters or activities and support the police to achieve their duties. The police on the other hand are expected to communicate with the community and focus more on the needs of the public. Kenya had to implement police reforms to fully embrace community policing. These reforms were aimed at various fronts with an overall goal of transforming the police image. Communities need to see the police as more than crime fighters and more as public servants be more of a police service rather than a police force (Groenewald & Gpeake, 2004).

The Office of the President and Saferworld, a nongovernmental organization entrusted to implement CBP in the country, partnered with a number of institutions so as to come up with a training guideline for community based policing in Kenya. The institutions include the administration police training collage, the Kenya Police Training College and Kenya Institute of Administration. The training curriculum was launched in February 2004, and it has various units such as introduction to community based policing, legal framework, human rights, the society and community based policing, strategic management, crime prevention and reduction, and partnership policing. The training had a great emphasis on changing organizational management principles, and individual conduct and attitudes. There has been the production of enough standard training materials by the institutions involved with partnership with the Saferworld and PeaceNet. The institutions include the Kenya Police, the Administration Police and other representatives from the pilot sites.

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Under the program, 40 Administration Police officers (APs), 40 District Commissioners (DCs), 120 District Officers (DOs) and 60 Officers Commanding Police Divisions (OCPDs)from the Kenya Police had been trained in CBP by the year 2006. An additional of 80 community and civil society representatives also received training as trainers, who have trained many police and public servants on CBP. A solid team of three trainers fromthe categories that received training above are now available in each of Kenya's eight regions. Their role is to coordinate training in their respective areas. Police officers helped reduce communication barriers and increase public trust in security institutions. The consultations made between the civil society and local residents enabled the formulation of the training modules. This was done in the local language.

Other forms of support have provided by Saferworld to strengthen the ability to implement community based policing in Kenya. There are two community based policing pilot projects implemented by Saferworld in Kenya. This has been done successfully in Kibera and Isiolo**.** Kibera is purported to be the largest slum dwelling in Africa. It has an estimated population of 800,000 majority of residents suffer some of the poorest living conditions of any urban community. It is considered a rural-urban settlement. Access to basic services such as health, water and education is limited for the residents. Majority of the dwellers come from every corner of Kenya mostly in search of employment and a better life. Because of rampant poverty many of the youth in the slum engage in petty crime to supplement their household's income. One Kibera resident said *"I was born in Kibera. I know what Kibera used to be and what it is now. Long ago we used to walk late in the night and the only fear was an attack by wild animals; yet now we are afraid not of animals but of human beings. I am motivated to reclaim that space and make Kibera safe once again"* (Saferworld, 2008).

The key origins of criminality are the commercial and societal circumstances in Kibera. The fast growing of the inhabitants (population) has put a burden on resources like foodstuff, housing and water thus compelling persons to contest so as to meet their elementary requirements. Elevated levels of insufficiency and joblessness drive lots of people to take part in unlawful actions to endure. The intention of the CBP program in

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Kibera was to regain peace and safety for its dwellers by answering to their protection and safety apprehensions. Discussions with the local community and local police department created an exhaustive scrutiny of the reasons powering delinquency and anxiety in the area. These were acknowledged as deficiency, unemployment, collapse of social associations and antagonism linked to living circumstances (Saferworld, 2008). The CBP program reacted to these issues through a variety of undertakings dedicated on crime deterrence and victim sustenance that comprise discussions with associates of the community, civil society and police on how to cultivate a CBP model that answers to the requirements of the local community, setting up a team comprising community establishments, the Administration Police, Kenya Police, Kibera Provincial Administration, PeaceNet and Saferworld.

In Kibera CBP success is attributed to the collaboration between the stakeholders that enhanced the sense of ownership and commitment. An extensive variety of participants from the Administration Police, the Kenya Police, the Provincial Administration, the corporate community and inhabitants have dynamically taken part during the course of each period of the program and have established firm partnerships. This has aided effective execution of CBP in Kibera. At the end of the pilot a Kibera resident noted: *"Police have held awareness campaigns and open days through which we interact with them. This reduces fear of police and enables us to feel free to report criminal activities in Kibera"* (Saferworld, 2008).

The outcomes of these efforts by all parties involved bore fruits. Some of the notable changes include: the circulation of info amongst communities and police officers which has facilitated the police to take action to impede law-breaking and improve on security. Information cases christened '*Toa Habari kwa Polisi*' (agreeing to give information to the police) permit persons to give information privately to police department officers to foil and shrink misconduct; Law enforcement agents are currently capable to reach areas, like Gatwekera rural community, that were hitherto categorized as 'no-go' zones (Saferworld, 2008). Augmented police tours have led to better safety for the inhabitants

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in these areas; the protractedpredictions for CBP in Kibera have been enhanced by increased consciousness within the community of what it means.

The Kibera site has remained a model for police stations elsewhere in the nation and the familiarity of inhabitants and officers residing and working there has influenced national policy expansion. Teams of senior police officers from all areas through Kenya have visited Kibera as part of a teaching process. Improvements from public policing in Kibera remain captive to factors mostly outside the scope of individual officers or community members, including staff alternation, struggle over wealth amongst community organizations, and ferocity arising from inter-ethnic or political pressures.

### 2.4.2: Community Policing Challenges

Whereas associations among the community and the police have developed from the time when the inception of the community-based policing approaches began, there is still some particular way to go to reverse the heritage of years of adverse experiences and bad relations (Saferworld, 2008). A number of trials mentioned have affected the progress of development in Kenya: scanty resources due to the limited funds set separate for CBP work in Kenya; little public confidence in the police, an inheritance of mistrust and suspicion between police and communities impedes energies to build relationships among the police and common public. Finally little optimism amongst the police force given the small remunerations they are paid, pitiable working surroundings and terms of service all remain to have an undesirable effect on police morale (Saferwold, 2008).

CBP in Kibera bore rise to Toa Habari kwa Polisi Swahili for (give information to the police). The phrase was coined in the simplest language understandable to the public to enable them fully participate in the provision of key information they may have concerning the commission of crime (Saferworld, 2008). The police information boxes act as depository for important information to the Kenya Police from the public on any potential or ongoing crime. Information is therefore availed easily to the police by the public without the fear associated with writing statements at the police stations. Today, there are about 31 police information boxes situated strategically in the city center and its



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environs. The participation by the public in giving information to the police has helped them in combating crime in the society. The police have confirmed that very useful information has reached them through this initiative and major crimes were prevented as a result. The nature of information commonly received includes: planned carjacking, planned robberies, banking fraud, drug trafficking, terrorism, arms trafficking. In addition, such information has helped boost police operations in the city. The Community Policing unit confirms that the trust between the public and the police has greatly improved.

### 2.4.3: Community Involvement and Implementation of Community Policing

Community engagement (increasing public 'ownership' of local crime problems and willingness to play a role in problem solving): Implementing a variety of strategies to encourage citizen participation in the processes of CP has been seen to be more effective than relying only on one method of engagement, for example public meetings. Although some of these programmes have been found to have achieved positive results in relation to public confidence in the police, feelings of safety, problem solving, and police visibility, they have tended to have little effect on calls for service or 'social capacity', that is willingness of neighbors to intervene, or increased voluntary activity (Weisburd et al. 2010).

Every single definition of community policing brings forth the idea that the police and the community needto work together to outline and develop solutions to problems (Sadd & Grinc, 1994). Someunderlying principle for public participation is the trust that police single-handedly can neither craft nor sustain safe societies. They can aid by setting upvolunteerhomegrown efforts to avertchaos and delinquency; in this character, they are helpers to community crime deterrenceenergies such as communitysentry, target toughening, and adolescence and economic development programs. A mutualvalidation for avertingfunds from answering to 911 calls is that community policing will eventually prevent glitches from happening in the first place, and that many which still do will be dealt with locally minus police help, or by organizations other than the police (Trojanowicz, 1986).



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Publicparticipation is also oftenwarranted by directing to the mounting customer orientation of municipal service agencies, and to the governmental and social forces lying after it. It is claimed that by opening themselves to civiliancontribution the police will become more well-informed about, and receptive to, the waveringapprehensions of different communities. One element of this argument is that police have "over-professionalized" themselves and their job, and as consequencesthoroughlyoverseea lot ofdemanding community trepidationssince they lie exterior of their scarcelydemarcatedobligation (Skogan, 1990). Because these fearsoften have harmful consequences for the communities involved, increasing the space of the law enforcement agency's mandate by making them more "market focused" helps the government be more real at its most ultimate task, upholding order.

In a survey on officers on a community policing program in Chicago, it was found that there was a resistance in allowing community member to set the agenda. Diamond and Weiss 2009 said 72% of the officers showed lack of trust in the program claiming that unreasonable demands would be made by the community groups under the CAPS. The pessimistic officers were also afraid of the fact that some members may participate in the program but with bad motives to push for their own selfish agenda. They were also not sure of how they will be treated in public gatherings and this made them feel nervous not sure of what to expect. The police saw the role of the public in a traditional and narrow perspective so community policing was a too big role for them (Taylor, Koper, & Woods 2011).

Murphy (1993),debates that the Canadian attitude to community policing has been primarilyold-fashioned in this respect as well. He records (p, 20-21), "... the public is seen as a resource, a support assemblage and an information spring rather than as a commandingorganization." In Canada, community policing remains police-managed, and hardly everencompassesnoncombatants in policy or accountability matters. For instance, Edmonton relies on foot officers to collect community input over their day-to-day interaction with area dwellers and traders (Hornick, et al, 1993). In Victoria, the principal role for noncombatants was to serve as staff helpers in a store-front police office (Walker,

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et al, 1993). Leighton (1993) labels the look of "community consultative committees" in more than a few cities, and specifies they are still finding a character for themselves in opining police operations. In contrast, Chicago's community policing energydelivers anorganizedroadmap for citizen involvement in problem identification and primacy setting, and fashions a networkover which community populations can petition some degree of culpability for law enforcement agencies performance in their region.

The Resource Development Associates (2012) argues that the public will be free to share information with the public only if there was an established relationship between them and the police. This works well where there is a great rift and conflict between the police and the public. When there is unity of direction, cohesion and synergy, it makes it easier to handle any problems that may arise in the community. When the community members trust the police and their agenda and also accept the fact that the police are members of the community, there can be a successful community policing program.Research has shown that collaboration between the police service and the community requires more than what other organizations believe in, for instance, the mission statement, core value or the organization's policy. According to Miller 2007, commitment to change requires one understand the fact that change needs an individualized approach and needs dealing with one person at a time.

As postulated by Matier and Ross, (2013), having partnerships in community is the best ingredient in ensuring a successful community policing program. Community involvement is essential to every department. When there is a good community policing program, the collaborative efforts bring about great results since by working together, there is a high prioritization of safety issues to be handled and bringing about a safe community for all. The success of these partnerships will always be determined by the information being shared by the involved stakeholders and it works from the top level down to the supervisory level, at all levels, from command staff to supervisors to line officers.

**2.4.4: Transformation of Police Organizational Structure and Community Policing**

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One of factors that affect effective implementation of Community Policing is the nature of police organizational structures which are universally characterized as rigid and centralized paramilitarized organizations (Ruteere and Marie, 2003). These cultures also prefer professional isolation other than close engagement as seen in community policing (Moore, 1992). Community policing being a different policing approach puts a spotlight on crime hindrance, hands-on and receptiveapproach to policing. This challenges the existingstress on law enforcement in addition to aggressive guiding principles and whereby the presentpermissible, organizational and additional institutional measuressustain the present approach to policing. Woods (2007),says that the 'top down' community policing model being pursued by government could be equated to letting out official police functions to an informal entity which might be difficult to hold accountable. In urban areas, it is the unilateral action of the police which decide on who is a community policing forum member. To be asked to record a statement when one volunteers information goes contrary to the confidentiality principle of community policing which makes most people shy-off.

Further, the organizational culture within a police agency may not embrace values necessary to implant community policing strategies. Thus, a very poor public image hence poor relationship with the public hinders efforts to build sustainable partnerships between public and police. Police have failed to reorient themselves towards citizens and change their attitudes and have failed to recognize the need for culture change within the force (CHRI, 2006; Commonwealth Police Watch [CPW], 2006). There is lack of an enabling legislative and administrative environment to support community policing approaches and the development of partnerships has also hindered effective implementation of community policing initiatives (CHRI, 2006). This has been due to the slow pace of legal and administrative reforms in both the police and the local government departments. Successful implementation of community policing is largely dependent on how well security agencies manage confidentiality of information and intelligence accruing from the public. Mishandling information can put informers at risk and make community members unwilling to cooperate. This also reduces trust and weakens information sharing (CHRI, 2006).

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An avenue that puts emphasis onsocietal policing and partnership strengtheningobligeto stakeholders toacknowledge the legality of the institutions furthermore the approaches put in as well as the legality of the persons themselves. Honesty is a furtheraspectbecause the Kenya police and other stakeholders boast to ensure that they are above reprimand if joint ventures for crime deterrence are to grow to be sustainable (Common Wealth Human Rights Initiative (CHRI, 2006). Another factor that may hinder effective implementation of community policing initiatives is the declining police resources which may also impede success of community policing programmes (Moore, 1992). This means that lack of personnel and equipment such as vehicles may affect implementation of community policing.

There exist three critical organizational elements of COP. These are the structure, the management, and the information. In this regard, in order to have support and facilitate the implementation of the philosophical strategic and tactical elements, community policing has various ways of restructuring police service agencies. It is important that an organization's structure should match upto its mission and the nature of work performed by its members. There are some aspects in traditional police service organization structure which seem more suited to habitual bureaucratic work than to the good judgment and the ingenuity required for COP. There exist elements in the traditional bureaucratic structure which put a ceiling on the range of police behaviors and actions. There is need therefore to have core alterations in the bureaucratic structure of traditional police organizations so as to have room for community problem-solving strategies (Skogan, 2006).

Community policing organizations are developing toward an organizational structure and design that more closely resembles the emerging entrepreneurial model of government agencies described by Osborne and authority front level in the organization. This change is based on the notion that those in the organization who provide the actual services are in the best position to know how their tasks should be performed (Archambeault and Fenwick, 1983). A shift from claiming sole responsibility for the provision of services to

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that of catalyzing citizens and communities toward self-help and community-based problem-solving  A strong emphasis on customer service A shift in administrative focus from a preoccupation with operational efficiency to a concern for the substantive problems in the organization's task environment. This concern is expressed in research efforts to identify the essential nature or characteristics of a particular community that tend to generate the need for a disproportionate amount of the services that are provided by the organization.

This approach represents a shift from providing services after problems occur, to seeking ways to prevent the problems from occurring in the first instance (Osborne and Gaebler, 1992; Goldstein, 1990). Customer satisfaction and long-term improvement in the organization's task environment as indicators of effectiveness.Customarily, law enforcement organizations have countered crime after it happens and, consequently, are prearranged to aidusualtour of duty, swift response to calls for service, arrests, along with follow-up investigations. Community policing requires a more planned and considerateamalgamation of these features of police business into a largelybigger police taskthat is alert on the practicaldeterrence of offense and anarchy. Community policing promotes the plannedappliance of habitualtour of duty that is done with a look atin the direction ofmost wantedresults. Rather than just conducting everydayperambulationfor the reason that “that is how we have at all times done it,” scheduledtour of dutyought to be part of an all-inclusive problem-reduction and society outreach approach. Routine patrol, for example, may be used specifically to increase police visibility to reduce fear of crime; or preventive patrol may be increased in a particular hot-spot neighborhood as part of a larger comprehensive crime-reduction strategy

### 2.4.5: Technology and Implementation of Community Policing

Community policing is a collaborative effort between the police and the community that identifies problems of crime and disorder and involves the community in the search for solutions. It is founded on close, mutually beneficial ties between police and community members. Technological developments are rewriting the rules for community policing as they enable people to break away from the land line telecommunication transforming the



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lives of billions in the continent. The whole world is literally going with the introduction of mobile phones, other wireless and mobile computational devices such as Laptops, Palmtops, PDAs (Personal Digital Assistants) and Tablets. Statistics show that the total mobile-cellular subscriptions reached almost 6billion by end 2011, corresponding to a global penetration of 86% (International Telecommunication Union, 2012).

According to Hellstrom, (2008), the last decade marked tremendous growth in mobile technologies and globally the impacts of simple functions of voice and text messaging (SMS) can empower citizens and affect the way citizens interact with each other and with the society as whole. Information and communication technology (ICT) systems (computers and internet) are appropriate for the capture, processing, storage, organization and presentation of data and information. ICT used as a tool to improve good governance, i.e. E-governance facilitates openness and transparency and creates a free flow of information between departments, institutions and layers within government. ICT, as seen in many developed countries, also facilitates a free flow of information between government and citizens and opens up for opportunities for citizens to participate more directly in influencing decisions that affect them (Hellström, 2008).

According to Sloan (1996) the challenge for police is to embrace technology, but they mustdo it intelligently. In his opinion, police must become more knowledgeable about what technologycan really do. He argued that often, they are faced with prolonged implementation, thenquestionable utility once the technology is in place; and it is critical that users beinvolved during the initial stages of developing and implementing technology.Sloan (1996) suggested combining two principles: define the objective and ensure thatform follows function. Police must ensure that the form technology takes followsthe function they are charged with carrying out. They must assess theirmost basic function as police agencies and redefine their role in pursuit of thatfunction. How police prioritize and use technology will be shaped by what theyprioritize in their departments.

Sen (2010) observes that the term “law enforcement” itself connotes a narrow and distorted view of police functions. He submitted thatcaution must be taken to ensure that technological advances that police develop and implement support not only the law

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enforcement components of police activities, but also all the other roles that a community policing practitioner has to carry out: mediator, facilitator, community mobilizer, organizer, crime prevention monitor, and mitigator. In the same line, Sloan (1996) argues that function should not be altered to meet the form of technological advances and it is critical to not sacrifice effectiveness of policing for greater efficiency.

Schwab (2010) observes that technological innovations can be tremendous tools for law enforcement: concealed weapons detection and sharing information between police agencies about crime trends and criminals have tremendous potential. He argues that police must explore technology that enhances their ability to diagnose community problems in a systematic manner; and they must be able to better analyze the cause of crime and the quality of life in communities across the country. In addition, Sen (2010) observes that communications technology can open policing to the community to facilitate information sharing and prevent crime, mobilize the community around salient crime and quality of life issues, help the community better understand policing, and help police better understand community issues and restraints.

To have community based policing practices that are successful, there is need to have enough time and resources that both come from the police and the community so that they can have a sound impact on crime and related activities in the community. According to the director of the Office of Community Oriented Policing Services Mr. Bernard Melkian, community policing has had results that building of and the solving of problems are more vital, in such like times (Melekian, 2012).

To improve the internal communication systems such as emailing, electronic memo, development of reports and newsletters, there is need to embrace technology. This will enhance the organizational support for community policing. It also leads to greater accuracy and efficiency in carrying out the duties of police officers like reporting fast to incidences. Sincetechnology helps to save time, it results into more that is created to engage in other proactive efforts. On the other hand, the use of technology allows for moreharmonization and interaction with other entities for more well-organizedoperations and harmonized responses. Through community policing, technologies that aim to

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expand accountability and improved performance measurement systems which are timely and contain accurate measurements are developed. Technology, particularly effective Internet sites, can also greatly improve recruitment efforts and can be used to make available online training around community policing topics that are aimed to prevent crime.

If the available technology helps to bring information the information becomes useful only when the information is accurate and of good quality. Community policing plays the role of encouraging agencies to put in place the necessary precautionsso as to ensure that all information that they collect from various sources are entered into central systems, they are interlinked and are accurate. Information collected can be effectively used to in making collaborations solving of problems and transforming the organizations. This will depend on how the obtained information is analyzed. This means that the initial information must be collected in a systematic way and its quality guaranteed.

To increase openness presence and accountability efforts, some law enforcing agencies have opened their doors to the public. Almost all of the present technologies have the capacity of sustaining existing policing units and expanding their scope There is a great deal of proof to show the way technology has enhanced the outcomes and competence of community oriented policing practices. It is important to understand the technologies which technologies give value to both the community and law enforcement. According to Alexander (2011), there are five key information technology solutions that currently support community oriented policing. These are:

**2.4.5.1: Online presence**

There has been an increase among law enforcement agencies in their online existence and communication through the use of social media like facebook, whatsapp, twitter and websites and blogs. The use of social media by keepsthe general public informed about crime that is occurring in their environs. Through social media,authorized officers have the ability to put outdescriptions ofsuspect from mobile devices and computers through a network connection.Thisinformation is always up to date which enables the readers to be alert, and creates a new level of transparency. Agenciesare able to tell their own story and



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also allow readers torespond and react back to the agency without having to call in. according to citizens social media platforms build up social ties by making sure their engagement in combined problem solving actions and through the giving out of information and guidance with law enforcement.

**2.4.5.2: Crime analytic software**

In order to identify areas that have high crime rates, law enforcement agencies are now using advanced software to analyze crime. There are records management systems and computer programs which are capable of capturing electronically every detail of a crime report and call for service. The crime analysis software assists the law enforcement officers to understandwhat time crime occurs and the place where the crime occurs in their jurisdiction.This means that a lot more of resources can be allocated to address the problem. The quest for answers has led law enforcement to coalesce the notion of community oriented policing with innovative concepts. These concepts include hot-spot policing and intelligence-led policing that use software solutions to mine electronic statistics and identify high crime areas on maps. Computer programs such as *COMPSTAT* are helping to ensure accountability and ensure law enforcement.

**2.4.5.3: Mobile devices**

These days the growth of the mobile phone industry has seen law enforcement agencies start the use of mobile computers in their patrol vehicles. They are usually hand-held mobile devices which increase efficiencies in the field because of the easy portability. There have been many installations of hand held devices in many departments across the nation, such as in-car computer systems.The systems run a communications system, computer aided send out programs, criminal history information, and electronic report writing software. However the programs have a limited ability to access and analyze data that is generated. There have been developed solutions such as*BairAnalytics* and *COPLINK*which arealtering the in-car environment. They help officers to access vast amounts of data whenever they need it using mobile versions and their applications. In the United States of America, in states such as Massachusetts and California, police departments in are issuing officers Apple iPads. The iPads run an application called

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*PolicePad* that allows them to access numerous databases to search for warrants, driver's license information, and access to crime maps. In the state of Los Angeles, the police department (LAPD)has field vehicles that have been fitted with license plate readers, mobile fingerprint scanners, and facial recognition software. All those gadgets do increase the productivity of the police while in the.

**2.4.5.4: Video technology**

In the past only businesses had installed cameras for surveillance in order to protect their goods from being stolen. This is however not the case these days. Cameras have been installed almost everywhere either in homes, private businesses, in law enforcement agencies and government offices. In London there is one camera for every 14 people, while in New York, there is an all round clock center to monitor crime with police who look at thousands of videos of the public ad even from private institutions.Live video feeds in Chicago gives the police and security agencies the ability of looking at various parts of the city and are able to respond to any situation that needs immediate action. However is should be noted that video surveillance technology is not meant to substituteconventional community policing practices.

**2.4.5.5: Information sharing**

There is a growing upsurge in both external and internal criminal information sharing by agencies that enforce the law with other law enforcement agencies around the country. By using the *COPLINK* system, cases are being solved 14 percent faster than previously without the system. This system is able to link together more than 400 law enforcement agencies throughout the United States. Police officers are given security clearance and a password which they use to search criminal offender records out of their jurisdiction. This reduces the time they would have used to pick up the phone or spend hours going through paper records. Other organizations, such as Palintir Technologies, have given law enforcement organs the permission to map, search and ingest public data and private data sources. Thetools used ininformation sharing are making it able for law enforcement officers to work in partnership with one another so as to solve crimes more quickly and more efficiently than in the past.

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### 2.4.5.6: Social Media and Community Policing

The Boca Raton, Florida, Police Services Department (BRPD) was one of the first law enforcement departments in the country to embrace social media. It happened in 2007, when this affluent oceanfront city fell into the national spotlight because of a double homicide of a mother and her daughter at an upscale mall. The department turned to one of the only widespread social networking sites at the time, Myspace, to post information and ask for anonymous leads in the case. This was considered a unique way for a law enforcement organization to investigate a crime and look for leads. In 2011, the BRPD is still on the cutting edge of social media. With Facebook, Twitter, YouTube, and blogs, the agency uses all means available via technology, including the introduction of Quick Response (QR) codes as one of the latest electronic tools.

A Kenyan chief in a town far from the bustling capital foiled a predawn robbery recently using Twitter, highlighting the far-reaching effects of social media in areas that don't have access to the Internet. Chief Kariuki became famous because of using Twitter to fight crime in Lanet area. The tweeting chief shared his experiences with Nation Media on how to use social media to fight crime. He said social media has changed the lives of the residents of Lanet area, where he is in charge. He discovered the power of instant messaging after becoming a chief four years ago. "I realised that people's problems are not necessarily resolved through taking the offender to a court of law, because even if this person is jailed, the problem may not have gone away," revealed the chief. He says that most offences are committed in homes when stress levels are beyond manageable levels. He advised the students to make use of the mobile phones in their own homes and just send a message to 8988 when they notice any alarming incidents. According to Mr Kariuki, 8988 is a free messaging platform and the message can be immediately uploaded as a tweet on social media site Twitter. This way, residents of areas such as Kiamunyeki, Lanet, Pipeline and other surrounding villages in Nakuru County report any security incidents immediately.

### 2.4.6: Implementation of Community Policing



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Generally, the core components of community policing are community partnerships and problem solving (Purdy, 2013). According to Saferworld (2008), the core elements of community policing include service orientation, joint venture, crisis solving, empowerment, answerabilityas well asenlistmentin addition to sensitization. Service orientation is giving of skilled police service approachable to the publicrequirements and answerable for looking into these very needs. Joint venture is the enhancement of an accommodating, counseling, encompassive and broadmethod of problem solving. Problem solving is the joint examination, recognition, scrutiny and rationalization of the origin of crime and divergence,making possible the development of pioneeringactions to tackle the same. Empowerment refers to the conceptualization of voluntary cooperativeaccountabilities and aptitudes for dealing with crime wholly. Accountability refers to the setting up of a way of lifewhich is accountable for addressing the requirements and concerns of communities inside frameworks whichdefend the wishes and concerns of communities within frameworks that espouse human privileges irrespective of socio-economic station of life. The mobilization and sensitization element of community policing includes mobilization and sensitization of communities towards understanding criminal procedures like bail able offences and police bonds in order not to violate a suspect's human rights.

Moore (1992) identifies several approaches to community policing namely team policing, problem oriented policing, foot patrol and preventive patrol. Team policing involves a team of officers rather than individual officers who carry out the policing responsibilities in a given neighborhood. The team is under a supervisor who decides on how to divide up the work, what methods to use to cover the area and how to maximize communication with community members. The lead officer is responsible for establishing and maintaining liaisons with local communities (Moore, 1992:132).For example, when incidents of various crimes have risen in an area, the police will form a team together with community members to address these crimes.

In problem oriented policing, the police work with citizens to identify and respond to community problems. Problem solving policing takes a more situational approach aimed

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at an effective response to solve the underlying problem (Moore, 1992:116).For example, when incidents of burglary increase in an area, individual members of the police and community will focus their efforts towards overcoming this particular crime. They will inform the rest of community members not to leave their houses unattended especially at night and to ensure that they switch on security lights. Community members will also help the police to identify suspected perpetrators of the burglary incidents. Foot patrol reduces crime and the fear of crime and is therefore potentially quite valuable. Foot patrol entails an officer or officers and community member (s) patrolling on foot within the general area without targeting any specific crime. Preventive patrol on the other hand entails an increase in police presence and visibility which deters criminals from committing crimes. This reduces fear in citizens and fosters good police – public relations. Preventive tours of duty are mostly done by selected patrol vehicles. Police – community relations programmes involve activities aimed at reaching out into the community such as joint patrol(Moore, 1992:116).This study establishes how community policing is implemented by identifying the approaches that are used within the area.

Implementation of community policing in Kenya commenced in May 2001 through establishment of community policing units in Kibera, Ziwani, and Isiolo. This was through a joint collaboration effort between the Kenya Police, UN-Habitat, 'Saferworld' and Nairobi Central Business District Association. The units developed valuable knowledge and experience in setting up and running community policing forums (CPFs). The units have further been supported by the development of a national manual that is used in training communities in policing sites and police services (GoK, 2003:10). Since 2003, the government has embraced community policing as a core crime prevention strategy. This involves combining the efforts and resources of the law enforcement agencies and community members.

Community policing facilitates partnership so that the public can seek assistance from law enforcement agencies. The community policing environment is an environment

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necessary for community policing work. It necessarily entails mutual trust between police and the community which must be maintained after being established.

The partnership structure for community policing is built on Community Policing Forums established at every level of the community with membership drawn from the community, law enforcement agencies and other stakeholders (GoK, 2009: 182). Community Policing Forums or Community Safety Forums are joint platforms from where the police, communities and public share information and strategies on safety with regards to the fundamentals set to facilitate oversight role of the police by the public (Saferworld, 2008). It involves consistent dialogue at community and national level and decreasing the exclusivity of policing as a prerogative of the police and government agencies. It is a forum that pronounces communication between service providers and consumers, increasing transparency in the community and the service agencies within inclusive and voluntary problem solving schemes (Saferworld, 2008).

Saferworld (2008) enumerates the functions of CPFs to include understanding and opening police work to the larger public so that expectations are shared within reasonable and well exposed structural understanding. Another function is to open police to the realities and challenges faced by the public in regards to sharing of information and resources towards crime prevention and reduction. To compile data and information that points towards establishing crime rates and trends within their regions is another function of CPFs. In addition is requesting enquiries into policing matters in the locality concerned (Saferworld, 2008).

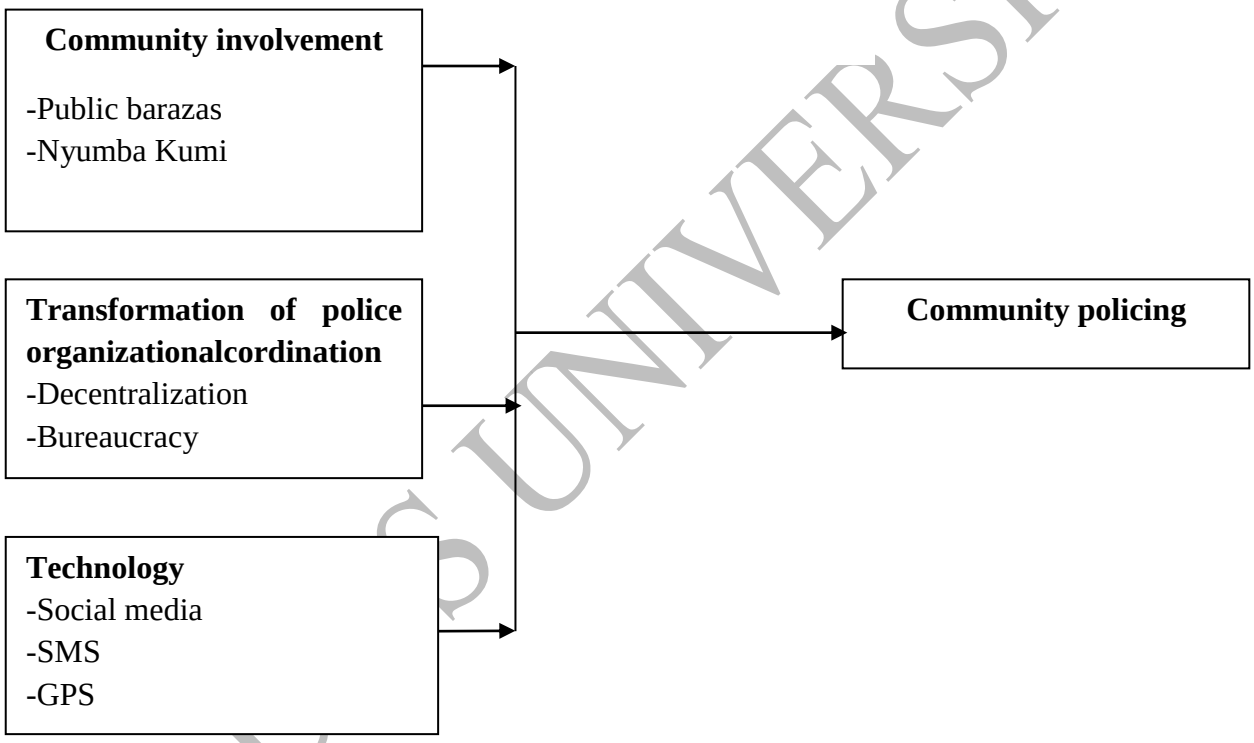
CPFs face challenges such as lack of immediate and long term resources to facilitate safety matters to the satisfaction of the public. Another challenge is lack of trust between police and communities emanating from historical relationships that are pronounced by mistreatment, blatant abuse of rights, the absence of the rule of law and inadequate service delivery when required. Contradictory and conflicting functions among police officers and unavailability of relevant policy frameworks to guide structures such as CPFs are the other challenges. Additionally is the fear of sharing information towards

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crime prevention due to possibilities of retaliation in the communities (Saferworld, 2008). This study therefore establishes the perceptions of residents and police on implementation and factors that obstruct effective implementation of the programme.

### 2.5: Conceptual Framework

A framework that illustrates variables (independent and dependent) relative to community policing and its determinants shown in Figure 2.1




**Independent Variables** **Dependent Variable**

**Figure 1: Conceptual Framework**

### 2.6: Research Gap

Various researches have been done on community policing with respect to the forms and the contributing factors. Many of these researches have been done of factors on increase in crime here in the country and overseas. However, there is little done on the factors affectingcommunity policing in Kenya. This study aims at closing this gap.

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Literature has shown that there is a lot of mistrust between the police and the members of the community, community policing gap is still observed in communities (Alexander, 2011). However, Safer world (2013) indicate that there is need for a shift in focus from only intelligence gathering through intelligence process and arming the police to a more inclusive version of the same policy to accommodate the members of the community and in society as a whole. It is thus necessary to understand the factors influencing the implementation of community policing in Kenya.

### 2.7: Literature Summary

The major aim of this study was to investigate the factors affecting community policing in Kenya. The major focus of the literature review in this study was the theoretical framework upon which the study was based. It also includes a review of literature on community involvement in community policing where it is clear that is negatively correlated with community policing. Literature has also revealed that transformation of thepolice organization has an effect on community policing. It is also clear that technology has an effect on community policing. Literature has also revealed that drug crime's evolvement requires communities to work closely with law enforcement agencies.

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# CHAPTER THREE:RESEARCH METHODOLOGY

## 3.1: Introduction

This section covers the research design to be adopted by the researcher and which enabled him answer the research questions. It includes the target population, sample population, instrumentation, the methods used in data collection, and analysis, and reliability and validity of the research instruments.

## 3.2 Research Design

This study employed a descriptive survey design. The use of surveys is more appropriate while obtaining information from individuals or large organizations. A survey was therefore an appropriate research design for this study because the researcher was; in trying to answer the research questions collect data from both the security officers and members of the general public. Kothari, 2004 says that the descriptive research is used in describing an individual, group or situation's characteristics and facts. This kind of research is concerned with the discovery of ideas and insights by giving room for flexibility so as to several aspects of the research problem. It usually works by utilizing questionnaires and interviews in data collection.

## 3.3: Target Population

According to Oso (2009) target population is the total number of subjects, or the total environment of interest to the researcher. The study targeted all security officers and community leaders in Nakuru East Sub-County who are members of the Nyumba Kumi initiative. According to the data obtained from the sub-county offices, there are 43 police officers and 194 members of Nyumba Kumi in the population. These constituted the target population for this study.

## 3.4:Sample size and Sampling Procedure

A sample size is the number of participants in a given study. Orodho and Kombo (2002) define sampling as the procedure researcher uses to gather people, places or things to study. In order to arrive at the appropriate sample size, the researcher applied the Nasiuma (2000) formula which is illustrated as follows:



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

Where: n, N, C, e represent the sample size, the population, the coefficient of variation (0.5), and the precision level (0.05) respectively. The formula is used to calculate the sample as shown

$$n = \frac{237 \times 0.5^2}{0.5^2 + (237 - 1)\, 0.05^2}$$

$$n = 70.5$$

$$= 71$$

From the population of 237 people (43 police officers and 194 members of Nyumba Kumi) a sample of 71 respondents was arrived at using the formula. The researcher further applied proportionate stratified sampling to arrive at the number of respondents in each category. This is shown on table 1.

**Table 1: Sample Size**

| Category | Number | Sample |
|---|---|---|
| Security officers | 43 | 13 |
| Heads of Nyumba kumi | 194 | 58 |
| Total | 237 | 71 |

The respondents were then randomly selected from within the sub-county to take part in the study.

### 3.5: Data Collection Instruments

This study utilized questionnaires for data collection. According to Nkapa, (1997) a questionnaire is a carefully designed instrument for collecting data in accordance with the specification of the research questions. A detailed self-administered questionnaire was used for the study. This questionnaire had closed ended questions in 5 point Likert scale. Questionnaires reduce biases which might result from the personal characteristics of interviews (Kothari, 2004). The research ensured that respondents had adequate time to fill the questionnaire, and also since it was not necessary for the respondents to indicate their names, they most likely gave honest answers. The questionnaire had 2sections. The

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first section collected data on the respondent's demographic information, while the rest of the sections collected data related to the objectives of the study.

### 3.6: Validity

The researcher ensured validity of the questionnaires by first discussing the questionnaire with the supervisors with regard to face and content validity. The researcher tested such aspects as clarity of the subject and questions therein and whether the questions were narrow enough to constrain responses. The data obtained was then used to reconstruct the questionnaire items where necessary.

### 3.9: Reliability

The researcher also carried out a pilot study from 10% of respondents from the neighboring Nakuru West Sub-County but this was not used in the final analysis. This was done to test the consistency of the responses given. The Cronbach alpha coefficient was used in determining the internal consistency. A reliability coefficient of greater than 0.7 was acceptable.

### 3.8: Data Collection Procedures

An introduction letter was obtained from the School of Peace Security and Social Studies and the consent of the Sub-County security officers and administrators to collect data from the sampled respondents. The questionnaires were issued to the prospective respondents by the researcher. The researcher then collected the duly filled questionnaires after the period agreed upon with the respondents.

### 3.9: Data Analysis and Presentation

Data analysis entails separation of data into constituent parts or elements and examination of the data to distinguish its component parts or elements separately and in relating to the whole (Oso 2009). This study employed quantitative data analysis techniques. An examination of the data collected was done to ensure that it is not only correct, but also complete.Data collected from the field was coded and keyed into the computer for analysis using the statistical package for social sciences (SPSS) computer software for

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windows programme to enable analysis. An analysis of the descriptive responses was then done based on descriptive statistics and frequency distributions. The descriptive statistics were in terms of mean and standard deviation. All incomplete data items were discarded from the analysis. The researcher presented the results in tables and pie charts showing the frequencies and the descriptive statistics.

### 3.10: Ethical Considerations

In this research confidentiality was ensured as far as the respondents' information and identity is concerned and all the obtained information was only used for the purposes of the study. The respondents participated and contributed voluntarily to the study. The necessary research authorities were consulted and permission granted while due explanations were given to the respondents before commencement of the study.

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# CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

## 4.1: Introduction

The aim of this study was to establish factors that influence the implementation of community policing in Nakuru East Sub-County with a major aim of proposing measures that can help in improving the adoption of community policing. To accomplish this, questionnaires were administered to the respondents who were security officers and heads of nyumba kumi within Nakuru East Sub-county. The findings are presented according to research questions and objectives. The quantitative data collected is analyzed, interpreted and presented in frequency tables and pie charts following the objectives of the study.

## 4.2: Response Rate

Out of the 71 questionnaires that were distributed, 70 were returned, interpreted and analyzed. This is equivalent to 98.60%. According to Mugenda and Mugenda, 2003, the response rate can be rated as very good. The rates of 60% is good, 50% is adequate for reporting and analysis, and 70% and over is very good.

## 4.3: Personal Information

This section sought to find out the general information about the respondents. These included sex, the number of years they had been in the estate and the category they fall in.

### 4.3.1: Sex of the Respondents

Figure 2 shows the sex of the respondents in Nakuru East Sub-county

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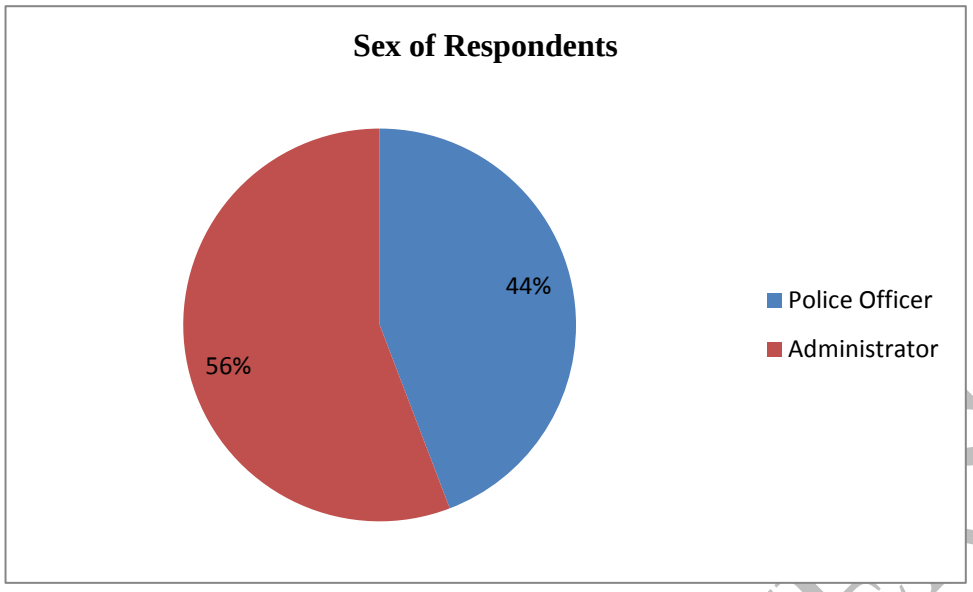



**Figure 2: Sex of Respondents**

Majority of the respondents (59%) were male whereas (41%) were female as shown in figure 2. The sub-county appears to be doing well in as far as the affirmative action is concerned in that the one third gender rule has been surpassed.

### 4.3.2: Number of years the respondents had been in the estate

The following table shows the number of years the respondents had been in the specific estates.

**Table 2: Number of years the respondents had been in the estate**

| No. of years | Frequency | Percent |
|---|---|---|
| Less than 1yr | 21 | 30 |
| 2-5 yrs | 34 | 48.57 |
| More than 5 yrs | 15 | 21.43 |
| **Total** | **70** | **100** |

Table 2 shows that majority of the respondents (48.57%) had been in the estate for between two to five years, while 30% had been there for less than one year. On the other hand, 21.43% of the respondents had been in the estates for more than five years. These

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are probably the most resourceful group of respondents as they had been in the estates long enough to under the security dynamics in the estate.

### 4.3.3: Respondents' Category

The respondents were required to state which of the following categories they belonged to: security officers or Members of Nyumba Kumi initiative. The results were as indicated in the figure 3:

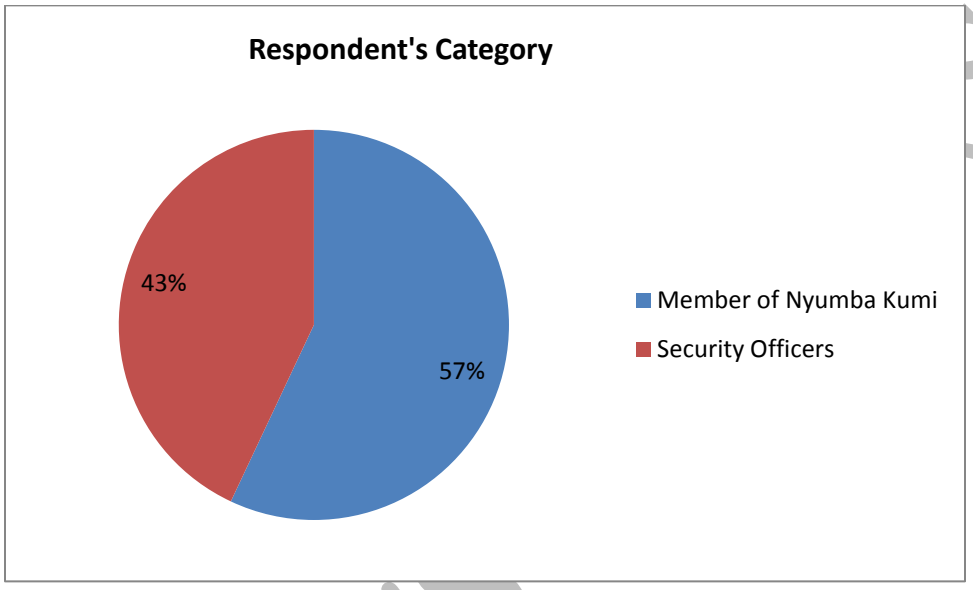



**Figure 3: Respondents' Category**

Figure 3 depicts that 57% of the respondents were members of nyumba kumi initiative, while 43% were security officers within the sub-county.These findings are in agreement with Weisburd et al. (2010) who observed that implementing a variety of strategies to encourage citizen participation in the processes of CP has been seen to be more effective than relying only on one method of engagement, for example public meetings. Although some of these programmes have been found to have achieved positive results in relation to public confidence in the police, feelings of safety, problem solving, and police visibility, they have tended to have little effect on calls for service or 'social capacity', that is willingness of neighbors to intervene, or increased voluntary activity. In addition, Sadd and Grinc (1994) submit that every definition of community policing shares the idea that the police and the community must work together to define and develop

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solutions to problems. One rationale for public involvement is the belief that police alone can neither create nor maintain safe communities. They can help by setting in motion voluntary local efforts to prevent disorder and crime; in this role, they are adjuncts to community crime prevention efforts such as neighborhood watch, target hardening, and youth and economic development programs. A common justification for diverting resources from responding to 999 calls is that community policing will ultimately prevent problems from occurring in the first place, and that many which still do will be dealt with locally without police assistance, or by agencies other than the police (Trojanowicz, 1986).

### 4.4: Community Involvement and Implementation of Community Policing

This section presents the findings on the research question, "How does community involvement influence the implementation community policing in Nakuru East Sub County?"

#### 4.4.1: Challenges facing community involvement in implementation of community policing

The respondents were presented with various statements regarding the challenges facing community involvement in the implementation of community policing. The responses are shown on table 3

**Table 3: Challenges facing community involvement in implementation of community policing**

| Challenge | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| Lack of commitment to partnership with residents (%) | - | - | 11.4 | 34.3 | 54.3 |
| Difficulties in establishing solid relationships (%) | - | 4.3 | 20 | 40 | 35.7 |
| Resistance to letting the residents set | - | 2.86 | 22.86 | 34.28 | 40 |



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their agenda(%)

Table 3 shows that 54.3% of the respondents strongly agreed that the Nyumba kumi initiative does not reflect commitment to partnership working, proactive policing, and at least some level of community engagement; while 34.3% just agreed. 35.7% of the respondents strongly agreed that the authority experience great difficulty in establishing a solid relationship between the community policing program and neighborhood residents, while 40% just agreed. 40% of the respondents strongly agreed that implementers of community policing program are resistant to letting citizens set their agenda for fear of advancement of personal and political agenda, while 34.28 just agreed. The findings are in agreement with those of a survey by Diamond and Weiss 2009 on officers on a community policing program in Chicago, which found out that there was a resistance in allowing community member to set the agenda. The survey reported that 72% of the officers showed lack of trust in the program claiming that unreasonable demands would be made by the community groups under the CAPS. In addition, successful implementation of community policing is largely dependent on how well security agencies manage confidentiality of information and intelligence accruing from the public. Mishandling information can put informers at risk and make community members unwilling to cooperate. This also reduces trust and weakens information sharing (CHRI, 2006:2).

An approach that emphasizes community policing and partnership building requires that stakeholders accept the legitimacy of the institutions and the approaches employed as well as the legitimacy of the individuals themselves. Integrity is another factor since the Kenya police and other stakeholders have to ensure that they are above reproach if partnerships for crime prevention are to become sustainable (Common Wealth Human Rights Initiative (CHRI, 2006:2). Another factor that may hinder effective implementation of community policing initiatives is the declining police resources which may also impede success of community policing programmes (Moore, 1992:132). This means that lack of personnel and equipment such as vehicles may affect implementation of community policing.

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### 4.4.2: Effect of community involvement on implementation of community policing

The respondents were presented with various statements regarding the effect of community involvement on the implementation of community policing. The responses are shown on table 4

**Table 4: Effect of community involvement on implementation of community policing**

| Statement on successful implementation of CP | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| Coordination between police and community members affects successful implementation of CP | - | - | 27.14 | 35.71 | 42.85 |
| Welcoming views of the residents influences the success of CP (%) | - | 1.43 | 27.14 | 34.29 | 40 |
| CP requires active participation of stakeholders (%) | - | 4.3 | 2.86 | 37.14 | 47.17 |
| Community partnerships are key to success of CP (%) | - | 4.28 | 18.57 | 25.71 | 51.43 |

Table 4 shows that 42.85% of the respondents strongly agreed with the proposition that both the police and the community members must coordinate and develop solutions to their problems to prevent social disorder and other crimes. 37.17% of the respondents agreed with the proposition while 27.14% were neutral.40% of the respondents strongly agreed that the opinion that by police being open to the community and welcoming their views, they will be more informed, and more responsive to the varying needs of the society; thus ensuring the success of community policing. 34.29% of the respondents were also in agreement with this proposition, 27.14% were neutral, while 1.43% disagreed. On the other hand, 47.17% of the respondents strongly agreed with the proposition that community policing requires the active participation from all stakeholders for successful implementation. 37.14% of the respondents agreed with proposition, 2.26% were neutral, while 4.3% disagreed. On community partnerships,

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51.43% strongly agreed with the proposition that the success of any community policing program is brought about by the availability of community partnerships. These results are in agreement with Matier and Ross (2013) who observed that having partnerships in community is the best ingredient in ensuring a successful community policing program. In addition (Miller 2007) observes that community involvement is essential to every department and when there is a good community policing program, the collaborative efforts bring about great results since by working together, there is a high prioritization of safety issues to be handled and bringing about a safe community for all. Further, Taylor, Koper, and Woods (2011) submitted that the success of these partnerships will always be determined by the information being shared by the involved stakeholders and it works from the top level down to the supervisory level. In addition, Murphy (1993) found out that the Canadian approach to community policing has been particularly conservative in this regard as well. He notes (p, 20-21), "... the community is viewed as a resource, a support group and an information source rather than as an authoritative body." In Canada, community policing remain police-managed, and seldom involves civilians in policy or accountability issues. In Victoria, the principle role for civilians was to serve as staff volunteers in a store-front police office (Walker, et al, 1993). Leighton (1993) describes the appearance of "community consultative committees" in several cities, and indicates they are still finding a role for themselves in advising police operations. In contrast, Chicago's community policing effort provides a structured avenue for citizen participation in problem identification and priority setting, and creates a channel through which community residents can demand some measure of accountability for police performance in their area. As postulated by Matier and Ross, (2013), having partnerships in community is the best ingredient in ensuring a successful community policing program. Community involvement is essential to every department. When there is a good community policing program, the collaborative efforts bring about great results since by working together, there is a high prioritization of safety issues to be handled and bringing about a safe community for all.

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### 4.5: Transformation of police organizational coordination and its influence on implementation of community policing

This section presents the findings on the research question, "How does transformation of police organizational coordination influence implementation of community policing in Nakuru East Sub County?"

#### 4.5.1: Characteristics of Police organizational structures

The respondents' opinion was sought regarding the characteristics of police organizational structure identified in literature. The results are presented in table 5.

**Table 5: Characteristics of Police organizational structures**

| characteristic | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| Police structures are rigid and centralized organizations | - | 1.43 | 12.86 | 37.14 | 48.57 |
| Police have failed to reorient themselves towards citizens | 1.44 | 7.14 | 14.28 | 38.57 | 38.57 |
| There is lack confidentiality of information and intelligence accruing from the public | - | 4.29 | 27.14 | 30 | 38.57 |
| The police organization suffers from poor public image | - | - | 4.29 | 35.71 | 60 |

Table 5 depicts that 48.57% of the respondents strongly agreed with the proposition that police organizational structures are rigid and centralized paramilitarized organizations. 37.14% of the respondents agreed with the proposition, 12.86% were neutral, while 1.43% disagreed. 38.57% of the respondents strongly agreed with the proposition that Police have failed to reorient themselves towards citizens. An equal percentage (38.57%) of the respondents agreed with the proposition, 14.28% were neutral, while7.14% disagreed. 38.57% of the respondents strongly agreed with the proposition that there is lack confidentiality of information and intelligence accruing from the public. 30% of the

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respondents agreed with the proposition, 27.14% were neutral, while 4.29% disagreed. 60% of the respondents strongly agreed with the proposition that the police organization suffers from poor public image. 35.71% of the respondents agreed with the proposition, while 4.27% disagreed. These findings are in agreement with Ruteere and Marie (2003) who observed that one of factors that affect effective implementation of Community Policing is the nature of police organizational structures which are universally characterized as rigid and centralized paramilitarized organizations. Further CHRI (2006) observes that there is a very poor public image hence poor relationship with the public hinders efforts to build sustainable partnerships between public and police. It was observed further that police have failed to reorient themselves towards citizens and change their attitudes and have failed to recognize the need for culture change within the force. Commonwealth Police Watch (2006) observed that mishandling information can put informers at risk and make community members unwilling to cooperate. This also reduces trust and weakens information sharing.

### 4.5.2: Effect of Transformation of Organizational coordination and Community Policing

The respondents were presented with various statements regarding the effect oftransformation of police organizational coordination on implementation of community policing. The responses are shown on table 6

**Table 6: Effect of Transformation of Organizational coordination and Community Policing**

| Statement on successful implementation of CP | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| There is need for a strong emphasis on customer service for successful implementation of CP | - | - | 4.29 | 34.29 | 61.43 |
| Core changes in the bureaucratic structure of traditional police organizations are necessary for | - | 4.29 | 15.71 | 34.29 | 45.71 |



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successful implementation of CP

According to table 6, a majority(61.43%) of the respondents strongly agreed with the proposition that there is need for a strong emphasis on customer service for successful implementation of Community Policing. 34.29% of the respondents agreed with the same proposition, while a small percentage of 4.29% chose to be neutral in their opinions. 45.71% of the respondents strongly agreed with the proposition that core changes in the bureaucratic structure of traditional police organizations are necessary for successful implementation of Community Policing. 34.29% of the respondents agreed with the proposition, 15.71% opted to be neutral, while 4.29% disagreed. These findings concur with Osborne and Gaebler (1992) who submitted that there is need for a shift from claiming sole responsibility for the provision of services to that of catalyzing citizens and communities toward self-help and community-based problem-solving with a strong emphasis on customer service. This approach represents a shift from providing services after problems occur, to seeking ways to prevent the problems from occurring in the first instance. Goldstein (1990) observes that customer satisfaction and long-term improvement in the organization's task environment are indicators of effectiveness. Additionally, Skogan (2006) reported that some aspects of traditional police service organization structure seem more suited to routine bureaucratic work than to the discretion and creativity required for COP. He argues that elements of the traditional bureaucratic structure restrict the range of police behaviors and activities and therefore, core changes in the bureaucratic structure of traditional police organizations are necessary to accommodate community problem-solving strategies. Further, Skogan (2006) submitted that three important organizational elements of COP are structure, management, and information. Community policing looks at various ways of restructuring police service agencies in order to facilitate and support implementation of the philosophical, strategic, and tactical elements. Any organization’s structure should correspond with its mission and the nature of the work performed by its members. Some aspects of traditional police service organization structure seem more suited to routine bureaucratic work than to the discretion and creativity required for COP. Elements of the traditional bureaucratic structure restrict the range of police behaviors and activities.

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Therefore, core changes in the bureaucratic structure of traditional police organizations are necessary to accommodate community problem-solving strategies.

Community policing calls for a more strategic and thoughtful incorporation of these aspects of police business into an overall broader police mission focused on the proactive prevention of crime and disorder. Community policing advocates for the strategic application of routine patrol that is conducted with an eye toward desired outcomes. Rather than just conducting routine patrol because "that is how we have always done it," routine patrol should be part of comprehensive problem-reduction and community outreach strategies. Routine patrol, for example, may be used specifically to increase police visibility to reduce fear of crime; or preventive patrol may be increased in a particular hot-spot neighborhood as part of a larger comprehensive crime-reduction strategy

### 4.6: Technology and Implementation of Community Policing

This section presents the findings on the research question, "How does technology influence the implementation community policing in Nakuru East Sub County?" the respondents were presented with various statements regarding awareness, extent of application, and effect of technology on implementation of community policing. The results are presented in table 7

**Table 7: Technology and Implementation of Community Policing**

| Statements | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| I am aware of specific technological applications in community policing | - | 28 | 26.7 | 34.28 | 34.4 |
| There is a wide adoption of technology in community policing | - | 28.57 | 57.16 | 14.3 | 12.86 |
| Technology is a key ingredient to successful implementation of | - | 5 | 18.57 | 43.43 | 33 |



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community policing

Table 7 shows that 34.4% of the respondents strongly agreed with the proposition that they were aware of specific technological applications in community policing. 34.28% of the respondents agreed with the proposition, 26.7% were neutral, while 28% of the respondents disagreed. 12.86% of the respondents strongly agreed with the proposition that there is a wide adoption of technology in community policing. 14.3% of the respondents agreed with the proposition, 57.16% were neutral, while 28.57% disagreed. 33% of the respondents strongly agreed with the proposition that technology is a key ingredient to successful implementation of community policing. 43.43% of the respondents agreed with the proposition, 18.57% were neutral while only 5% disagreed. These findings are in agreement with those of International Telecommunication Union (2012) which observed that the whole world is literally going with the introduction of mobile phones, other wireless and mobile computational devices such as Laptops, Palmtops, PDAs (Personal Digital Assistants) and Tablets. Statistics show that the total mobile-cellular subscriptions reached almost 6billion by end 2011, corresponding to a global penetration of 86%. Additionally, Hellstrom (2008) observed that the last decade marked tremendous growth in mobile technologies and globally the impacts of simple functions of voice and text messaging (SMS) can empower citizens and affect the way citizens interact with each other and with the society as whole. He submitted that ICT, as seen in many developed countries, also facilitates a free flow of information between government and citizens and opens up for opportunities for citizens to participate more directly in influencing decisions that affect them.

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# CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

## 5.1: Introduction

This chapter gives the summary, conclusion and recommendations on the factors that influences the implementation of community policing in Nakuru East Sub County

## 5.2: Summary of Findings

This study sought to investigate the factors that influence the implementation of community policing in Nakuru East Sub County with a major aim of proposing measures that can help in improving community policing. This research done in Nakuru East sub-county brought out the following findings

### 5.2.1: Community Involvement and Successful Implementation of Community Policing

To the first objective of this study was to understand how community participation influences the implementation of community policing in Nakuru East Sub County. The findings revealed that 54.3% of the respondents strongly agreed that the Nyumba kumi initiative does not reflect commitment to partnership working, proactive policing, and at least some level of community engagement; while 34.3% just agreed. 35.7% of the respondents strongly agreed that the authority experience great difficulty in establishing a solid relationship between the community policing program and neighborhood residents, while 40% just agreed. 40% of the respondents strongly agreed that implementers of community policing program are resistant to letting citizens set their agenda for fear of advancement of personal and political agenda, while 34.28 just agreed. 42.85% of the respondents strongly agreed with the proposition that both the police and the community members must coordinate and develop solutions to their problems to prevent social disorder and other crimes, while 37.17% just agreed. 40% of the respondents strongly agreed that the proposition that by police being open to the community and welcoming their views, they will be more informed, and more responsive to the varying needs of the society; thus ensuring the success of community policing, while 34.29% just agreed. On the other hand, 47.17% of the respondents strongly agreed with the proposition that



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community policing requires the active participation from all stakeholders for successful implementation, while 37.14% of the respondents agreed with proposition. On community partnerships, 51.43% strongly agreed with the proposition that the success of any community policing program is brought about by the availability of community partnerships.

### 5.2.2: Transformation of police organizational coordination and its influence on implementation of community policing

The second objective of this study was to investigate how transformation of police service organizational coordination influences implementation of community policing in Nakuru East Sub County. The findings shows that 48.57% of the respondents strongly agreed with the proposition that police organizational structures are rigid and centralized paramilitarized organizations while 37.14% of the respondents agreed with the proposition. 38.57% of the respondents strongly agreed with the proposition that Police have failed to reorient themselves towards citizens, while an equal percentage (38.57%) of the respondents agreed with the proposition. 38.57% of the respondents strongly agreed with the proposition that there is lack confidentiality of information and intelligence accruing from the public, while 30% of the respondents agreed with the proposition. 60% of the respondents strongly agreed with the proposition that the police organization suffers from poor public image, 35.71% of the respondents agreed with the proposition, while 4.27% disagreed. 61.43% of the respondents strongly agreed with the proposition that there is need for a strong emphasis on customer service for successful implementation of Community Policing, 34.29% of the respondents agreed with the same proposition, while a small percentage of 4.29% chose to be neutral in their opinions. 45.71% of the respondents strongly agreed with the proposition that core changes in the bureaucratic structure of traditional police organizations are necessary for successful implementation of Community Policing. 34.29% of the respondents agreed with the proposition, 15.71% opted to be neutral, while 4.29% disagreed.

### 5.2.3: Technology and Implementation of Community Policing

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The third objective of this study was to find out influence of technology on the implementation of community policing in Nakuru East Sub County. The findings show that 34.4% of the respondents strongly agreed with the proposition that they were aware of specific technological applications in community policing. 34.28% of the respondents agreed with the proposition, 26.7% were neutral, while 28% of the respondents disagreed. 12.86% of the respondents strongly agreed with the proposition that there is a wide adoption of technology in community policing. 14.3% of the respondents agreed with the proposition, 57.16% were neutral, while 28.57% disagreed. 33% of the respondents strongly agreed with the proposition that technology is a key ingredient to successful implementation of community policing. 43.43% of the respondents agreed with the proposition, 18.57% were neutral while only 5% disagreed.

### 5.3: Conclusions from the Study

Based on the findings of this study, the researcher made the following conclusions:

i. Community involvement, organizational transformation, and technology influence the successful implementation of community policing in Nakuru East sub-county
ii. The policy organizational structure is facing a number of challenges which need to be addressed for successful implementation of community policing.
iii. Technological applications in community policing are yet to gain acceptance in Nakuru East Sub-county

### 5.4: Recommendations

Following are the recommendations based on the above findings

i. The government needs to set more initiatives to allow the communities participate in the responsibility of community policing.
ii. The police structure should be decentralized to make it easier for the community to access the officers at any level.
iii. It is high time that the police fraternity embraced technology e.g. through inservice training. Communication systems should be updated to match the modern society so as to encourage the community to participate in CP

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### 5.5: Recommendations for Further Research

Based on the findings of the study the researcher suggests the following for further research.

i. A similar study on the factors that influence successful implementation of community policing should be done in other regions within Nakuru County since the study at hand concentrated on Nakuru East sub-county only.

ii. Other factors besides community involvement, organizational transformation, and technology should be studied to check if they have an effect on successful implementation of community policing

iii. A study on the extent to which technology has been embrace in community policing in Kenya should be carried out to establish how far the country is as far as adoption of technology is in community policing is concerned.

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## APPENDIX II

## QUESTIONNAIRE

This questionnaire is aimed at collecting data to facilitate the study titled "Analysis of Factors Influencing the Implementation of Community Policing in Kenya:A case of Nakuru East Subs County Kenya". The questionnaire forms an integral part of the study and the respondents are kindly requested to respond to the questions and/or statements herein. Utmost integrity and ethics will be observed by ensuring that the data collected will exclusively be for academic purposes and will as such be treated with strict confidentiality.

### Section A: Respondents' Profile

1. What is you gender: Male [ ]
   Female [ ]

2. For how long have lived in this estate?
   [< 1 year]
   [2-5 years]
   [>5 years]

3. Kindly tick the category you fall in.

[Police Officer] [Administrator] [Member of Nyumba kumi initiative]

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## Section B

On a 5 point-scale, kindly comment on the statements under each of the 4 sections

### Community Involvement and Implementation of Community Policing

1. Kindly comment on the following challenges facing community involvement in implementation of community policing on the scale provided

| **Statement** | **Strongly disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly agree** |
|---|---|---|---|---|---|
| Lack of commitment to partnership with residents | | | | | |
| Difficulties in establishing solid relationships | | | | | |
| Resistance to letting the residents set their agenda | | | | | |

2. What is your opinion concerning the following statements in the effect of community involvement on implementation of community policing

| **Statement** | **Strongly disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly agree** |
|---|---|---|---|---|---|
| Coordination between police and community members affects successful implementation of CP | | | | | |
| Welcoming views of the residents influences the success of CP | | | | | |
| CP requires active participation of stakeholders | | | | | |
| Community partnerships are key to success of CP | | | | | |

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**B. Transformation of Police Organizational coordination and Community Policing Implementation**

3. Kindly comment on the following characteristics of police organizations on the scale provided

| characteristic | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| Police structures are rigid and centralized organizations | | | | | |
| Police have failed to reorient themselves towards citizens | | | | | |
| There is lack confidentiality of information and intelligence accruing from the public | | | | | |
| The police organization suffers from poor public image | | | | | |

4. What is your opinion concerning the following statements on the effect of organizational transformation on community policing

| Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| There is need for a strong emphasis on customer service for successful implementation of CP | | | | | |
| Core changes in the bureaucratic structure of traditional police organizations are necessary for successful implementation of CP | | | | | |

**C. Technology and Implementation of Community Policing**

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5. What is your opinion concerning the following statements on the effect of technology on the implementation of community policing

| Statements | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| I am aware of specific technological applications in community policing | | | | | |
| There is a wide adoption of technology in community policing | | | | | |
| Technology is a key ingredient to successful implementation of community policing | | | | | |

**Thank you for your time and cooperation.**

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