

**FACTORS INFLUENCING THE EFFECTIVENESS OF  
COMMUNITY POLICING IN KENYA: THE CASE OF  
KANGEMA SUB-COUNTY, MURANG'A COUNTY**

**BY**

**MUSYIMI PETER MUSEMBI**

**A Research Project Report Submitted in Partial Fulfillment of the  
Requirements for the Award of the Degree of Master of Arts in  
Project Planning and Management of the University of Nairobi**

**2017**

## DECLARATION

This project is my original work and has not been presented for an award of a degree in any university.

Signed: ..... Date: .....

Musyimi Peter Musembi

L50/80284/2015

This project was submitted for examination with my approval as a university supervisor.

Signed: ..... Date: .....

Dr. Angeline Mulwa

Department of Extra-Mural Studies

University of Nairobi

## **DEDICATION**

This work is dedicated to my parents for their moral support which enabled me to successfully accomplish this project amid other competing demands.

## **ACKNOWLEDGEMENT**

I acknowledge my supervisor Dr. Angeline Mulwa for her guidance during the preparation of this research project. Special thanks go to all the lecturers who successfully took me through the course work during the weekend classes. I also acknowledge my class mates who we tirelessly shared class assignments and presentations which enabled me to successfully complete the course work in good time. I cannot forget to acknowledge my two research assistants for their determination and devotion during data collection and entry. I also acknowledge the Deputy County Commissioner, Kangema Sub-County for his understanding and support during data collection and report writing. I also thank God, the almighty for giving me the strength and other resources to enable me accomplish this research work.

## TABLE OF CONTENTS

	<b>Page</b>
<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iv</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>v</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>xi</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the study .....	1
1.2 Statement of the problem .....	11
1.3 Purpose of the study.....	12
1.4 Objectives of the study.....	13
1.5 Research questions.....	13
1.6 Significance of the study .....	13
1.7 Limitations of the study .....	14
1.8 Delimitation of the study.....	14
1.9 Assumptions of the study .....	15
1.10 Definitions of significant terms .....	15
1.11 Organization of the study .....	17
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>19</b>
2.1. Introduction .....	19
2.2. The influence of training on community policing on the effectiveness of community policing.....	19
2.3. The influence of incentives on the effectiveness of community policing .....	26
2.4. The influence of assurance of security to members of community policing on the effectiveness of community policing.....	30
2.5. Theoretical framework.....	36
2.5.1. Social disorganization theory .....	36

2.5.2. Contingency theory .....	38
2.6. Conceptual framework .....	40
2.7. Research Gaps .....	42
2.8 Summary of Literature Review .....	44
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>45</b>
3.1. Introduction .....	45
3.2. Research design .....	45
3.3. Target population.....	45
3.4 Sampling procedure .....	46
3.5. Sample size.....	46
3.6 Data collection instruments .....	49
3.7. Validity and reliability .....	49
3.7.1 Validity of the instruments .....	50
3.7.2 Reliability of the instruments .....	50
3.8 Data collection procedure .....	51
3.9. Data analysis.....	52
3.10. Ethical considerations .....	53
3.11. Operationalization of variables.....	53
<b>CHAPTER FOUR .....</b>	<b>54</b>
<b>DATA ANALYSIS, PRESENTATION AND INTERPRETATION .....</b>	<b>54</b>
4.1 Introduction .....	54
4.2 The Response Rate .....	54
4.3 Demographic Characteristics of the Respondents .....	54
4.3.1 Distribution of the Respondents by Gender .....	54
4.3.2 Distribution of the Respondents by Age .....	55
4.3.3 Distribution of the Respondents by Marital Status.....	56
4.3.4 Distribution of the Respondents by Education Level .....	57
4.3.5 Distribution of the Respondents by Occupation.....	57
4.4 Findings on the Three Objectives of the Study .....	58
4.4 .1 Training on Community Policing .....	58
4.4.1.1 Views from village elders on training on community policing .....	61
4.4.1.2 Views from key informants on training on community policing .....	62

4.4.2 Provision of Incentives to Members of Community Policing .....	63
4.4.3 Assurance of security to Members of Community Policing .....	68
<b>CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>73</b>
5.1 Introduction .....	73
5.2 Summary of Research Findings.....	73
5.2.1 Major Findings on the Influence of Training on the Effectiveness of Community Policing .....	74
5.2.2 Major Findings on the Influence of Provision of Incentives on the Effectiveness of Community Policing.....	74
5.2.3 Major Findings on assurance of security on the effectiveness of community policing .....	75
5.3 Discussion of the Findings .....	76
5.4 Conclusions of the Study .....	77
5.5 Recommendations of the Study .....	78
5.5.1 Recommendations on policy and practice.....	78
5.5.2 Recommendations for further research .....	78
<b>REFERENCES.....</b>	<b>80</b>
<b>APPENDICES .....</b>	<b>85</b>
Appendix 1: Transmittal Letter .....	85
Appendix 2: Questionnaire For Community Policing Members In Kangema Sub- County.....	86
Appendix 3: Interview Guide For Focus Group Discussion With Village Elders .....	93
Appendix 4: Bio Data Form For Focus Group Discussion.....	95
Appendix 5: Key Informant Interview Guide .....	96
Appendix 6: Research Permit .....	97

## LIST OF FIGURES

Figure 1: Organizational structure of Kenya's community policing.....	8
Figure 2: Conceptual framework.....	40



## LIST OF TABLES

Table 2.1 Research gaps .....	42
Table 3.1: Sampling of members of community policing .....	47
Table 3.2: Sampling of members of village elders.....	48
Table 3.3: Operationalization of variables.....	53
Table 4.1: Distribution of respondents by gender .....	55
Table 4.2: Distribution of respondents by age .....	55
Table 4.3: Distribution of respondents by marital status .....	56
Table 4.4: Distribution of respondents by education level .....	57
Table 4.5: Distribution of respondents by occupation.....	57
Table 4.6: Training as an essential component for effectiveness of community policing .....	59
Table 4.7: Understanding on community policing by members of community policing .....	60
Table 4.8: Training of members of community policing.....	61
Table 4.9: Community policing done on voluntary basis.....	64
Table 4.10: Levels of motivation of members of community policing .....	64
Table 4.11: Provision of Incentives to members of community policing.....	65
Table 4.12: Assurance of security as a key determinant to community policing effectiveness.....	68
Table 4.13: Confidentiality of sensitive security information .....	69
Table 4.14: Risk of being targeted .....	69

## **ABBREVIATIONS AND ACRONYMS**

ACCs	Assistant County Commissioners
AP	Administration Police
CID	Criminal Investigation Department
CPFs	Community Police Forums
DAPC	District Administration Police Commander
DCC	Deputy County Commissioner
KFS	Kenya Forest Service
KI	Key Informant
NGOs	Non-Governmental Organizations
NIS	National Intelligence Service
OCPD	Officer Commanding Police Division
OCS	Officer Commanding Police Station
SAPS	South African Police Services
SPSS	Statistical Package for Social Sciences

## ABSTRACT

The purpose of this study was to investigate the factors that influence the effectiveness of community policing in Kenya with specific reference to Kangema Sub-County in Murang'a County. The study was guided by three objectives which included to establish how training of members of community policing on community policing influences the effectiveness of community policing in Kangema Sub-County, to determine the extent to which provision of incentives to members of community policing influences the effectiveness of community policing in Kangema Sub-County, and to establish the extent to which assurance of security to members of community policing influences the effectiveness of community policing in Kangema Sub-County. A survey design was used in the study. The targeted population included government policing agencies within Kangema Sub-County, members of community policing and village elders. Data was collected by use of questionnaires from 180 community policing committee members (with a response rate of 83%) drawn from 60 randomly selected community policing clusters (each cluster having 10 community policing committee members) from the three administrative divisions of Kangema Sub-County namely Kanyenyaini, Muguru and Rwathia. The sample size for members of community policing was determined using Mugenda and Mugenda's sample selection formula which indicates that a sample of 30% of the total population is deemed to be representative of the total population. Data was also collected from 119 village elders using an interview guide. The village elders were grouped into 10 focus group discussions, with each focus group having an average of 11 participants. The village elders were purposively selected from the 119 villages in the three administrative divisions using the census method to represent the views of community members who were not part of community policing committees on the study objectives. In addition, data was collected from 25 key informants using a key informant guide. The key informants, who were purposively selected using the census method included all 11 Chiefs, the DCC, the three ACCs, the OCS, the DAPC, the OCPD, the three AP division commanders as well as heads of NIS, CID, KFS and the Magistrate Kangema Law Courts. The quantitative data was edited, coded and eventually subjected to descriptive analysis using SPSS. The qualitative data was analyzed accordingly by use of the study themes and used to supplement the quantitative data. The study found out that there exists a link between training on community policing, provision of incentives to members of community policing and assurance of security to members of community policing and effectiveness of community policing. The link is that once the members of community policing are trained on the concept, given incentives and assured of their security, they would be highly effective in their work and community policing would be more effective. These findings may be of help to the government and its policing agencies for them to understand how training, provision of incentives and assurance of security to members of community policing influence the effectiveness of community policing, not only in Kangema Sub-County but also in the country at large. The recommendations of the study were that there is need for the government to come up with a policy framework to guide the uniform implementation of community policing across the country. Guidelines should be developed on how the members of community policing should be recruited, trained, motivated and protected for them to be highly effective.

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background of the study**

Security is understood in different ways, depending on its objects; perception of threats, the projected values, and the means through which these values can be protected. Traditionally, security was perceived in military terms with the primary referent object to be protected being the state (Adrew, 2007).

However, contemporary security is understood to mean the safety of the state and the nation from hostile acts or negative influences, which could harm the state and its people. Security is therefore the capacity of the state to protect individuals, groups and the nation from physical and socio-economic threats (Wisler & Onwudiwe, 2009). It can also be seen as the provision of basic human needs such as food, water, shelter, health, education etc on a sustainable and permanent basis as well as the presence of social justice, human opportunity and freedom from oppression (Wisler & Onwudiwe, 2009).

Security is achieved when people of all races, tribes, religious and political beliefs or color in a country live peacefully and happy together, the laws are obeyed and the people seek to bring political and economic changes through legal and constitutional means. Security is said to have two dialogues namely negative and positive dialogues (Taylor, 1999). Negative dialogue is about danger, risk, threat, etc, while positive dialogue is about opportunities, interests, profits, etc. Negative dialogue needs military equipment, armies, or police while positive dialogue needs social capital, education, or social interaction (Wisler & Onwudiwe, 2009).

In the last few decades, security has increasingly become a key ingredient of development. Many development analysts have argued that development goes hand in hand with the levels of security in any given locality. This is to mean that where there is insecurity, people would fear investing their capital and as a result, no meaningful development would occur (Taylor, 1999).

Security is also a fundamental right of citizens of any particular country. Ideally, the citizens pay taxes to the government so that it can provide them with various services such as health, education, infrastructure and security. As a result, everything has to be done so as to ensure that citizens get the security which they deserve (Taylor, 1999).

However, in many countries Kenya included, the ratio of police to citizens does not meet the international recommended ratio of one police officer to guard 450 citizens. In Kenya for example, the ratio is far away from the recommended one where one police officer is supposed to police about 950 citizens (Wisler & Onwudiwe, 2009).

The state therefore has the obligation of protecting its citizens from any form of harm by providing an environment where every citizen has equal opportunity to enjoy their social, human and legal rights. However, since the state may not have the capacity to provide security to the people alone, there is need for the citizens to be involved in policing work, by giving information to the government policing agencies so that the citizens can be effectively protected and therefore the need for community policing (Ramey & Shrider, 2014).

Community policing has been defined differently by different scholars. Majority of the scholars have described it as a proactive and decentralized approach whose main aim is to reduce crime, disorder and the fear of crime. Community policing has been in existence for some decades, with the main proponents being the United States and the United Kingdom, where it has been based on the principle of coordination and consultations between the police and the communities in the definition of security needs and implementation of strategies of preventing and curbing crime to enhance safety (Ruteere & Pommerolle, 2003).

According to Ruteere and Pommerlle, the concept of community policing can be traced to the works of two American scholars Wilson James and Kelling George, who published an article explaining how decaying neighborhoods bred crime and social disorder. According to them, crime and social disorder came from poor

neighborhoods where nobody cared about the actions of the other (Ruteere & Pommerolle, 2003).

According to Morash and Ford, there is a general trend the world over to move from traditional policing to community policing (Morash & Ford, 2002). This trend is based on the idea that the security agencies should not be separate from, but rather be part of the community which they serve. As the police and community work together, they generate some synergy which helps to create safe communities through reduction of crime and social disorder (Cordner , 1998).

In the African context, South Africa has been on the lead in pioneering the implementation of community policing, especially due to its long exposure to bad relations between the police and the citizens during the apartheid regime. Community policing came as a relief to the citizens since it democratized the security sector of South Africa and transformed the police from a brutal and harsh force to a friendly service (Ruteere & Pommerolle, 2003).

In the Kenyan context just as in many African countries, the police have been perceived as a separate entity whose aim is to serve orders from high authorities. For many years, there have been bad relations between the police and the citizens, with citizens perceiving the police and policing agencies as enemies (GoK, 2015).

In Kenya, the concept of community policing can be traced back to 1990s where the New York based Vera Institute of justice initiated community policing programs through the Kenya human rights commission and the Nairobi central business district association. In 2001, the Vera institute partnered with UN-habitat and other stakeholders to establish the first ever community policing units in Nairobi's Kibera and in Isiolo, where community policing forums were created to popularize the concept (Lorie & Mary, 2004).

In April 2005, the government under the leadership of former President Mwai Kibaki officially launched community policing as a strategy of dealing with crime and social

disorder. It was also aimed at enabling the citizens to participate in securing themselves and their property through collaboration with the policing agencies (GoK, 2015).

However, the strategy of community policing faced major challenges which almost brought it to its knees. In 2013, President Kenyatta formed a new government which faced serious security challenges such as the Garissa University and Mpeketoni terror attacks, where many innocent Kenyans lost their lives. The government therefore resolved to revive the community policing strategy by including the aspect of community policing clusters (GoK, 2015).

The main aim of the revived community policing is to anchor community policing at the household level, where several households form a cluster. The clusters can be found in an estate, a village, a gated community or a street, with the overall objective of bringing Kenyans together in safe, sustainable and prosperous neighborhoods (GoK, 2015).

According to Wanjohi (2014), in a study titled 'influence of community policing on the crime reduction in Kenya: a case of Machakos County', there exists a positive association between the partnership between the police and the community and crime reduction. This means that the higher the partnership, the lower the rates of crime. It also means that the citizens have a crucial input in the reduction of crime and the policing agencies cannot afford to ignore that input.

Different countries have different forms of community policing, which have different objectives. Some are based on the legal frameworks, mainly the constitutions while others are not based on any legal framework.

Even though Kenya has not developed an elaborate legal framework for community policing, it has anchored its community policing strategy on the constitution of Kenya article 244 (e) and the National Police Service Act section 96 (1). These two documents contemplate a situation where the police and other government policing

agencies would liaise with communities through various community policing initiatives to realize various objectives such as: promotion of communication between the community and the policing agencies, maintenance of partnership between the policing agencies and the community, promotion of the cooperation between the community and the policing agencies in fulfilling the community's security needs, devolution of policing services to lower units of administration, enhancement of cooperation between the community and the policing agencies in problem identification and resolution and enhancement of transparency and accountability of the policing agencies to the community (GoK, 2015).

Further, section 126 (1) (a) and (f) of the National Police Service Act requires the Cabinet Secretary for security to ensure that guidelines are developed to boost the cooperation between the government policing agencies and the community, and more importantly, ensure that the community is actively engaged in policing matters (GoK, 2015).

According to the 4th draft guidelines on community policing 2015, community policing is perceived as the foundation of national security. The reason is that if there is a problem within a community policing cluster, then that problem is likely to become a threat to national security. For instance, if there are some criminal gangs within a certain cluster, then the gangs, if left unexposed are likely to recruit more members within the neighborhood, and with time, spread their network to other parts of the country and as a result, become a nationwide criminal network which becomes difficult to control (GoK, 2015).

According to security analysts Lorie & Mary (2004), many illegal groups in Kenya such as Mungiki, Mombasa Republican Council, Sugu Sugu, and the Saboat Land Defense Forces among others arose due to lack of community policing strategy in the country. If a criminal gang is identified at the cluster level, it is easy to eliminate before it spreads to other areas, and this is where community policing comes in (Lorie & Mary, 2004). The reason is because the policing agencies cannot be everywhere at



all the time, but the residents of any given locality are always in constant interaction with criminal elements within their localities (GoK, 2015).

Kenya's revived community policing is not meant to disrupt the already existing community policing arrangements but rather to modify and improve them by introducing the idea of grouping people into clusters, which are brought together by the pursuit of same goals and objectives (GoK, 2015).

The clusters also aim at sharing common concerns which are specific to them. These clusters cut across the various groups of society in terms of race, political and religious affiliation, ethnicity, creed and gender among others and as a result, the clusters cannot be used to propagate any ideology of any particular group but rather, to bring the people together regardless of their backgrounds (GoK, 2015).

For instance, people operating a bodaboda business in an urban area may form a community policing cluster. The reason is that they do the same business, are likely to belong to the same social class, are likely to have similar levels of education and definitely face similar social economic challenges. When they come together irrespective of their race, ethnicity and gender, they are able to speak with one voice and assist the government in identifying challenges which they face and coming up with solutions to the challenges (GoK, 2015).

Kenya's revived community policing therefore deals with the holistic aspect of life. The reason is that the clusters' priorities are mainly security, education, environmental management, good aspects of culture and the conduct of young people. These priorities form a foundation of a good social order which is a key ingredient to attaining safe communities (GoK, 2015). The clusters are also envisaged to work in a proactive rather than a reactionary basis. The overall long-term goal of community policing is to promote social, cultural and economic well-being of the community. However, their immediate attention is to address the fear of crime, illiteracy, and unhealthy environments (GoK, 2015).

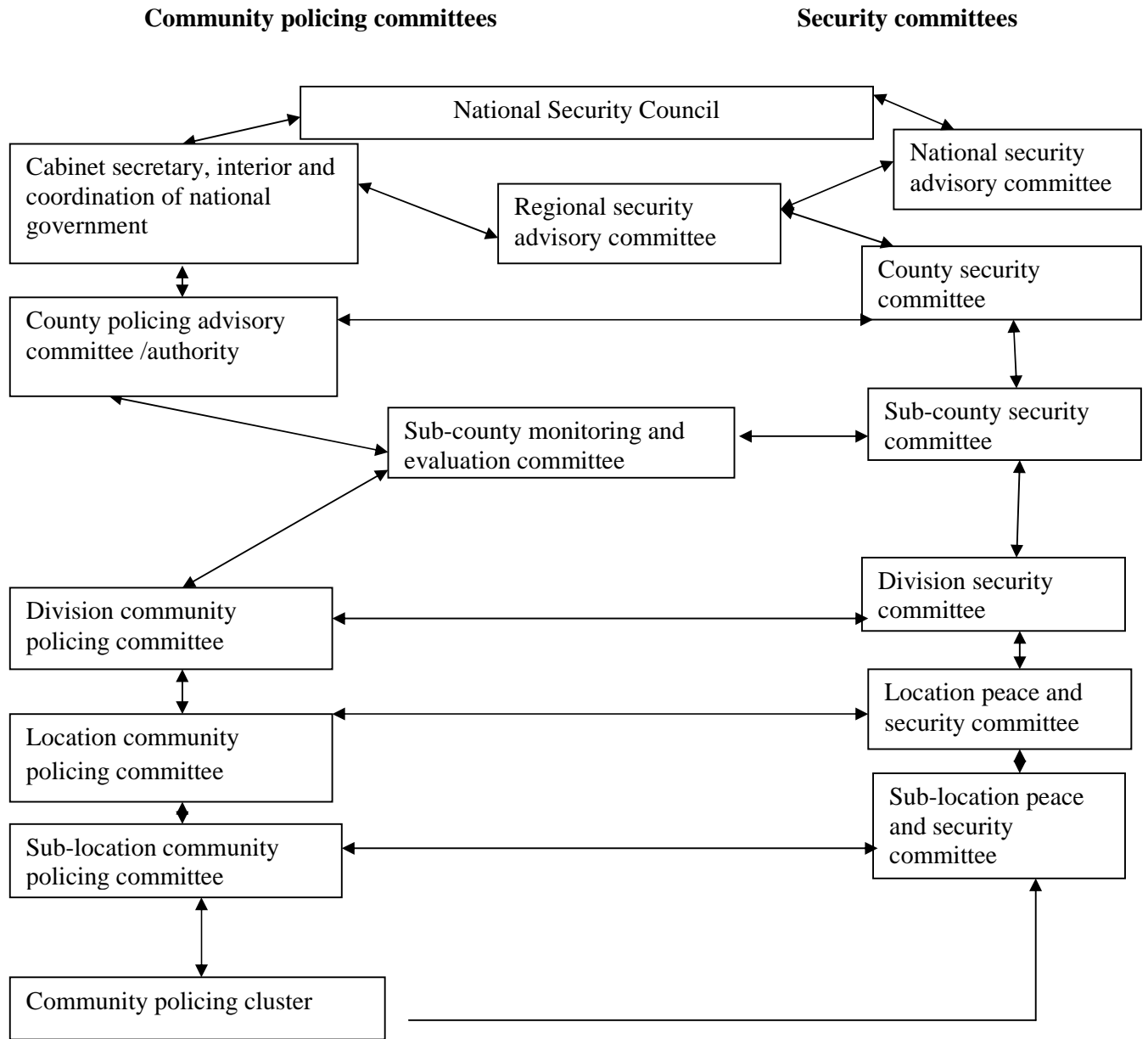
Kenya's revived community policing is also based on the spirit of volunteerism, where the clusters are expected to develop and carry out their activities without expecting any support from the government. This is done for sustainability purposes. Going by Kenya's tradition, village elders have not be receiving any wages from the government and therefore, community policing members should not expect any facilitation from the government (GoK, 2015).

Kenya's community policing is also based on the principles of participation and equitable representation. The policy appreciates the fact that it is incumbent upon the citizens to participate in matters of their own security both as their civic duty as well as to embrace the spirit of patriotism to their country, the idea being that if you are a good citizen, then you have the duty to fight for what is good for your country and not for your personal interest (GoK, 2015).

Kenya's revived community policing also requires all people to be included in community policing irrespective of their status. This is because security is broad and must include everybody. The draft guidelines also require all activities of community policing to abide by the letter and spirit of the constitution. This means that community policing clusters must respect the fundamental rights and freedoms of all individuals as provided for by the constitution (GoK, 2015).

Figure 1 shows the organizational structure of Kenya's community policing committees and security committees

**Figure 1: Organizational structure of Kenya’s community policing**



**Source:** 4<sup>th</sup> draft guidelines on community policing, 2015

According to the diagram, each community policing committee has a corresponding equivalent of security committee. It means that community policing committees and security committees work hand in hand by sharing information and consulting each

other, both vertically and horizontally. The security committees are composed of the government policing agencies, the chairpersons being the National Government Administration Officer at each level, starting with the Assistant Chief at the Sub Location level (GoK, 2015).

On the other hand, the community policing committees are composed of members of the community, from whom office bearers (Chairperson, Vice Chairperson, Secretary and Vice Secretary) are elected (GoK, 2015). They also comprise of all government policing agencies representatives in the area. The government policing agencies however do not hold any office, but are rather ordinary members of the committees (GoK, 2015).

Ideally, the committees are supposed to meet at least once every month to deliberate on all the issues which affect their life in totality, and specifically focus on security of the people and their property. During the meetings, the secretaries are charged with responsibility of taking the minutes, which are forwarded to the next committee in the structure with recommendations on specific security issues of concern to a particular committee. The committees can however meet any time when there is an emergency which needs their attention.

From the diagram, it is clear that community policing clusters form the foundation of national security, in the sense that all information on security is generated at the cluster level. That is to mean that a security issue which is discussed at the cluster level has a high probability of being discussed at the National Security Council, which provides feedback down the chain.

The main activities of the clusters include integration of offenders released from correctional facilities, monitoring of safety of forests and movement of poachers, addressing alcoholism and drug abuse, management of jiggers infestation, organization of periodic security forums within the cluster and day to day cluster security operations, carrying out mapping of crime hotspots, assessment of the levels of education, health and employment needs of the cluster members, monitoring the

levels of poverty and socio-economic development indicators and recommending to the relevant agencies actions to be taken, coming up with ways of tenant and alien identification, promotion of passenger security, resolving boundary disputes, and promotion of cluster security (GoK, 2015).

On the other hand, the government policing agencies are charged with maintaining law and order, providing their representatives to all community policing committees at each level, enhancing professionalism, transparency, openness and cooperation with the community in problem solving, mainstreaming community policing into their operations, maintaining dialogue with the community, responding to the emergencies raised by the community, intensification of patrols in consultation with the community policing committees, providing feedback to the issues raised by the members of the community policing committees, and updating the community policing clusters on emerging trends and patterns of crime (GoK, 2015).

This shows that community policing is an all-inclusive strategy which deals with all aspects of life, which is in line with the real meaning of security. If Kenya can have fully functional and highly effective community policing clusters, then the problem of insecurity would be a thing of the past. However, the benefits of community policing are far from being felt in many parts of the country, Kangema Sub-County included.

In Kangema Sub-County, just like in many other parts of the country, insecurity remains a major concern to the people and the security agencies alike. Not a month passes without major insecurity issues being reported such as violent crime, robbery, murder, theft among other incidents (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016). Even though the government has been consistent in pursuing the community policing strategy through the various policing agencies in Kangema Sub-County, there are still questions on the ability of the strategy to effectively deal with the problem of insecurity and crime.

For instance, there have been serious concerns on the fate of the members of community policing. Even though they are supposed to work on voluntary basis, it

can be overwhelming sometimes for them to discharge their duties effectively due to lack of facilitation like airtime and other incentives (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016).

Majority of community policing members are rarely trained on how the concept works. Also, there are serious concerns about the security of the members of community policing owing to the nature of their work. At times, they are supposed to provide intelligence reports on serious criminal matters and drug peddling (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016). However, it is not clear whether they are adequately protected by the policing agencies from victimization. These are the issues which formed the subject matter of investigation of this research, with the aim of identifying the gaps and providing recommendations to improve the effectiveness of the community policing strategy in Kangema Sub-County and in the country at large.

## **1.2 Statement of the problem**

Since its official launch in 2005, community policing has faced serious challenges which have made it highly ineffective in many parts of the country (GoK, 2015). The current form of community policing in Kenya is focused on security at the household level; that is, clustering several households into one cluster, which often meet and discuss their security needs, challenges and come up with suggestions on how to address their security challenges. These clusters are led by committee members, who are also members of the community. The committee members are the one who are supposed to guide the members of the clusters in the implementation of community policing.

Previous studies have focused on the place of community policing in dealing with insecurity in Kenya and elsewhere. As indicated in the summary of research gaps at the end of the literature review in chapter two, most of the studies have focused on how the concept works, the challenges of community policing, partnership between the police and the community in crime reduction, and how community policing relates to crime reduction. Those which have focused on the effectiveness of community

policing have not narrowed down to the influence of training, facilitation of members of community policing and assurance of security to members of community policing on the effectiveness of community policing. However, the studies have suggested further research on these factors and therefore this study came in to fill that gap.

In Kangema Sub-County just like in other parts of the country, the government has implemented the strategy of community policing as a way of dealing with crime and insecurity. As per the guidelines contained in the 4<sup>th</sup> draft on community policing, the members of community policing are supposed to work on voluntary basis. They are also supposed to be trained but the guidelines do not clearly indicate how to train them. It is also assumed that they would be adequately protected when they give out sensitive security information to the policing agencies.

Despite the implementation of community policing in Kangema Sub-County as per the guidelines, there are still widespread challenges of insecurity, crime and social disorder, which ideally should not be widely spread as it were the case before the implementation of community policing. According to reports from the Assistant County Commissioners working in the Sub-County, community policing is not as effective as it is envisioned to be in the draft guidelines. The reason is that despite its implementation, the residents of the Sub-County still face similar threats of crime and insecurity as they faced before the implementation of community policing in the Sub-County. This study therefore aimed at investigating the reasons why community policing was not as effective as it was supposed to be and give recommendations on how to improve its effectiveness.

### **1.3 Purpose of the study**

This study sought to establish the factors influencing the effectiveness of community policing in Kenya with specific reference to Kangema Sub-County in Murang'a County.

#### **1.4 Objectives of the study**

This study was guided by the following objectives

1. To establish how training of members of community policing on community policing influences the effectiveness of community policing in Kangema Sub-County
2. To determine the extent to which provision of incentives to members of community policing influences the effectiveness of community policing in Kangema Sub-County
3. To establish the extent to which assurance of security to members of community policing influences the effectiveness of community policing in Kangema Sub-County

#### **1.5 Research questions**

This study sought to provide answers to the following research questions

1. To what extent does training of members of community policing on community policing influence the effectiveness of community policing in Kangema Sub-County?
2. To what extent does provision of incentives to members of community policing influence the effectiveness of community policing in Kangema Sub-County?
3. To what extent does assurance of security to the members of community policing influence the effectiveness of community policing in Kangema Sub-County?

#### **1.6 Significance of the study**

The findings of this study may be of help to the government and its policing agencies for them to understand how training, incentives and assurance of security to members of community policing influence its effectiveness, not only in Kangema Sub-County but also in the country at large. This would enable the government to channel more resources in facilitating members of community policing with incentives and empower them with the skills which they need to effectively play their role as members of community policing.



The findings of the study may also be useful to the residents of Kangema Sub-County by providing useful lessons on how best they can participate in community policing to enhance their safety. In particular, the members of community policing would benefit in the event of a policy change to oblige the government to provide them with incentives and training on community policing as well as assure them (through policy guidelines) of their security as they discharge their duties as members of community policing.

### **1.7 Limitations of the study**

The study was likely to be limited by the inability of the researcher to control the attitudes of the respondents during the study. The attitudes of the respondents could have interfered with their ability to give out objective answers to the questions. However, the researcher tried as much as possible to explain clearly the main objective of the study to the respondents so as for them to give out honest opinions to the questions.

The researcher also ensured the protection of the identities of the respondents by not writing or recording their names at any stage of the study. This was done so as to ensure that the respondents opened up and provided information to the researcher to answer the research questions. Kangema Sub-County also has bad terrain due to its proximity to the Aberdares forest and therefore movement during the research could have been challenging. However, the researcher made adequate plans to ensure that all the targeted respondents were reached within the required period.

### **1.8 Delimitation of the study**

The scope of this study was the three administrative divisions which form Kangema Sub-County namely Muguru, Kanyenyaini and Rwathia. The Sub-County was selected due to the interest of the researcher to understand the dynamics of community policing in the Sub-County and also because no other similar study had been carried out in the Sub-County before. In terms of independent variables, the study focused on training, incentives and assurance of security to members of community policing while effectiveness of community policing was the dependent

variable. The sample size was 180 committee members of community policing clusters in the three administrative divisions, the 119 village elders from the three administrative divisions, the national government administration officers namely the Deputy County Commissioner (DCC), the Assistant County Commissioners (ACCs), and the 11 Chiefs.

Also interviewed were the police heads in the Sub-County namely the Officer Commanding Police Division, (OCPD), the District Administration Police Commander (DAPC), the Officer Commanding Police Station (OCS) and the three Administration Police (AP) division commanders. Others included the heads of National Intelligence Service (NIS), Criminal Investigation Department (CID), and Kenya Forest Service (KFS) as well as the Magistrate, Kangema Law Courts.

### **1.9 Assumptions of the study**

The study was based on the assumption that the respondents would answer the questions as truthfully as possible. It was also assumed that the weather would be conducive for the researcher to conduct the research. Since the researcher engaged the services of research assistants, it was assumed that they were in a position to understand the research objectives and carry out the interviews in an objective manner.

### **1.10 Definitions of significant terms**

**Effectiveness of community policing:** Refers to functional community policing clusters, reduced crime cases and increased participation of community members in community policing

**Security:** Refers to the capacity of the state to protect individuals and the nation from physical and socio economic threats

<b>Policing:</b>	Refers to a proactive process that is put into place in order to maintain law and order, social cohesion and respect for the rule of law in the country
<b>Community policing:</b>	Refers to a policing strategy that promotes organization strategies which support the systematic use of partnerships between communities and government policing agencies through community policing clusters
<b>Government policing agencies:</b>	Refers to the following government entities which have officers within the Sub-County: National Government Administration, National Police Service, Kenya Forest Service, National Intelligence Service, and Judiciary.
<b>Community policing cluster:</b>	Refers to a group of households in an estate, a village, a gated community or a street, with the overall objective of bringing Kenyans together in safe, sustainable and prosperous neighborhoods
<b>Members of community policing:</b>	Refers to community policing clusters' committees members who are not government employees
<b>Incentives:</b>	Refers to things such as bus fare, airtime, boots, rain coats, whistles, torches, umbrellas, airtime, wages or allowances

<b>Village elders:</b>	Refers to village heads who are not part of community policing clusters and in most cases they are elderly people
<b>Training:</b>	Refers to the imparting of skills, knowledge and ideas about the concept of community policing and how it works
<b>Assurance of security:</b>	Refers to the protection of members of community policing from victimization as a result of working as members of community policing and protection of sensitive security information received from members of community policing by policing agencies

### **1.11 Organization of the study**

This study was organized into five chapters. Chapter one focused on background of the study, the research questions and objectives, the scope of the study, the significance of the study, the limitations of the study, the purpose of the study and the assumptions of the study. It also defined the key terms used in the study and they include among others government policing agencies, community policing, effectiveness of community policing and community policing members.

Chapter two was a review of the literature on factors influencing the effectiveness of community policing which include training on community policing, provision of incentives to members of community policing and protection of members of community policing. It also focused on the independent and dependent variables and how they related to each other. This was shown in a conceptual framework.

Chapter three focused on research methodology which covered research design, target population, sampling procedure, data collection instruments and procedure, validity and reliability and ethical considerations of the study. Chapter four focused on data presentation, interpretation and analysis while chapter five focused on summary of findings and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

Available literature on community policing acknowledges the fact that many countries across the globe are still experiencing numerous challenges in their efforts to have fully functional and effective community policing systems as an alternative to traditional security set ups, where the policing agencies and the citizens rarely partnered in the provision of security to people and their property.

This chapter covers the factors which influence the effectiveness of community policing (training on community policing, provision of incentives to members of community policing, and assurance of security to members of community policing), the theoretical framework, the conceptual framework and the summary of research gaps in that order. Each factor is treated to a detailed discussion showing its significance to the study.

#### **2.2. The influence of training on community policing on the effectiveness of community policing**

Training is a key ingredient for the success of any policy, concept, strategy or intervention. This is because there is need for stakeholders to understand and internalize an intervention for them to be effectively involved in the realization of its objectives. The ideal situation is to train stakeholders first or during the introduction of an intervention. When this is done, the stakeholders are able to appreciate the benefits of the intervention and anticipate any challenges which may come with the intervention. This is critical not only for effectiveness of the intervention but also for its sustainability (Archbold, 2012).

Many countries which have incorporated community policing in their management of security have acknowledged the fact that there is need for training all stakeholders about the concept. In developed countries such as the United States, training on community policing has been taken with the seriousness it deserves. For instance, there is established the office of community oriented policing training, which is under

the United States department of justice. According to Archbold, this office is charged with the responsibility of training all stakeholders on various issues such as the nature of community policing, the role of all stakeholders and the link between community policing and crime reduction (Archbold, 2012).

Since 1994, the office has spent over \$ 14 billion in the strengthening of community policing, and especially through trainings of all stakeholders in the security sector. The office also provides various awards to various stakeholders who show outstanding performance in the implementation of community policing. It also gives grants to organizations which want to implement various community policing interventions with the aim of reducing crime and fighting insecurity (Archbold, 2012).

Many security analysts have lauded the United States' community policing strategy as one of the best in the world (Lorie & Mary, 2004). However, it has faced some challenges which have compromised its effectiveness. One of the areas where there have been gaps is on the training on community policing, both to the government policing agencies and the communities. This has been occasioned especially by the changing nature of crime and the emergence of terrorism as a new security challenge across the globe (Archbold, 2012).

In 2014, the former President Barrack Obama established a taskforce dubbed 'The President's Task Force on 21st Century policing'. This taskforce was tasked with the responsibility of identifying best practices and recommendations on how community policing practices can promote effective crime reduction and build public trust at the same time (US Dpt of justice, 2015).

In March 2015, the taskforce was able to come up with the final report on the recommendations as directed by the President. The final report was in form of six pillars, each with a specific item. The fifth pillar is on training and education, where the task force acknowledges the fact that training on community policing has become very critical in the management of security. It recommends that law enforcement

agencies need to partner with communities and train them along their pursuit of their careers.

This means that the training on community policing is to be integrated in schools' curriculum so that at least all people who go through the formal education system would get an opportunity to understand what is community policing and its relevance in the management of national security.

The curriculum would include among others the training on crisis intervention, instruction on the disease of addiction, policing in a democratic society, tactical skills, implicit bias and cultural responsiveness, effective social interaction and procedural justice. Even though nothing is mentioned on the fate of those who don't go through the formal education system, it is assumed that they would be trained by those who go through the formal education system (US Dpt of justice, 2015).

As mentioned earlier, South Africa is one of the pioneers of community policing in the African continent. According to Kindiza Ngubeni and Duxita Mistry, in South Africa for example, the government has introduced what are referred to as Community Police Forums (CPFs) (Ngubeni & Mistry, 1995). The CPFs were first introduced in the Gauteng province in 1994 with the aim of training the police, the civil society and the community on community policing. Ngubeni and Mistry point out that within a period of one year, the police and the communities were able to understand the main areas of conflict between them. According to Akgoadi, before the introduction of the CPFs, there was bad blood between the police and the community where the community perceived the police as a tool for oppressing them while the police perceived that the community was conspiring to hide criminals (Akgoadi, 1995).

However, the training focused on how to create a good working relationship among all stakeholders with the realization that they all had the same objective of fighting crime and insecurity. The training provided a conducive environment for the



stakeholders to fully understand the concept of community policing and as a result, the CPFs have been replicated in the other provinces (Akgoadi, 1995).

The training also focused on training the stakeholders on the legal framework of the CPFs. The establishment of CPFs was provided for in section 221(2) of the Constitution and section 19(1) of the South African Police Services (SAPS) Act number 68 of 1995. The objectives of CPFs are clearly stated in section 18(1) of the SAPS Act (Mistry, 1996). This enabled the stakeholders to fully acknowledge that everything was based on law and as per the guidelines developed by the parliament to guide the implementation of community policing in South Africa.

However, there have been challenges in regards to the involvement of the community in the CPFs because the trainings have not been sustained. Currently, there is a state of mistrust between the police and the community as to the commitment of the police to involve the community, which according to Sealey (1996) has been occasioned by the failure to continually train the stakeholders on the benefits of community policing.

This is one of the dynamics of community policing which has affected the effectiveness of the strategy in South Africa. However, that is not to say that all is lost for the case of South Africa because the CPFs are still active, but they have been reduced to just meetings between the stakeholders where they meet, especially when there is an emergency and discuss the way forward (Swilling & Boya, 1994).

According to Heald in an article titled 'reforming community in Northern Tanzania', it was found out that the content of the training modules emphasized more on theory than on day to day activities of police officers. It was observed that more training was needed and most importantly, the training to be simplified to make the officers link the theory of community policing with the real interventions of community policing in Northern Tanzania. Heald also recommended that there be introduced an advanced course on community policing especially among senior officers, both at the community and the police department (Heald, 2009).

Rwanda is another country which has shown some seriousness in entrenching community policing in its security infrastructure. This could probably be due to the dire need for peace to prevail in the country which underwent genocide in 1990s. According to Celestin Twahirwa, the commissioner for community policing in Rwanda National Police, some 2000 trainer of trainers were trained in December 2016 (The New Times Rwanda, 2016). Some of the areas covered during the training included human rights, role of the public in crime prevention, the general concept of community policing, and the partnership between community policing committees and other entities to ensure safety and security in the country (The New Times Rwanda, 2016).

Speaking during the workshop, the commissioner for community policing expressed optimism that the training efforts would not only be sustained but also replicated at the community level. This is an indication that for effective community policing to be realized in the country, training is very critical (Call, 2007). The country is however very peaceful, owing to the lessons learned from the genocide. Compared to South Africa and Kenya, the Rwanda citizens have taken the concept more seriously, and that is why despite lack of a community policing training program, the concept is still very popular among the common people in the country (Call, 2007).

In February 2004, a United Kingdom based organization called Safeworld, partnered with the Office of the President, civil society, Kenya institute of administration and the administration police training college to implement pilot community policing programs in various parts of Kenya. The organization prepared a curriculum to use in the training of the stakeholders in the selected pilot sites. Some of the modules included an introduction to community based policing, legal framework and human rights, strategic management, society and community based policing, partnership policing, crime prevention and reduction (Mbogo, Ndung'u, Campbell, & Rai, 2008).

After the development of the curriculum, no serious efforts have been put in place to ensure that it is implemented. That partly explains why community policing never

picked up after it was launched in 2005. The failure to sustain the training efforts were based on the primary assumption that people would develop interest and search for information on the concept of community policing for them to be effectively involved in its implementation. However, this was not the case and the result was the misconception of the idea of community policing by the citizens, since they did not understand their specific roles (Mbogo, Ndung'u, Campbell, & Rai, 2008).

In a study carried out by Njiri (2015) on the assessment of implementation of community policing program in Nakuru Police Division in Nakuru County, it was found out that police officers carrying out community policing needed training on how the concept works and that more funds needed to be allocated to support the operations of community policing. However, the training should not only focus on the police officers but more so on the members of community policing, majority of who have low levels of education.

In another study titled 'Evaluation of the factors affecting community policing project in Teso South Sub-County of Busia County, Kenya' by Barasa et al (2016), majority of members of community policing heard about community policing through public barazas together with the other members of the public. It means that there is no initiative put in place to train them on how the concept works and the skills they need to have for them to be highly effective.

Even though the new draft guidelines on community policing appear very optimistic about the success of the concept, nothing much is mentioned on the training and creation of awareness on the concept. The new draft guidelines on community policing do not even mention anything in regard to the development of community policing training module, but rather states that training is compulsory (GoK, 2015).

All along, there have never been proper arrangements by the concerned authorities to train the policing agencies and the committee members on community policing. Just like in many African countries, the training aspect of community policing has not been taken seriously and it has affected the effectiveness of community policing in

many parts of the country. The revived version of community policing therefore heavily relies on the assumption that people would easily understand and appreciate the concept.

In Kangema Sub-County, there are 202 community policing clusters, each with a committee of at least ten members (Kangema Sub-County Assistant County Commissioners' Reports, 2016). These committees usually do elections after every two years. However, no any form of induction is conducted on the new office bearers. It has now become a norm for the members of community to learn about the concept from some of the policing agencies, especially the national government administration officers mainly the Chiefs and the Assistant Chiefs, who are also members of the community policing committees.

However, the challenge is that even the Chiefs and Assistant Chiefs are not taken for any form of training, safe for some few seminars here and there. These seminars are not consistent and they rarely focus on the concept of community policing as a whole. The failure to establish an autonomous body to train both the policing agencies and the community appears to be the major gap as far as training and effectiveness of community policing in Kangema Sub-County is concerned.

As a result, just like in other parts of the country, the benefits of community policing are yet to be realized. There is a general misconception that the concept is meant to correct the bad relationships between the police and the residents. Many people do not exactly understand the place of community policing in management of security in their neighborhoods. This is mainly attributed to lack of training both of the government policing agencies and the community members.

This has greatly affected the effectiveness of community policing clusters, where there is confusion between the policing agencies and the residents on who should play which role. For instance, the residents expect to give out information to the policing agencies and leave the rest to them. They are not aware that they are supposed to be

actively involved in the actual investigations, by constantly giving the policing agencies any new information regarding a particular incidence.

### **2.3. The influence of incentives on the effectiveness of community policing**

Many commentators on community policing have termed it as an expensive crime control strategy which requires serious allocation of resources to finance its activities. According to Skogan (1995), community policing tends to be more successful in affluent areas. For instance, a study done in Chicago established some patterns, where community policing tended to be more effective among the affluent and middle class neighborhoods. The reason was that the poor neighborhoods were expecting some form of facilitation for them to fully embrace the concept.

In South Africa just like in Kenya, the legal framework of community policing states that community policing is based on a voluntary basis, and as a result, members are not supposed to expect any form of compensation for their services. The reasoning is that they provide the services for their own benefit, that is, they are the first people to benefit when there is adequate security. This is largely the practice in majority of the CPFs, where they just provide their services for free. This can be attributed to the fact that most of the CPFs are based in areas where people are doing well financially, and as a result, they have no problem helping the government to protect them (Akgoadi, 1995).

However, majority of CPFs in Vaal, which is dominantly occupied by low income earners are not fully effective due to lack of incentives to the members. The members of the CPFs have held the opinion that they have a lot of financial responsibilities and therefore, the government should consider giving them some incentives such as tokens of appreciation so that they can be effective in their work. They argued that the government should hire administrators of the CPFs and include them in the government payroll, reason being that the administrators, who mostly are retirees, do a lot of work in running the affairs of the CPFs, and the pension they get from the government is hardly enough to sustain them and their families (Akgoadi, 1995).

In Rwanda, community policing is also done on voluntary basis. However, just like in many parts of the world, it has experienced some challenges especially in areas where levels of poverty are high. However, as mentioned earlier on, the people of Rwanda have largely embraced the concept of community policing mainly because of the lessons they learned from genocide in which thousands of people lost their lives. As a result, even without facilitation, people are able to volunteer their time and other resources in community policing work (Call, 2007).

A close look at Rwanda's community policing indicates that the concept is largely embraced by the police than by the community. This is mainly attributed to the fact that the police are on the government's payroll and they do not require more incentives. However, the citizens require some incentives such as airtime for communication, and some wages to compensate them for their time which is lost in community policing work (Call, 2007).

Some analysts have argued that Rwanda can have the best strategy of community policing if the government could provide its community policing members with some incentives for their work (Lorie & Mary, 2004). In some cases, people are reluctant to travel long distances to report to the police any security threat, and this has, to some extent interfered with the effectiveness of community policing in Rwanda.

In Tanzania, community policing is also done on voluntary basis. However, this has affected its ability to penetrate to the grassroots, and as a result, it has remained an alien concept to majority of ordinary citizens. One of the reasons is that it is not possible for people who are unemployed to spend their time attending community policing forums while they are not sure what they would eat. Instead, they would rather worry more about their ability to feed themselves and their families than about their safety (Goldsmith, 2005).

This is a major challenge which some security analysts have argued that it needs to be addressed through allocation of funds by the government to go into the financing of community policing activities. This is expected to improve its effectiveness by a

great margin. The good thing about Tanzania is that it does not have a history of bad relations between the police and the citizens. Even though they are not facilitated, the citizens are able to appreciate the benefits of community policing, especially in areas which are prone to crime such as DarSalaam and its environs.

According to Ruteere, the foundation of the revived community policing in Kenya is based not only on the constitution and the National Police Service Act, but also on Ransley report on police reforms (Ruteere, 2011). The Ransley report specifically cited the need for structural reforms, to include the adequate funding of community policing and the training of police and the community on community policing.

However, according to Kimilu, community policing hardly gets any support from the government but largely relies on well-wishers, mainly Non-Governmental Organizations (NGOs) (Kimilu, 2003). According to Adambo, the biggest budget on security goes into the salaries and wages of the government policing agencies, with nothing going to the members of community policing (Adambo, 2005).

This trend has been worrying until recently when during the 2013/2014 financial year, the government allocated some 340 million shillings to community policing for a period of 5 years. According to the Kenya government, communities should volunteer to participate in community policing as a sign of showing patriotism to their country. It also expects other actors such as NGOs and civil society to intervene and fund the activities of community policing for it to be effective.

However, this is hardly achievable because people know that the work of providing security is to be done by the policing agencies, who are government employees. The lack of training on community policing further complicates the problem, where citizens don't bother to engage in community policing, unless they are compensated for their time and resources.

The new version of the revived community policing strategy does not provide for any form of facilitation or incentives to the members of community policing but rather,

expects them to work on voluntary basis. The argument is that even village elders have been there and have not been paid by the government, yet they play a similar role to that of community policing members. However, it is to be understood that community policing is wider because it focuses on safety in its totality as mentioned earlier.

According to a study done by Mwaura (2014) titled 'factors that affect effective implementation of community policing in Kenya: A Case of Kajiado North Police Division', low levels of basic trust, lack of an enabling legislative and administrative environment, poor public image of the police and declining police resources are some of the key factors which affect the implementation of community based policing. However, the focus should not only be on the provision of resources to the police but more so to the members of community policing, majority of whom don't have stable sources of income. As a result, there is crucial need for facilitation of the members of community policing because they are the key drivers of the strategy (Brogden, 2002).

In many parts of the country, research shows that members of community policing are demoralized and are not serious with their duties, because after all, nothing comes out of it (Lorie & Mary, 2004). This is worse in areas where there is a lot of insecurity, where even previous efforts to use dialogue have failed to bring lasting peace such as in Turkana, Baringo, and other parts of Northern Kenya.

In Kangema Sub-County, the problems of insecurity are mainly brought about by the failure by the community to give out information to the policing agencies in a timely manner. This is partly contributed by the complacency by the members of community policing, who rarely attend meetings to discuss matters of security in their areas. When they attend, they expect to be reimbursed the transport and get some lunch, which may not be provided for by the government (Kangema Sub-County Assistant County Commissioners' Reports, 2016). This has affected the effectiveness of community policing where people have decided even to live with known criminals simply because they are not provided with any incentives to effectively discharge their duties as members of community policing.



#### **2.4. The influence of assurance of security to members of community policing on the effectiveness of community policing**

The concept of community policing is based on the idea of cooperation between the policing agencies and the community in prevention of crime and social disorder. In many developing countries, police have been associated with a bad culture, where the citizens perceive the police as always brutal and inhuman (Lorie & Mary, 2004). In most occasions, police use bad language against the citizens and this complicates the problem. However, this is a traditional kind of policing, which has been overtaken by events.

The fact of the matter is that police cannot be able to maintain law and order alone. The reason is because crime and insecurity are very dynamic, that is, they keep on changing, where new forms of crime keep on emerging and this calls for new tactics of policing. For instance, terrorism and organized crime are new security challenges which call for cooperation between the police and the community in the identification, apprehension and prosecution of suspects (Akgoadi, 1995).

The community has a vital role to play because the criminals live among the community and they interact on a daily basis. The community is therefore the best entity to report the criminals to the authorities. The police also need not to be out of touch with the community because if that is the case, then they will not get information on what is happening, and as a result, their work would be reduced to reacting to emergencies (Lorie & Mary, 2004).

This is a self-defeating position because it is the traditional approach which has got no place in contemporary society. It is incumbent upon the police and the community to be proactive so as to prevent crime and social disorder. Proactiveness means studying crime trends, identifying the crime hot spots, knowing the criminals and their accomplices, sustained day and night patrols, and identifying social problems which give rise to crime and social disorder (Lorie & Mary, 2004). This enables all the stakeholders to understand their security environment and come up with strategies of dealing with the security threats. It also enables the stakeholders to know the main

causes of insecurity and come up with some strategies to deal with the causes (Miller & Hess, 2017).

In many countries, especially in the developing world, the concept of community policing has not been fully understood by the policing agencies and the community. They do not know their roles and where there are boundaries (Lorie & Mary, 2004). That is why training on community policing is of critical importance for the success of the strategy to be realized. It seems that the hostility between the public and the police is still a challenge. Despite the campaigns to democratize policing or transform it from a force to a service, it has remained a challenge in many developing countries Kenya included (Lorie & Mary, 2004).

In community policing, the role of the community members is mainly to provide information to the policing agencies on any form of insecurity. Once they provide the information, it is upon the policing agencies to investigate and take the necessary action. The community also has the responsibility of following up on the cases they report to the policing agencies and if possible update the policing agencies with any new information on specific cases (Lorie & Mary, 2004).

Community policing is therefore a sensitive matter which needs to be taken with the seriousness it deserves, especially on protection of people who give out information to the policing agencies. If the members of community policing are not assured of their confidentiality, then they would not risk their lives by giving out information to the policing agencies (Kapperler & Gaines, 2012).

In many countries, the police do not have the necessary training on how to protect the people who assist them with information on crime. In many occasions, they end up exposing the people, either knowingly or unknowingly and this interferes with the effectiveness of community policing. In South Africa for instance, the members of CPFs are seen as the buffer between the police and the community. Some of the CPF members have described their work as risky, because they put their lives in danger

when they report criminals to the police without assurance of their protection (Davis & Merrick, 2003).

The more they are seen moving to the police stations or interacting with the police, the more they become soft targets of criminals, who obviously are not comfortable with anyone assisting the police with information about crime. In some cases, some members of CPFs have fallen victims of giving information to the police and this has slowed down the effectiveness of community policing in some parts of South Africa (Onwudiwe, 2013).

Elsewhere in Nigeria, police have been accused of colluding with criminals to give them information on people who are involved in community policing. As Onwudiwe (2013) points out, some members of community policing have been threatened by criminals with death if they continue giving information to the police. This has affected the morale of the members of community policing in the country.

According to a study done by Aremu in rural parts of Uganda in 2011, 90% of the respondents, mainly community members and the police said that there was mistrust between the police and the community, where the police suspected the community of spying their operations and the community suspected the police of informing criminals about people who bring information on insecurity to them. This has greatly affected the ability of the police and the community to work together and as a result; the community policing strategy has been greatly compromised (Gitau, 2017).

In Kenya, community policing is faced with a similar challenge of mistrust between the policing agencies and the community members. It has been argued that majority of police officers have got no capacity to maintain confidentiality of information, and that is a major problem especially in the implementation and effectiveness of community policing in the country (Lorie & Mary, 2004).

Various studies conducted both in urban and rural areas in Kenya also reveal the inability of the policing agencies, especially the police to protect people who volunteer information on insecurity to them (Taylor, 1999). For instance, during the implementation of pilot community policing projects in Kibera and Isiolo, the Vera institute realized that the police and the members of community had little trust in each other.

This was mainly played out especially during the community policing forums, where blame games were noted; on one side, police blaming the community policing members for not providing crucial information, while on the other side, the community blaming the police for failing to maintain confidentiality (Lorie & Mary, 2004). This was noted as one of the challenges which faced the implementation of community policing. It has remained as a challenge, and more so because there has been a culture of complacency among the police, who are poorly motivated, and as a result, they don't take policing work seriously (Lorie & Mary, 2004).

According to a study carried out by Wekesa (2015), and whose focus was on factors affecting community policing as a crime prevention strategy in Kisii Central Sub-County, security information contributes greatly to the success of community policing. The reason is that without information, it is not possible for the policing agencies to know the criminals and the crime hotspots. The reason is that in most cases, police and other security personnel are not posted to work in their home areas but rather in areas far from their homes. However, the members of community policing may at times fear giving out information for fear of victimization and this may hinder their effectiveness as well (Brogden, 2004).

There is also some thinking among the policing agencies that the community members need not to know some of the ways the government uses to get information. When community policing was first launched in the country in 2005, some police officers were reluctant to attend community policing meetings or even sharing security information with the members of the community (GoK, 2015).

This led to mistrust among the community policing members, who feared giving out information to officers who were not willing to open up on how investigations are done and their role in the same. They also feared giving out information to the officers without any assurance that they would not be required to record statements (GoK, 2015).

According to Kiarie (2012) in a research titled ‘factors influencing implementation of community policing programs: a case of Thika Municipality in Kiambu County’, ensuring confidentiality of security information is a crucial ingredient for the success of community policing. However, the information should not only be treated with confidentiality but also the people who give out the information should be assured of their security so that they are motivated to give out the information without any form of fear or apprehension. Even though the draft gaudiness on community policing in Kenya appear to be optimistic of the success of community policing to help fight insecurity in the country, it does not adequately address the issue of protection of members of community policing or management of the information provided by community policing members.

There seems to be a gap in the guidelines because they do not provide for a clear training strategy for police and the community on how the concept works. It is through the training that the policing agencies can appreciate the concept and embrace it fully just like in developed countries. When this is done, then no government officer would dare to sabotage the efforts of community policing members by disclosing any confidential information, especially to the suspects. It could have been better to have some policy guidelines on how members of community policing can report the sensitive information, without falling victims of the same.

The nature of criminal investigation in Kenya further complicates the issue. You find a situation where a person has volunteered to give out information on a particular suspect, but the person does not want to record any statement or act as a witness in a court of law and as a result, no action can be taken because the police cannot arrest the suspect without any complainant or evidence; but they can only summon the

suspect and interrogate him or her. However, they must have a complainant for them to convict the suspect.

In Kangema Sub-County, some suspects end up being released on account of lack of evidence or people to record statements (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016). This is triggered by the fear that when they do so, they would become target of the suspects. The law has also given all people the freedom to get bail and as a result, suspects cannot be held for more than 24 hours. In some cases, the people have ended up taking the law into their hands by lynching serial offenders (KNCHR, 2015).

It is not easy to have someone in Kangema Sub-County coming out to mention a suspect of crime. The main reason is that they fear that in case they are known they have reported, then they would be targeted by the criminals. This has greatly undermined the effectiveness of community policing in the Sub-County (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016).

Even those active committee members in community policing have frequently voiced their concerns that some of the police officers cannot be trusted with crucial information on crime. As a result, they are hesitant to give out information because they are not assured of their confidentiality. In some cases, the committee members have ended up writing some leaflets to complain about some security issues especially peddling of drugs like bhang (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016).

The issue is that even though they do know the peddlers and where they stay, they are not ready to give out the information to the police because they fear that the police would reveal the information to the peddlers, either by default (requiring the informers to record statement and become witnesses) or by design (with the intention of getting some kick back from the peddlers). This is a worrying trend, and it's mainly caused by poor working relationship between the police and the community. The residents therefore feel that their security is at stake once they become aggressive in

community policing. This has affected the effectiveness of community policing to a great extent (Kangema Sub-County Assistant County Commissioners' incident Reports, 2016).

## **2.5. Theoretical framework**

The following discussion gives a theoretical background on the effectiveness of community policing. These theories are social disorganization and contingency theories.

### **2.5.1. Social disorganization theory**

According to Kornhauser (1978), social disorganization is the inability of a community to regulate the activities that occur within its boundaries, the consequences of which are high rates of criminal activity and social disorder. This theory was first developed by Shaw and Mckay in 1942 at the Chicago school. According to the theory, there is an association between the organization of a society and crime.

For instance, in poor neighborhoods, people tend to form very loose social networks among themselves. This is because they are mostly preoccupied with daily struggles to put food on the table. That explains why crime tends to be high in areas where the communities are highly disorganized such as in informal settlements (Kornhauser, 1978).

In such informal settlements, crime is also seen as a way of earning a living and as a result, some of the people may be reluctant to fight it. Poor neighborhoods are also very unlikely to mentor their children, especially teenagers to grow up as responsible citizens. For community policing to be effective, there is need for the members of the community to have strong informal social networks, which help the community to know each other and share information among themselves.

However, if a society is highly disorganized, then finding such networks becomes a challenge. As explained earlier, community policing tends to be weak in poor

neighborhoods since apart from being disorganized, the community members rarely get time to engage themselves in community policing matters.

As Lorie & Mary (2004), point out, the success of community policing is largely based on the cooperation between the police and the community. However, in poor neighborhoods, which are mostly characterized by social disorder and crime, the community is likely to be dissatisfied with the police services around them (Coquilhat, 2008). As a result, it is difficult for the members of such community to work together with the police to eliminate crime due to the perception of the community that the police are not doing enough to protect them. This therefore hinders the effectiveness of community policing in such settings (Kapperler & Gaines, 2012).

On the other hand, affluent neighborhoods tend to form strong social networks, which help them to share a lot of information. As a result, they are able to identify things which affect them collectively and come up with measures to deal with those issues (Justus, 2002). They are also able to afford the time to engage in community policing matters to safeguard their security, which is of a primary concern to them as opposed to the poor, whose main concern are their basic needs (Ramey & Shrider, 2014). Affluent neighborhoods also tend to be well organized. For instance, they are not congested, are clean and well lit. As a result, it becomes difficult for criminals to hide amongst the people.

According to Barbara (2014), social disorganization theory also includes focusing on social networks between the community and external local institutions, such as the police, the argument being that social networks are important for shaping the nature of the dynamics as well as the strength of informal social control within communities. According to Velez (2001), Social networks that link the community to outside conventional institutions provide the members of that community with normative and tangible resources to regulate criminal activity.



In summary, this theory postulates that community policing is likely to be more effective in affluent areas than in poor neighborhoods. The reason is that affluent communities may have the time to engage in matters of their security as opposed to the poor, who are mostly preoccupied with meeting their basic needs. This theory therefore reinforces the argument that for community policing to work effectively, especially in poor neighborhoods, the members of community policing must be provided with incentives to compensate them for their crucial time lost in community policing work, which could have been used looking for money to meet their basic needs (Kornhauser, 1978).

### **2.5.2. Contingency theory**

The term contingency theory can be traced to the works of two scholars namely Lawrence and Lorsch, who did an empirical study to demonstrate that different environments call for different forms of organizations (Lawrence & Lorsch, 1967). According to them, all decisions made by organizations, small or big, must be informed by the external factors so as to make adaptation possible. If this is not done, then there is always some form of antagonism between the internal and external environmental factors (Esl & Spellman, 1987).

Even though the implementation of community policing need to be guided by uniform policy guidelines, there is need to customize the policies or guidelines to specific environments for them to work (Fielding, 2005). In Kenya, just as in many parts of the globe, different communities are faced with different security challenges. For example, people living in Mandera are faced with terrorism as the major security challenge while those living in Baringo are faced with cattle rustling as the main security challenge. Similarly, people living in Kibera and those who live in affluent estates such as Lavington are faced with different security challenges (Thacher, 2001).

Similarly, bodaboda operators are faced with different security challenges to those facing people in the hospitality industry such as hoteliers. That is why the concept of community policing is based on the people's concerns as the central tenet. If peoples'

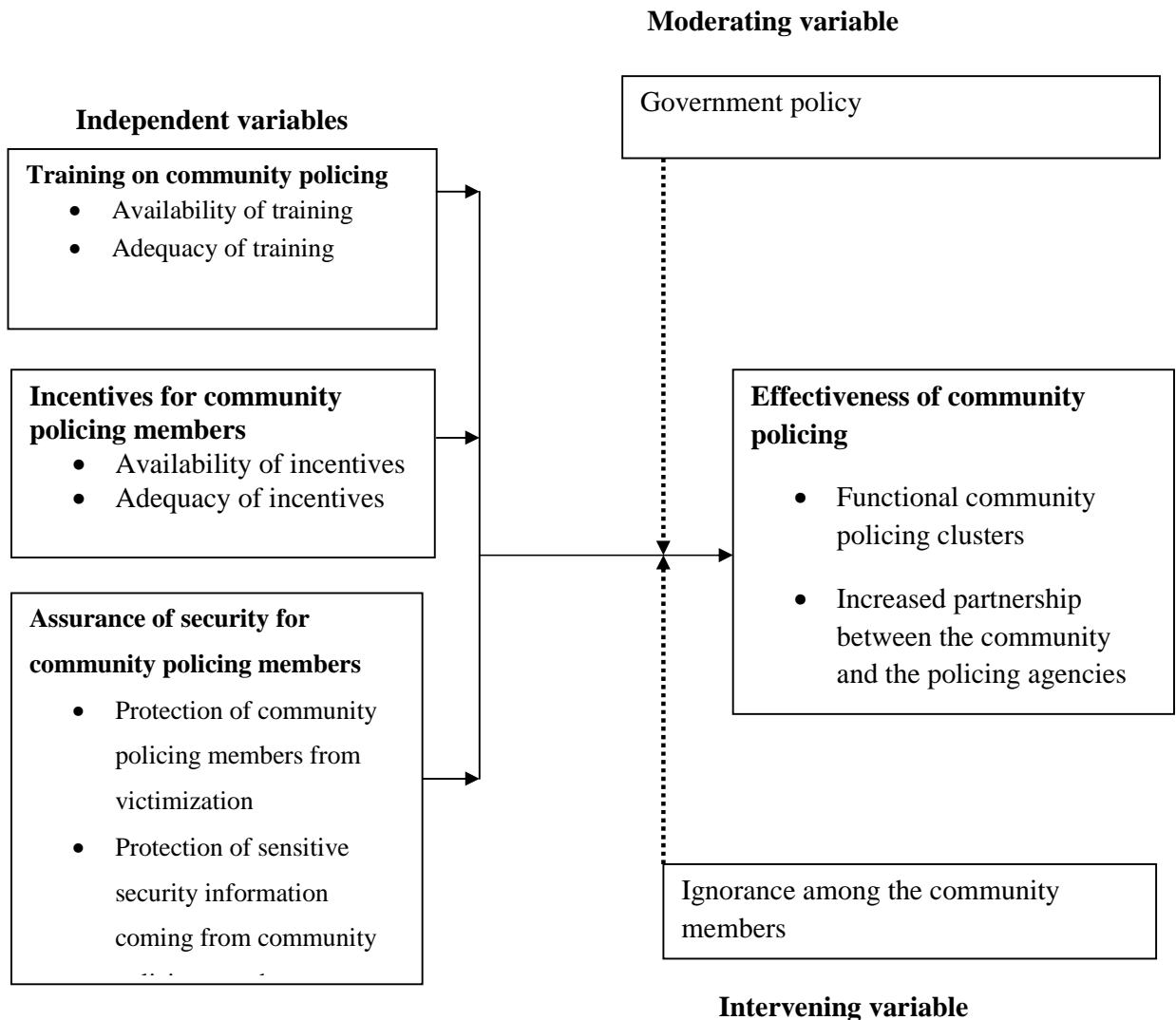
central concerns are put at the center of designing a community policing intervention, then the intervention is likely to be effective than if the opposite was the case. For instance, the failure by Kenya's government to allocate adequate resources for the training and facilitation of members of community policing appears to have ignored the central concerns of the people who are the drivers of the initiative. If their concerns are addressed, then they would be able to effectively engage themselves in the matters of community policing. However, if their concerns are ignored, then the reverse would be the case (Friedmann, 1991).

According to Peak & Glensor (2002), different communities also have different levels of education and social status. As a result, there is need for community policing interventions or programs to take this into account. For instance, while a community composed of highly educated people may not require a lot of training on the concept, those with low levels of education may need thorough training on the concept for them to understand how it works and adopt it. It means that the planning of the community policing programs need to be done taking into consideration the social, cultural, economic and political environments or contexts of a country. If this is not done, then the programs are likely to be ineffective (Duman, 2007).

## 2.6. Conceptual framework

The following is a diagrammatic presentation of the relationship of the variables.

**Figure 2: Conceptual framework**



As shown in the framework, the effectiveness of community policing (which is the dependent variable) is characterized by functional community policing clusters, reduced crime cases and increased partnership between the community and the policing agencies. For there to be effectiveness of community policing, some factors must be in place. These factors are the independent variables, in the sense that they are able to determine the strength of community policing and its effectiveness.

For instance, the training of the members of community policing and other government policing agencies on how the concept works can make the initiative to be more effective. This study looked at whether the training was available, and if yes, whether it was adequate. The other factor which is capable of influencing the effectiveness of community policing is the provision of incentives to members of community policing. If this is done, they would be motivated and able to discharge their duties more effectively. The lack of motivation can equally undermine the effectiveness of community policing (Liou & Savage, 1996).

The other factor is the assurance of security to members of community policing. The reason is that they provide sensitive security information to the policing agencies and as a result, they need to be assured that the information is handled with the confidentiality it deserves so that they don't become victims of providing information to the government policing agencies. The failure to do so would make them fear to share security information with the policing agencies and this would eventually undermine the effectiveness of community policing.

Apart from these factors, there are others which still have the ability to influence the effectiveness of community policing, but are either difficult to measure or their influence may not be easily recognized. These are intervening and moderating variables and in this study, they include government policy and the ignorance of the members of the community about community policing. These factors were therefore not being measured in this study but were ignored.

## 2.7. Research Gaps

**Table 2.1 Research gaps**

<b>Author</b>	<b>Focus</b>	<b>Findings</b>	<b>Gap</b>	<b>Focus of current study</b>
Wanjohi, 2014	Influence of community policing on crime reduction in Kenya: a case of Machakos County	There exists a positive association between police-community partnership and crime reduction in Machakos County	The study did not focus on the factors that influence the effectiveness of community policing The study also did not focus on how training and facilitation of members of community policing influences the effectiveness of community policing as a security strategy	This study focused on the factors that influence the effectiveness of community policing
Mwaura, 2014	Factors that affect effective implementation of community policing in Kenya: A Case of Kajiado North Police Division	The factors that obstruct the effective implementation of community policing include low level of basic trust, lack of an enabling legislative and administrative environment, poor public image of the police and declining police resources	The study did not focus on the influence of training and resource allocation to members of community policing on the effectiveness of community policing	This study focused on how the facilitation (incentives) and training of members of community policing influences the effectiveness of community policing
Wekesa, 2015	Factors affecting community policing as a crime prevention strategy in Kisii Central Sub-County, Kenya	Security information contributes greatly to community policing success.	There was no focus on the protection of the members of community policing who provide the security information to police	This study focused on how protection of community policing members influences the effectiveness of community policing

Njiri, 2015	Assessment of implementation of community policing program in Nakuru Police Division, Nakuru County, Kenya	Police officers carrying out community policing needed training on how the concept works. More funds to be allocated to support the operations of community policing	There was no focus on how the training of members of community policing influences its effectiveness There was also no focus on how the facilitation of members of community policing can impact on the strategy	This study focused on how the training and facilitation of members of community policing can influence the effectiveness of community policing
Kiarie, 2012	Factors influencing implementation of community policing programs: a case of Thika Municipality in Kiambu County	Measures such as ensuring confidentiality of security information, sensitizing the community on the importance of community policing and regular meetings to discuss security matters should be implemented to enhance the effectiveness of community policing	The researcher only gave suggestions that confidentiality of security information should be ensured but did not focus on how it influences the effectiveness of community policing	This study focused on how maintaining confidentiality of security information and protection of members of community policing influences effectiveness of community policing
Barasa, 2016	Evaluation of the factors affecting community policing project in Teso South Sub-County of Busia County, Kenya	The study indicated that majority of respondents heard about community policing through public barazas	The study did not focus on training of members of community policing and how it affects its effectiveness	This study focused on the influence of training on the effectiveness of community policing

## **2.8 Summary of Literature Review**

The chapter focused on the factors which influence the effectiveness of community policing (training on community policing, provision of incentives to members of community policing, and assurance of security to members of community policing). These have been treated to a detailed discussion drawing comparisons from other countries such as the United States, South Africa, Rwanda and Nigeria.

It emerged that indeed other countries face similar challenges like the ones faced by Kenya when it comes to implementation of community policing. Also discussed are various studies conducted on the topic of community policing and their findings and how those findings relate to this study. The chapter also discussed the theoretical framework which include the contingency and the social disorganization theories as well as the conceptual framework and the summary of research gaps.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter mainly presents an overview of the research design, sampling procedure, data collection methods and data analysis. It also provides an outline of the study area and target population.

#### **3.2. Research design**

A logical structure of inquiry was used to ensure that the evidence obtained was able to answer the research questions as clear as possible. This study took on a survey research design which was descriptive and cross-sectional in nature. This design helped collect data to determine the status of community policing in Kangema Sub-County based on the research variables. Questions were administered through interviews among the respondents.

The survey research design helped to establish the relationship between the independent variables (training, incentives and security) and the dependent variable (effectiveness of community policing) in Kangema Sub-County. The data collected was both qualitative and quantitative. Qualitative data was collected using focus group discussions and key informant interviews while quantitative data was collected using questionnaires. The levels of measurement were both nominal and ordinal.

#### **3.3. Target population**

The total number of target population for this study was 324 broken down as follows: 180 active committee members of community policing, 119 village elders (10 focus groups), 11 chiefs, 3 ACC's, three AP division commanders, and other 8 key informants. The committee members of community policing were selected because they are the drivers of community policing. They are involved in the day to day activities of the clusters and are also actively involved in planning of meetings and execution of the decision of the committees.



The policing agencies were government employees. All of them had from four education and above, and had undergone through various kinds of trainings to equip them with the knowledge and skills to discharge their duties effectively. Except for the Chiefs, all the others were subject to transfers. They were selected because they were the ones who implemented community policing in collaboration with the community. The village elders were selected to represent the views of the members of the community who were not officials of the community policing clusters. This helped to get different or similar perspectives on the research objectives from non-community policing committee members.

### **3.4 Sampling procedure**

A sample size can be determined by using a census for small populations, imitating a sample size of similar studies, using published tables, and applying formulae to calculate a sample size (Israel, 1992). This study used Mugenda & Mugenda's sampling procedure (which indicates that a sample of 30% of the total population is deemed to be representative) to sample the 180 members of community policing. The other respondents, that is, the village elders and the key informants were sampled using the census method, which is mostly used when the total population can easily be reached conveniently (Mugenda & Mugenda, 2003).

### **3.5. Sample size**

A sample is a finite part of a statistical population, whose properties are studied to gain information about the whole population (Kombo & Tromp, 2006). As a result, a set of respondents selected from a large population of people for the purpose of survey can be called a sample. Table 3.1 shows how the sample for members of community policing was determined as per the three administrative divisions which constitute Kangema Sub-County.

Table 3.1: Sampling of members of community policing

<u>Name of division</u>	<u>Number of community policing clusters</u>	<u>Source of information</u>	<u>Number of sampled clusters per division (30% of the total)</u>	<u>Total number of sampled committee members</u>
<b>Kanyenyaini</b>	101	Assistant County Commissioner's office, Kanyenyaini Division	30	30x3 =90
<b>Muguru</b>	70	Assistant County Commissioner's office, Muguru Division	21	21x3= 63
<b>Rwathia</b>	31	Assistant County Commissioner's office, Rwathia Division	9	9x3=27
<b>Totals</b>	<b>202</b>		<b>60</b>	<b>180</b>

The 60 clusters were randomly selected from each administrative division based on the number of sampled clusters. For example, in Kanyenyaini division, the researcher randomly selected 30 clusters out of the 101. From each cluster, the researcher purposively selected three respondents namely the Chair Person, the Vice Chair, and the Secretary.

Table 3.2 shows how the sample for village elders was determined as per the three administrative divisions which constitute Kangema Sub-County

<u>Name of division</u>	<u>Number of village elders</u>	<u>Source of information</u>	<u>Number of focus groups per division</u>
<b>Kanyenyaini</b>	62	Assistant County Commissioner's office, Kanyenyaini Division	5
<b>Muguru</b>	33	Assistant County Commissioner's office, Muguru Division	3
<b>Rwathia</b>	24	Assistant County Commissioner's office, Rwathia Division	2
<b>Totals</b>	<b>119</b>		<b>10</b>

The village elders were purposively selected using the census method and each focus group discussion comprised an average of 11 village elders. This is according to Mugenda & Mugenda (2003), who suggested that a focus group should have 10-12 participants.

### **3.6 Data collection instruments**

According to Mugenda & Mugenda (2003), there are many ways of collecting data to answer survey questions. The ideal situation would be to collect from more than one source and/ or to collect more than one type of information. The selection of a method of collecting information must balance several concerns including: resources available, credibility, analysis and the skill of the interviewer or evaluator.

In this study, three instruments were used to collect data from various categories of respondents. The instruments included a questionnaire and two interview guides (one for focus group discussion for village elders and another for key informants). The questionnaire had two sections namely section one and two. Section one contained demographic information of the respondents. Section two was divided into three parts namely part A, B, and C. Part A focused on information regarding the influence of training on the effectiveness of community policing. Part B focused on the influence of provision of incentives to members of community policing on the effectiveness of community policing while part C focused on the influence of assurance of security to members of community policing on the effectiveness of community policing. All parts in this section contained both open ended and closed ended questions.

The interview guides had open ended guiding questions which focused on the three objectives of the study. For the focus group discussions, there was also a bio data form which was used to capture details of the respondents such as age, gender, marital status, occupation and level of education.

### **3.7. Validity and reliability**

According to Mugenda and Mugenda (2003), validity is the extent to which a research instrument measures what it is supposed to measure while reliability is the stability and consistence with which a research instrument measures what it is supposed to measure. In survey research, a pilot study is crucial to test the suitability and effectiveness of the instruments before the actual study is conducted (Cohen & Swerdlik, 2002). According to Ursula (2010), a pilot study is a small scale trial

intended to assess the suitability of a research design and of the instruments for data collection.

### **3.7.1 Validity of the instruments**

To determine the validity of the content of the research instruments, the researcher subjected them to a pilot study (from randomly selected respondents with similar characteristics but from Mathioya Sub-County, which neighbors Kangema Sub-County to the North), during which the researcher checked whether the respondents interpreted the questions in a similar manner. The feedback from the pilot study was used to revise and modify the instruments in order to enhance their validity. The research instruments were also appraised by the supervisor and comments made were adhered to so as to ensure validity of the same.

### **3.7.2 Reliability of the instruments**

To test the reliability of the questionnaire, the researcher pre-tested it with 30 community policing members who were randomly selected from Mathioya Sub-County, which neighbors Kangema Sub-County to the North. This is according to Andale (2016), who argues that to test the internal consistency of a test; the test should be administered to a large group of people and sets the ideal number at 30 or more.

The numerical scores from the pre-test were split into two halves, one for odd items and the other for even items. The two sets of the values were correlated using Pearson Product Moment Correlation Coefficient to calculate the coefficient of the relationship. According to Berthoud (2000), a research instrument must have a reliability correlation coefficient of 0.7 and above. The formula used to calculate the correlation coefficient was

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{N \sum X^2 - (\sum X)^2} \sqrt{N \sum Y^2 - (\sum Y)^2}}$$

Where

$r$ = product moment coefficient

$N$  = the number of subjects

$X$ = the sum of each subjects scores for odd numbers

$Y$ = sum of each subjects scores for even numbers

A correlation coefficient of 0.80 was obtained which was above 0.70 as proposed by Berthoud (2000).

To ensure the reliability of the interview guides, the researcher ensured proper understanding of the interview guides by the research assistants before the data collection. The interviews were also conducted in a manner to allow the respondents to provide the information freely without any possible influence from the interviewers.

### **3.8 Data collection procedure**

The researcher obtained a research permit from the National Council for Science and Technology before embarking on the data collection exercise. In regard to the questionnaires, they were hand delivered to the respondents and picked after two weeks. This was appropriate because it gave enough time for the respondents to fill them. During the delivery of the questionnaires, the researcher made clarifications on any unclear questions or issues to the respondents. After the end of the two weeks, the researcher added an extra week for late respondents to complete filling their questionnaires.

In regard to the focus group discussions, the researcher did them through the research assistants, who were thoroughly trained on the skills to conduct focus group discussions. The interviewer made arrangements with the Assistant Chiefs to look for suitable venues three days prior the interviews. He then visited the venues and inspected them a day before the interviews were conducted. The venues were selected in a way to ensure that no respondents traveled long distances and also to allow for proper time management.

During the interviews, one research assistant was a moderator and the other one was a note taker. Even though the interview guide was in English, the interviewers used kikuyu dialect during the discussions. This enabled the respondents to understand the questions and give answers without language barrier.

The research assistants also used a voice recorder to capture the voices of the respondents, who did not mention their names for purposes of confidentiality. Before the discussions, the moderator set the climate for the discussions by welcoming the participants and setting the ground rules. He or she also explained to them the purpose of the discussions and assured them that the information was only to be used for academic purposes. The respondents then completed the bio data form named appendix 4. The discussions took between 60 and 90 minutes.

In regard to the key informant interviews, the researcher made arrangements to meet at least four key informants in a day. The interviews were done in the offices of the key informants or any other venue which was convenient for them. The interviewer used a pen and a note book to record the conversations. A voice recorder was also used to capture the discussions in a verbatim manner. The respondents were not asked to say their names so their identity was not disclosed.

### **3.9. Data analysis**

The study used both qualitative and quantitative methods of data analysis. The quantitative data obtained from members of community policing was subjected to editing so as to correct errors which occurred during the data collection process. After the editing, the data was coded as per the data categories by use of tables (Gay, 1981). After the coding and tabulation, the data was subjected to analysis using the SPSS software and the output was in form of percentages and frequency distributions.

The qualitative data obtained from focus group discussions and key informants was cleaned up before the analysis. After the data cleaning, the data was put into themes, and coded for easy analysis. Thereafter, the themes were analyzed through content analysis (Creswell, 2012).

### 3.10. Ethical considerations

The researcher ensured that the participation in the study was voluntary. The researcher did not disclose the names of the respondents at any stage of the study. The respondents were also informed about the purpose of the study and its objectives before their participation.

### 3.11. Operationalization of variables

**Table 3.3: Operationalization of variables**

Objectives	Variables	Indicators	Measurement	Data collection	Data analysis
To establish the influence of training on the effectiveness of community policing	Independent variable-training	Availability of training	Nominal	Personal interviews , KIIs, FGDs Personal interviews , KIIs, FGDs	Descriptive statistics
		Adequacy of training	Ordinal		Descriptive statistics
To determine the extent to which incentives influence the effectiveness of community policing	Independent variable-incentives	Availability of incentives	Nominal	Personal interviews , KIIs, FGDs Personal interviews , KIIs,	Descriptive statistics
		Adequacy of incentives	Ordinal		Descriptive statistics
To establish the extent to which assurance of security to members of community policing influences the effectiveness of community policing	Independent variable-assurance of security	Protection of community policing members from victimization	Nominal	Personal interviews , KIIs, FGDs  Personal interviews , KIIs, FGDs	Descriptive statistics
		Protection of sensitive security information coming from community policing members	Nominal		Descriptive statistics



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter comprises of three sections namely the response rate, description of the demographic characteristics of the respondents and the findings on the three objectives of the study namely training on community policing, provision of incentives to members of community policing and assurance of security to members of community policing. The responses have been analyzed by use of frequency distribution Tables which show the percentages of the various categories of the responses.

#### **4.2 The Response Rate**

In this research, the researcher had given out a total of 180 questionnaires to members of community policing of which 150 were returned translating to a response rate of 83%, which was deemed adequate for analysis. According to Mugenda and Mugenda (2003), a response rate of 50% is considered sufficient in social sciences. The researcher was also able to do the 10 focus group discussions with village elders and also managed to interview all the 25 key informants.

#### **4.3 Demographic Characteristics of the Respondents**

The questionnaire used for members of community policing had section 1 which sought demographic information of the respondents which included gender, age, marital status, level of education and occupation.

##### **4.3.1 Distribution of the Respondents by Gender**

The researcher sought to know how the respondents were distributed in terms of their gender. They were therefore asked to indicate their gender in the questionnaires. The summary of the respondents by gender is given in Table 4.1

**Table 4.1: Distribution of respondents by gender**

<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
Male	102	68.0
Female	48	32.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

As shown in Table 4.1, majority of the respondents were male at 68 % while the female were less at 32%. This could be an indication that community policing is mostly dominated by the male gender. The reason could be that since community policing is about security among other issues, few women could be interested in the same because traditionally, the male gender is supposed to play the role of protecting the household and the community at large. The implication of this finding on the study is that there is need for members of community policing to be assured of their security. This would encourage more women to be involved in community policing just as their male counterparts.

#### **4.3.2 Distribution of the Respondents by Age**

The researcher sought to know how the respondents were distributed in terms of their age. They were therefore asked to indicate their age in the questionnaires by choosing the respective age brackets. The summary of the respondents by age is given in Table 4.2

**Table 4.2: Distribution of respondents by age**

<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
20-24 years	0	0
25-29 years	6	4.0
30-35 years	18	12.0
>36 years	126	84.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

As per Table 4.2, majority (84%) of the respondents were aged 36 years and above. This was an indication that community policing is mostly done by elderly people. It also meant that the young people are not well represented in community policing especially due to the fact that majority of them do not live in the rural areas due to employment reasons. The implication of this finding on the study is that there is need to provide incentives to members of community policing so as to attract young people to be involved in community policing.

#### 4.3.3 Distribution of the Respondents by Marital Status

The summary of the respondents by marital status is given in Table 4.3

**Table 4.3: Distribution of respondents by marital status**

<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
Single	27	18.0
Married	114	76.0
Separated	9	6.0
Divorced	0	0
<b>Total</b>	<b>150</b>	<b>100.0</b>

As indicated in Table 4.3, it is evident that majority (76%) of the members of community policing were married. This could be an indication that married people were more concerned about the security of the community than the other categories of people. This finding has the implication that members of community policing need to be facilitated with some incentives so as to ensure the involvement of all categories of people. It also has the implication that there is need for training among the people on the concept of community policing so that all people may get involved in the same.

#### 4.3.4 Distribution of the Respondents by Education Level

The summary of the respondents by education level is given in Table 4.4

**Table 4.4: Distribution of respondents by education level**

Categories	Frequency	Percent
Primary	15	10.0
Secondary	87	58.0
Collage/University	48	32.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 4.4 revealed that majority (58%) of the respondents had secondary education as their highest academic qualification followed by college or university at 32% and primary school at 10%. This was an indication that majority of members of community policing had the ability to understand the concept of community policing and implement it as required without much difficulty. The implication of this finding on the study is that training on community policing had the potential of improving its effectiveness since majority of the respondents had the basic education to understand the concept once trained.

#### 4.3.5 Distribution of the Respondents by Occupation

The summary of the respondents by occupation is given in Table 4.5

**Table 4.5: Distribution of respondents by occupation**

Categories	Frequency	Percent
Salaried Employed	48	32.0
Casual Worker	15	10.0
Self Employed	87	58.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 4.5 gives an indication that majority (58%) of members of community policing were self-employed followed by those who were salaried employment at 32% while those who were working as casual workers accounted for only 10% of the

respondents. This was an indication that self-employed people were more likely to get time to engage in community policing than the other categories of respondents. The implication of this finding on the study is that there is need to provide incentives to the members of community policing so as to ensure even those who work as casual workers may get involved in the same.

The demographic information for the members of community policing was similar to that of the village elders who participated in the focus group discussions. The demographic information of the village elders was obtained using the bio data forms, which were filled before the focus group discussions started. This was an indication that even though members of community policing and village elders played different responsibilities in terms of scope, the two categories of people had similar demographics and therefore it means that the village elders were a good representation of the members of the community who were not members of community policing committees.

#### **4.4 Findings on the Three Objectives of the Study**

As mentioned earlier, the study was guided by three objectives namely training on community policing, provision of incentives to members of community policing and assurance of security to members of community policing. The following is a discussion of the findings as per these three objectives. Also discussed are the views of the key informants and the village elders as per the three objectives of the study.

##### **4.4 .1 Training on Community Policing**

The first objective of the study was to establish how training of members of community policing on community policing influences the effectiveness of community policing in Kangema Sub-County. To achieve this objective, the respondents were first asked whether they thought that training on community policing was essential for the success of community policing. Their responses were as presented in Table 4.6

**Table 4.6: Training as an essential component for effectiveness of community policing**

<b>Statement</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
Training is essential for effectiveness of community policing	Strongly agree	114	76.0
	Agree	30	20.0
	Neutral	6	4.0
	Disagree	0	0
	Strongly disagree	0	0
	<b>Total</b>	<b>150</b>	<b>100.0</b>

As indicated in Table 4.6, majority of the respondents (76%) strongly agreed that training was essential for the effectiveness of community policing. Another 20% were in agreement with the statement, meaning that 96% of the respondents were of the view that without training, community policing would not be effective. The implication of this finding on the study is that training on community policing is a key ingredient for its effectiveness. When asked whether members of community policing in their respective locations had a good understanding of the concept of community policing, the responses were as indicated in Table 4.7

**Table 4.7: Understanding on community policing by members of community policing**

<b>Statement</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
community policing members in this location understand the concept of community policing	Strongly agree	33	22.0
	Agree	33	22.0
	Neural	24	16.0
	Disagree	51	34.0
	strongly disagree	9	6.0
	<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 4.7 gives an indication that majority of the respondents were of the view that members of community policing did not have a good understanding about the concept of community policing and the implication is that the members of community policing needed more training on the same. When asked whether training on community policing would boost the safety of the people and their property, majority of the respondents (94%) strongly agreed. When asked whether lack of policy on training on community policing hindered training on community policing, 94% of the respondents agreed. Another 86% were in agreement that lack of resources hindered the training on community policing while another 78% were in agreement with the statement that lack of trainers hindered the training on community policing. It can therefore be deduced that lack of training could strongly be attributed to lack of policies on training, lack of resources and lack of trainers on community policing, and the implication is that there is need for adequate resource allocation and policy formulation to enhance the effectiveness of community policing.

The respondents were asked whether they had received any form of training on community policing. The responses were as showed in Table 4.8

**Table 4.8: Training of members of community policing**

Statement	Categories	Frequency	Percent
Have you ever received any training on community policing	Yes	42	28.0
	No	108	72.0
<b>Total</b>		<b>150</b>	<b>100.0</b>

As shown in Table 4.8, 72% of the respondents said that they had never received any form of training on community policing despite them working as members of community policing. For those who said that they had received some form of training on community policing, 70% said that the training they had received was inadequate and 78% said that they needed more training, which meant that more training on community policing was necessary. Also to be noted is the fact that 92% of the respondents said that training on community policing should be done on a continuous basis. The implication of this finding on the study is that if the members of community policing could have been trained, they could have been more effective in their work and therefore there is need for a training program to enhance the effectiveness of community policing.

#### **4.4.1.1 Views from village elders on training on community policing**

The researcher also conducted 10 focus group discussions with village elders whose views were to represent the views of the members of the community who were not working as members of community policing on the research objectives. The qualitative data from the focus group discussions was organized into themes in line with the research objectives. In terms of training, the qualitative data from the focus group discussions was organized into three themes namely the importance of training



on community policing, the obstacles to training on community policing and whether the members of community policing had enough training on community policing.

Data from the focus group discussions suggested that majority of the village elders were of the view that community policing could not succeed without adequate training on the concept because it was new in the management of security in the Sub-County and the country at large. The village elders also suggested that training on community policing should not only target the members of community policing but all the residents of a certain locality if it were to be fully effective.

In terms of the obstacles to training on community policing, the village elders shared the view that lack of a policy framework and resources were the main obstacles to effective training on community policing. They also suggested that the government should ensure that people are continuously trained about the concept if it were to succeed in dealing with insecurity and social disorder.

When asked whether the members of community policing from their respective locations had received adequate training on community policing, majority of the village elders said that majority of the members of community policing had very little understanding on the concept which they attributed to lack of a training program on community policing. Some of the village elders said that some members of community policing sought some ideas from village elders on how to address some security issues affecting the members of their clusters. This was an indication that training on community policing was lacking in the most parts of the Sub-County. They also attributed the poor performance of community policing in their locations to lack of training among other factors such as lack of motivation and failure to assure the members of community policing of their security.

#### **4.4.1.2 Views from key informants on training on community policing**

The researcher also interviewed 25 key informants within the Sub-County. Questions were asked using an interview guide to mirror the research objectives. Majority of the key informants said that community policing was at about 30% in terms of

effectiveness. The qualitative data from the key informants on training was organized into three themes namely the importance of training on community policing, the obstacles to training on community policing and whether the members of community policing had enough training on community policing.

Majority of the key informants said that training was a key determinant of the success of community policing because it enabled the stakeholders understand and internalize the concept. They also said that training on community policing was important because it enabled the people not to confuse community policing with vigilantism and therefore reap maximum benefits from the strategy.

In terms of obstacles to training on community policing, the key informants said that there was no clear policy from the government on how training on community policing should be done. They said that in many occasions, the members of community policing were forced to use their own resources like air time to call the policing agencies in their respective areas and this was a great challenge.

When asked whether the members of community policing had received enough training on the concept, the key informants said that not even themselves had received enough training on the concept. They said in many occasions, members of community policing rely on irregular workshops and chiefs' forums to improve their understanding about the concept. They suggested that there be developed a policy framework on how training is to be conducted so that members of community policing and the policing agencies would become more knowledgeable and effective in their work.

#### **4.4.2 Provision of Incentives to Members of Community Policing**

The second objective of the study was to determine the extent to which provision of incentives to members of community policing influences the effectiveness of community policing in Kangema Sub-County. The researcher first sought to know the views of the respondents in regard to whether community policing should be done on voluntary basis. Their responses were as shown in Table 4.9

**Table 4.9: Community policing done on voluntary basis**

	Categories	Frequency	Percent
Community policing should be done on voluntary basis	Strongly agree	33	22.0
	Agree	15	10.0
	Neutral	15	10.0
	Disagree	30	20.0
	strongly disagree	57	38.0
	<b>Total</b>	<b>150</b>	<b>100.0</b>

As shown in Table 4.9, 38% and 20% of the respondents strongly disagreed and disagreed with the statement respectively. This meant that 58% of the respondents felt that community policing shouldn't be done on voluntary basis. Another 80% of the respondents felt that provision of incentives to members of community policing was a key determinant of the effectiveness of community policing while 94% of the respondents felt that the government and the citizens should partner in the fight against crime and insecurity through community policing. This finding has the implication that for community policing to be effective, there is need for some facilitation to the members of community policing so as to boost their morale and enhance their effectiveness in their work. The researcher also sought to know whether members of community policing were motivated in their work and their responses were as shown in Table 4.10

**Table 4.10: Levels of motivation of members of community policing**

	Categories	Frequency	Percent
Members of community policing are highly motivated in their work	Strongly agree	6	4.0
	Agree	12	8.0
	Neutral	21	14.0
	Disagree	45	30.0
	strongly disagree	66	44.0
	<b>Total</b>	<b>150</b>	<b>100.0</b>

As shown in table 4.10, 44% and 30% of the respondents strongly disagreed and disagreed with the statement respectively, which meant that 75% of the respondents were not motivated in their work. The implication of this finding on the study is that the low levels of motivation among the members of community policing was an obstacle to effectiveness of community policing and therefore the need to provide incentives to enhance the motivation of the members of community policing. When asked whether they had received any form of incentives, their responses were as shown in Table 4.11

**Table 4.11: Provision of Incentives to members of community policing**

<b>Statement</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
The following list indicates some of the incentives which may be given to members of community policing, please indicate by ticking the ones you have ever received	None	96	64.0
	Allowances	15	10.0
	Airtime	6	4.0
	Transport Allowances	3	2.0
	Jackets	3	2.0
	Word of Mouth	27	18.0
	<b>Total</b>	<b>150</b>	<b>100.0</b>

As shown in Table 4.11, 64% of the respondents said that they had never received any form of incentives. For those who said they had received some incentives, majority (18%) said they were appreciated by word of mouth, 10% got some allowances, 4% got airtime, 2% got transport allowances and 2% got jackets. Also to be noted was the fact that 86% of those who said they had received any form of incentives said that the incentives were irregular while 92% of them said that they were not satisfied with the

incentives which they received. Another 84% said that the incentives should be increased. The implication on the study is that since majority had never received any form of incentive, there is need to ensure that incentives are provided on regular basis.

#### **4.4.2.1 Views from village elders on provision of incentives to members of community policing**

The qualitative data from the village elders on the provision of incentives was organized into three themes in line with the study objectives. These included availability of the incentives, types of incentives and adequacy of the incentives. In terms of availability of incentives to members of community policing, the village elders said that they were not aware whether the members of community policing were given any incentives but they said that majority of the members of community policing were not motivated in their work.

In terms of the type of incentives given to the members of community policing, the village elders suggested that the members of community policing should be provided with airtime and allowances when attending the community policing meetings because this would increase their motivation in their work and hence make community policing more effective. They attributed lack of effectiveness of community policing majorly on lack of incentives to members of community policing. They also said that the government should not forget the crucial role played by the village elders and should consider them when facilitating the members of community policing.

In terms of adequacy of incentives, the village elders said that even if there were some incentives provided to the members of community policing in their respective locations, the incentives were not adequate because the motivation of the members of community policing was very low.

#### **4.4.2.2 Views from key informants on provision of incentives to members of community policing**

The qualitative data from the key informants on provision of incentives to members of community policing was organized into three themes namely availability of incentives, types of incentives and adequacy of the incentives. On availability of the incentives, the key informants said that occasionally, the members of community policing were given some allowances especially when they attended some workshops organized by the government on community policing. However, they said that the workshops were very rare, where in a year, there can be like 3 workshops, and there is usually no guarantee that the incentives would be available.

On the types of incentives, the key informants said that mostly, the members of community policing were sensitized that community policing is supposed to be done on voluntary basis and therefore, the members of community policing were just appreciated by the policing agencies by word of mouth and encouraged to continue partnering with the policing agencies to fight insecurity and social disorder. In the event of a workshop, the key informants said that the members of community policing were given some sitting allowances and some transport allowances.

In terms of adequacy of the incentives, the key informants said that the incentives were far much from being adequate. Even though they said that community policing is supposed to be done on voluntary basis as per the government position, they shared the view that the motivation of members of community policing could only be improved by giving them regular incentives such as airtime, transport allowance and items such as rain coats, gumboots and torches. They also said that there is need for a policy framework to coordinate the provision of incentives to the members of community policing, but they cautioned against making it look like a full time job since it would bring in the issue of corruption and compromise the whole idea.

#### 4.4.3 Assurance of security to Members of Community Policing

The third objective of the study was to establish the extent to which assurance of security to members of community policing influences the effectiveness of community policing in Kangema Sub-County. To achieve this objective, the researcher asked the respondents whether they thought that assurance of security to members of community policing was a key determinant of effectiveness of community policing. Their responses were as shown in Table 4.12

**Table 4.12: Assurance of security as a key determinant to community policing effectiveness**

Statement	Categories	Frequency	Percent
Assurance of security to members of community policing is a key determinant of community policing effectiveness	Strongly Agree	96	64.0
	Agree	42	28.0
	Neutral	0	0
	Disagree	9	6.0
	Strongly Disagree	3	2.0
	<b>Total</b>		<b>150</b>

As shown in Table 4.12, majority of the respondents (92%) agreed with the statement, with 64% strongly agreeing and 28% agreeing respectively. This has the implication that security of the members of community policing was not something to be taken for granted or to be assumed. Another 92% of the respondents said that indeed members of community policing shared sensitive security information with government policing agencies within their locations. The researcher therefore asked the respondents whether the information they shared with the policing agencies was treated with the confidentiality it deserves and their responses were as shown in Table 4.13

**Table 4.13: Confidentiality of sensitive security information**

<b>Statement</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
The policing agencies within my location maintain confidentiality of sensitive security information they get from members of community policing	Strongly Agree	18	12.0
	Agree	45	30.0
	Neutral	42	28.0
	Disagree	45	30.0
	Strongly Disagree	0	0
	<b>Total</b>	<b>150</b>	<b>100.0</b>

As per table 4.13, majority of the respondents said that the policing agencies maintained confidentiality of information given by members of community policing. However, 30% disagreed while another 28 % were neutral. The implication of this finding on the study is that there were some gaps in maintenance of confidentiality of sensitive security information given to the policing agencies by members of community policing and therefore the need to come up with guidelines on how to fill the gaps.

The researcher also asked whether the respondents were exposed to any form of risk as members of community policing. Their responses were as shown in Table 4.14

**Table 4.14: Risk of being targeted**

<b>Statement</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
As a member of community policing, I am exposed to the risk of being targeted by people who I report to the policing agencies	Strongly Agree	75	50.0
	Agree	48	32.0
	Neutral	12	8.0
	Disagree	12	8.0
	Strongly Disagree	3	2.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	



As shown in table 4.14, majority of respondents said that they risked being targeted by people who they reported to policing agencies while another 61% said that they were not assured of their security as members of community policing. Another 41% of respondents said that their identity was not protected by policing agencies. The implication of this finding on the study is that failure to assure the members of community policing of their security could be a leading cause of lack of effectiveness of the concept in the management of security of people and their property.

The researcher also asked the respondents whether they knew any member of community policing who suffered any form of risk as a result of his or her work where 38% of respondents said yes. When asked the type of risk, they mentioned among other things destruction of property, death threats, harassment and abuse by the people who they reported to the policing agencies.

The researcher also asked the respondents what needs to be done to enhance their security and they gave various suggestions such as reporting to the NIS directly, setting up of suggestion boxes for them to report their issues, reporting only to the senior officers like the IPs, ACC'S, DCC, OCS and OCPD. Others suggested establishment of a social media platform where members can post their information without revealing their identity as well as thorough training of the policing agencies on the importance of maintaining confidentially of the information they receive from members of community policing.

#### **4.4.3.1 Views from village elders on assurance of security to members of community policing**

The qualitative data from village elders on assurance of security to members of community policing was organized into three themes in line with the research objectives namely the nature of partnership between members of community policing and the policing agencies, maintenance of confidentiality and suggestions on how to enhance the protection of members of community policing.

In terms of the nature of partnership between policing agencies and members of community policing, the village elders said that there was good partnership because the members of community policing were sharing information with the policing agencies on crime. However, they said that some members of community policing feared giving information to the policing agencies because they were not sure of their security and this was an indication that the two were not trusting each other as partners in the fight against crime.

In terms of maintenance of confidentiality by the policing agencies, the village elders were of the view that the policing agencies were not doing their best to avoid leakage of information to the public. They said that the fear by some members of community policing to report to the policing agencies was triggered the lack of a good infrastructure to ensure that information given to the policing agencies did not leak to the public.

When asked the suggestions on how to improve the protection of members of community policing, the village elders said that there was need to train the government security agencies on how to maintain confidentiality. They also said that there was need to enhance the fight against corruption because they thought that some security agencies could leak information to the criminals in order to ask for some protection fee in form of bribe. They also suggested deployment of more NIS officers to the Sub-County for them to get information directly from the members of community policing.

#### **4.4.3.2 Views from key informants on assurance of security to members of community policing**

The views from key informants on assurance of security to members of community policing were organized into three themes in line with the research objectives namely nature of partnership between members of community policing and the government policing agencies, maintenance of confidentiality and suggestions on how to enhance protection of members of community policing.

In regard to the nature of partnership, the key informants said that there was good cooperation between the members of community policing and the policing agencies because the members of community policing were dedicated to sharing information about crime and insecurity. However, they said that the partnership was not as it is supposed to be especially due to poor motivation of the members of community policing. They also said that the members of community policing did not have full trust in the policing agencies and this hindered their full cooperation especially in sharing of information.

In regard to maintenance of confidentiality, the key informants said that it was maintained in most cases, except on occasions where the law required the members of community policing to record statements in order to have suspects prosecuted in a court of law. They said they did not rule out some bad elements within the security agencies who could disclose information received from the members of community policing.

In regard to how to enhance the protection of the members of community policing, the key informants said that there was need to adhere to the witness protection laws of Kenya so that the members of community policing could not fear recording statements and acting as witnesses in cases against suspected criminals. They also suggested that the members of community policing need to be motivated by being given regular incentives in order to enhance their effectiveness.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, the summary, discussions, conclusions and recommendations of the study are discussed based on the findings presented in chapter four. The researcher established several findings which have a direct contribution to the body of knowledge as well as on policy formulation on the subject matter of the study which was effectiveness of community policing as a security enhancement strategy.

#### **5.2 Summary of Research Findings**

This study sought to establish the factors influencing the effectiveness of community policing in Kenya with specific reference to Kangema Sub-County in Murang'a County. The major task was to establish the influence of training on the effectiveness of community policing, to determine the extent to which provision of incentives to members of community policing influences the effectiveness of community policing in Kangema Sub-County and to establish the extent to which assurance of security to members of community policing influences the effectiveness of community policing in Kangema Sub-County. The researcher reviewed previous studies on the subject with an aim of identifying gaps in literature which this study sought to fill.

The study adopted a descriptive survey design and used both qualitative and quantitative research approaches using questionnaires and interview guides. The targeted population were members of community policing, village elders and government policing agencies within the Sub-County. The sample for members of community policing was 180 while for the village elders was 119 and were organized into ten focus groups while for the key informants, the sample was 25. The questionnaire was used for the members of community policing while the focus groups and the key informant interviews were conducted using interview guides.

In order to ensure the research instruments were valid and reliable, they were subjected to a pilot study. The instruments were also evaluated by the supervisor and corrections given were adhered to. After data collection, data analysis started where the analyzed data was summarized into frequency distribution tables which showed the percentages of various categories.

The findings of the study showed that majority of members of community policing were aged 35 years and above. The male gender was also found to be more represented in community policing at 68%. In terms of education, majority of the respondents had at least form four qualification and above while in terms of occupation, the majority were found to be self-employed at 38%. In terms of effectiveness of community policing, majority of the respondents felt that it was not as effective as it was supposed to be, and they attributed this mainly to lack of training and motivation of the members of community policing.

#### **5.2.1 Major Findings on the Influence of Training on the Effectiveness of Community Policing**

The first objective of the study was to determine the influence of training on the effectiveness of community policing, which was measured using two indicators namely availability of training and adequacy of the training. The main finding on this objective was that training on community policing was not available, with majority of the respondents indicating that they had received no training at all. For those who said that they had received some training on community policing, majority said that the training was not adequate and stated that they needed more training for them to be effective in their work. Majority of the respondents also said that the training should be done on a continuous basis.

#### **5.2.2 Major Findings on the Influence of Provision of Incentives on the Effectiveness of Community Policing**

The second objective of the study was to establish the influence of provision of incentives to members of community policing on the effectiveness of community policing. This objective was measured using two indicators namely availability and

adequacy of incentives. The study found out that majority of the respondents had never received any form of incentive. For those who said that they had received some incentive, the incentive received was in form of appreciation by word of mouth. Majority of the respondents therefore were of the view that they should not work on voluntary basis as per the government's policy but rather, they should be given some incentives so as to motivate them in their work. They also said that the incentives should be given on regular basis.

### **5.2.3 Major Findings on assurance of security on the effectiveness of community policing**

The third objective was to establish how assurance of security to members of community policing influences the effectiveness of community policing. This objective was measured using two indicators namely protection of community policing members from victimization and protection of sensitive security information coming from community policing members. The study found out that majority of the respondents felt that they were not assured of their security and this was one of the reasons why community policing was not effective because at times, they feared sharing sensitive security information with the policing agencies.

Majority of the respondents also said that their work exposed them to the risk of being targeted by people who they reported to the policing agencies. Also to be noted is the fact that some of the respondents said that they knew some members of community policing who had suffered various risks related to their work as members of community policing. They mentioned various risks such as harassment, destruction of property and physical abuse which had befallen some members of community policing.

The dependent variable of the study was effectiveness of community policing. This was measured using three indicators namely functional community policing clusters, increased partnership between the community and the policing agencies, and reduced crime cases. Majority of the respondents said that many community policing clusters were not functional. They also said that the partnership between them and the policing

agencies was not good and that crime cases had remained the same despite implementation of community policing. This was an indication that community policing was not effective in the Sub-County.

### **5.3 Discussion of the Findings**

According to the study done by Wanjohi in 2014 in Machakos County on the influence of community policing on crime reduction in Kenya, it was found out that there exists a positive association between police- community partnership and crime reduction. Similarly, this study found out that the close association of the police and the community have a bearing on the crime rates.

In areas where the members of community said that they worked closely with the police, the crime rates were lower and the people felt safer than those who said that they did not work closely with the police. However, this study found out that majority of members of community policing did not trust the policing agencies and therefore the reason why community policing was not highly effective.

In another study done by Mwaura in 2014 in Kajiado North on the factors that affect the implementation of community policing, it was found out that factors that obstruct the effective implementation of community policing include low level of basic trust, lack of an enabling legislative and administrative environment, poor public image of the police and declining police resources.

This study also enlisted mistrust between the police and the community, lack of policy and lack of resources as major challenges which hinder the effective implementation of community policing. However, the study found out that the members of the community are the ones who are poorly resourced but not the police. This means that there is need to focus more on facilitating the members of community policing for them to be effectively involved in the implementation of community poling in collaboration with the policing agencies. There is also need to keep updating the

policing agencies on new crime trends for them to update the members of community policing.

According to Wekesa (2015) and Kiarie (2012) security information contributes greatly to community policing success. This was in agreement with the findings of this study where majority of the respondents said that they shared sensitive security information with the policing agencies as part of strategy to deal with crime and insecurity. However, this study found out that the members of community policing did not trust the policing agencies with the information and they preferred giving it directly to the NIS officers so as to safeguard the confidentiality of the information and enhance their safety.

According to Njiiri (2015) and Barasa (2016), training on community policing is a key ingredient of the success of community policing. This study found out that majority of the respondents as well as the policing agencies had not been trained on the concept of community policing. It therefore means that there is need to come up with a policy on how to empower all the stakeholders with knowledge and skills on how to implement community policing not just holding public forums (barazas). This would ensure that all those involved in the implementation of community policing understand their role and how to relate with each other so as to avoid confusion and mistrust among each other.

#### **5.4 Conclusions of the Study**

The study found out that there exists a link between training on community policing, provision of incentives to members of community policing and assurance of security to members of community policing and effectiveness of community policing. The link is that, according to the respondents, once the members of community policing are trained on the concept, given incentives and assured of their security, they would be highly effective in their work and community policing would be more effective. The researcher therefore concluded that training on community policing, provision of incentives and assurance of security to members of community policing were the factors influencing the effectiveness of community policing in Kangema Sub-County and in Kenya at large.



## **5.5 Recommendations of the Study**

Based on the above conclusions, the following recommendations were made on the effectiveness of community policing in Kenya

### **5.5.1 Recommendations on policy and practice**

The study recommends that there is need for the government to come up with a policy framework to guide the uniform implementation of community policing across the country. Guidelines should be developed on how the members of community policing should be recruited, trained, motivated and protected for them to be highly effective.

The study also recommends that training on community policing should be done on a continuous basis because crime and insecurity are dynamic concepts and therefore the need to keep improving the knowledge of the members of community policing especially on emerging trends of crime and insecurity. This would ensure that the members of community policing become a crucial resource in dealing with crime and insecurity at all times. The government policing agencies should also be trained on regular basis on the concept so as to adequately spearhead its implementation at all levels.

The study further recommends that the members of community policing do report to the NIS officers directly. This would ensure that no information leaks to the criminals. It would also enhance the protection of the members of community policing and in the long run enhance the effectiveness of community policing as a security management strategy. Another strategy to enhance the protection of members of community policing would be use of suggestion boxes and social media platforms for members to anonymously report sensitive security information to the security agencies within their locations.

### **5.5.2 Recommendations for further research**

This study sought to establish the factors influencing the effectiveness of community policing in Kenya with specific reference to Kangema Sub-County. Although the

study was able to attain its objectives, it came out with some interesting revelations which can form some basis for further research. For instance, the study revealed that some members of community policing did not fully trust the policing agencies especially the police, and this was one of the reasons why they did not fully cooperate with them by sharing information. Further research can therefore focus on how lack of trust on the police can affect the implementation of community policing.

The study also revealed that majority of members of community policing are elderly, meaning that the youth are not well represented in the implementation of community policing. Further research can therefore focus on obstacles to youth involvement in community policing.

## REFERENCES

- Adambo, N. E. (2005). *Community policing as a tool for combating insecurity, a study of Nairobi province*. University of Nairobi: Unpublished Masters Project.
- Adrew, W.K. (2007, July 12). Community policing best way to arrest runs away insecurity. *Daily nation*.
- Akgoadi, S. (1995). Community policing and governance. *Occasional paper written for the Centre for the Study of Violence and Reconciliation, July 1995*.
- Andale. (2016). Statistics how to? : *Split-half reliability: definitions, steps*. Retrieved from [www.Statisticshowto.com](http://www.Statisticshowto.com)
- Archbold, C. (2012). *Mediating citizen complaints against police officers: A guide for police and citizens*. Washington: Rutledge.
- Aremu, A.O. (2009). *Understanding Nigeria police: lessons from psychological research*. Ibadan: spectrum books ltd.
- Barasa silvester et al (2016). Evaluation of the factors affecting community policing project in Teso South Sub-County of Busia County, Kenya. *International journal of recent research in commerce economics and management, Vol 3, issue 3, pp 26-34*.
- Barbara, D. W. (2014). Neighborhood factors related to the likelihood of successful informal social control efforts. *Journal of Criminal Justice, 42, 5, 421*.
- Berthoud, A. (2000). *Introduction: the dynamics of social change*. Bistol: policy press.
- Brogden, M. (2002). Implanting Community Policing in South Africa: A Failure of History, of Context, and of Theory. *Liverpool Law Review 24(3): 157*.
- Brogden, M. (2004). Commentary: Community Policing: A Panacea from the West. *African Affairs, 103/413, 635-649*.
- Call, C. (2007). *Constructing justice and security after war*. New York: World press.
- Cohen, R.J., & Swerdlik, M.E. (2002). *Psychological testing and measurement: An introduction to tests and measurement (5<sup>th</sup> ed.)*. New York: McGraw-Hill.
- Coquilhat, J. (2008). *Community policing, an international literature review*. New Zealand: New Zealand police.

- Creswell, J. (2012). *Educational research planning, evaluating quantitative and qualitative research*. Upper Saddle River, NJ: Pearson education.
- Cordner, G. (1998). *Community policing: elements & effects*. Illinois: Waveland press.
- Davis, R. N., & Merrick, C. (2003). Community Policing: Variations on the Western Model in the Developing World. *Police Practice and Research* 4(3):285-300.
- Duman, A. (2007). Effects of contingent factors on community policing activities: a critical analysis of adoption of a certain policing model. *A Phd Dissertation, Kent State University*.
- Esl, Q., & Spellman, F. (1987). *Policing the risk society*. Buffalo, NY: University of Toronto Press.
- Fielding, G. (2005). Concepts and theory in community policing. *The Howard journal*, 44(5): 460-472.
- Friedmann, R. (1991). *Systems of community policing*. London: Harvester Wheatsheaf.
- Gay, R. (1981). *Educational research Competencies for analysis and evaluation*. New York: McGraw-Hill.
- Gitau, J. (2017). *Strengthening Community Policing in Kenya: Options and Recommendations, Policy brief*. Centre for Human Rights and Policy Studies: Unpublished research project).
- GoK. (2015). *Draft guidelines for implementation of community policing-Nyumba Kumi Usalama Wa Msingi*. Nairobi: Government Printer.
- Goldsmith, A. (2005). Police reform and the problem of trust. *Theoretical Criminology*, 9(4):443-470.
- Heald, S. (2009). *Reforming community, reclaiming, the state: the development of Sungunsugu in Tanzania*. Boca Raton: CRE press.
- Justus, K. (2002). *Understanding community based policing*. Nairobi: Kenya police review.
- Kapperler, V.E., & Gaines. (2012). *Community Policing: A Contemporary Perspective*. London: Routledge

- Kiarie, J. (2012). *Factors influencing implementation of community policing programs: a case of Thika Municipality in Kiambu County*. University of Nairobi: An unpublished research project.
- Kimilu, G.M. (2003). *The sociology of community oriented policing, a case of Nairobi province*. University of Nairobi: Unpublished masters' project.
- KNCHR, (2015). *Audit of the Status of Police Reforms in Kenya*. Nairobi: Kenya National Commission on Human Rights.
- Kombo, D.K., & Tromp, D.L.A. (2006). *Proposal and thesis writing, an introduction Nairobi from BBM 1*. Nairobi: Pauline's Publications.
- Kornhauser's, R.(1978). *Social sources of delinquency: An appraisal of analytic models*. Chicago: University of Chicago Press.
- Lawrence, P.R., & Lorsch, P.W. (1967). Differentiation and integration in complex organizations. *Administrative Science Quarterly*, 12, 1-30.
- Liou, K.T., & Savage, E.G. (1996). Citizen Perception of Community Policing Impact. *Public Administration Quarterly*, Vol.20, No. 2, pp 163-179.
- Lorie, F., & Mary, A. (2004). *Community policing in the past, present and the future*. Washington DC: Library of congress.
- Mbogo, J., Ndung'u, J., Campbell, I., & Rai, S., (eds.), (2008). *Implementing Community-Based Policing in Kenya*. London: Saferworld.
- Morash, M., & Ford, J.K. (2002). *The move to community policing: making change happen*. New York: McGraw-Hill.
- Miaoulis, G., & Michener, R.D. (1976). *An introduction to sampling*. Kendall: Hunt Publishing Company.
- Miller, L.S., & Hess, K.M. (2017). *Community Policing: International Patterns and Comparative Perspectives*. New York, NY: Cengage Learning.
- Mistry, D. (1996). The state of community police forums (CPFs) and their challenges. *Paper presented at Crimsa/Unisa's Third International Crime Conference, Crime and Justice in the Nineties, Unisa Pretoria, 3-5 July*.
- Mugenda, M., & Mugenda, G. (2003). *Research methods: quantitative and qualitative approaches*. Nairobi: African centre for technology studies press.

- Mwaura, R.M. (2014). *Factors that affect effective implementation of community policing in Kenya: A Case of Kajiado North Police Division*. University of Nairobi: Unpublished Masters Project.
- Ngubeni, K., & Mistry, D. (1995). Community Policing in Gauteng: "A Mammoth Task to Contemplate", *Draft Report compiled by Sylvester Rakgoadi and assisted by Kindiza Ngubeni and Duxita Mistry, The Policing Research Project at the Centre for the Study of Violence and Reconciliation 1995*.
- Njiri, N.M. (2014). Assessment of implementation of community policing program in Nakuru Police Division, Nakuru County, Kenya. *International journal of science and research, Vol 3, issue 11*.
- Onwudiwe, I.D. (2013). *Community policing, the case of informal policing in Nigeria*. Boca Raton: CRC press.
- Peak, K., & Glensor, R. (2002). *Community policing and problem solving: strategies and practices*. Upper saddle river, NJ: Prentice Hall.
- Ramey, D.M., & Shrider, E.A. (2014). New Parochialism, Sources of Community Investment, and the Control of Street Crime. *Criminology & Public Policy, 13, 2, 193*.
- Ruteere, M., & Marie, P. (2003). Democratizing security or decentralizing repression. The ambiguities of CP in Kenya. *Africa affairs, 102, pp. 587-604*.
- Sealey, S. (1996). Audit of community police forums and financial guidelines for community police forums. *Deputy Director Facilitation, Office of the MEC for Safety and Security Gauteng, 10 May 1996*.
- Swilling, J., & Boya, A. (1994). Local transition and the challenge of sustainable development. *The Greater Johannesburg case 1994*.
- Taylor, H.F. (1999). *Understanding a diverse society*. Belmont: CA.
- Thacher, D. (2001), Conflicting values in Community Policing. *Law and Society Review, Vol.35, No. 4, pp.765-798*.
- The New Times Rwanda. (2016). *Over 2,000 undergo training in crime prevention*. Retrieved from <http://www.newtimes.co.rw/section/article/2016-12-07/206026/>
- Ursula, K. (2010). *What is pilot study?*. Pennsylvania: Edinboro university press.

- US Dpt of justice. (2015). *The president's task force on 21<sup>st</sup> century policing*. Washington DC: US Dpt of justice press.
- Velez, M.B. (2001). *The Role of Public Social Control in Urban neighbourhoods: multilevel analysis of victimization risk*. Ohio: Ohio University press.
- Wanjohi, D.M. (2014). *Influence of community policing on crime reduction in Kenya, a case of Machakos County, Kenya*. University of Nairobi: Unpublished Masters Project.
- Wekesa, D.N. (2015). Factors affecting community policing as a crime prevention strategy in kisii central Sub-County, Kenya. *International Journal of Economics and Management*. Vol IV issue 4.
- Wisler, D., & Onwudiwe, D. (2009). *Community policing: International patterns and comparative perspectives*. Houston: CRC Press.

## **APPENDICES**

### **APPENDIX 1: TRANSMITTAL LETTER**

Dear Respondent,

#### **RE: PARTICIPATION IN RESEARCH**

I am a post graduate student at the University of Nairobi, department of extra mural studies, pursuing Masters Degrees in Project Planning and Management. As part of the requirements for the award of this degree, I am conducting a study on the factors influencing the effectiveness of community policing in Kenya with specific reference to Kangema Sub-County. Therefore, I humbly request you to respond to the questions of the study. The information you will provide was strictly used for academic purposes and not for any other purposes. Thank you in advance.

**Yours faithfully,**

---

**PETER M MUSYIMI**



**APPENDIX 2: QUESTIONNAIRE FOR COMMUNITY POLICING  
MEMBERS IN KANGEMA SUB-COUNTY**

This research tool is aimed at collecting data on the research subject which is; the factors influencing the effectiveness of community policing in Kenya with specific reference to Kangema Sub-County. The information you will provide will only be used for academic purposes. Please DO NOT indicate your name on the research tool. Thank you.

Division..... Location; .....

**SECTION ONE: DEMOGRAPHIC DATA**

Please tick in the box with the appropriate response

1. What is your gender? (a) Male  (b) Female
2. Please choose your age bracket (a) 20-24  (b) 25-29  (c) 30-35   
(d) Above 36
3. What is your marital status? (a) Single  (b) Married  (c) Separate   
(d) Divorced
4. What is your education level?(a) Primary  (b) Secondary  (c) College /university
5. What is your occupation? (a) Salaried employed  (b) Casual worker   
(c) Self employed

Others (specify)-----

**SECTION TWO: FACTORS INFLUENCING THE EFFECTIVENESS OF  
COMMUNITY POLICING**

**PART A: THE INFLUENCE OF TRAINING ON COMMUNITY POLICING  
ON THE EFFECTIVENESS OF COMMUNITY POLICING**

This part contains questions on the influence of training on community policing on the effectiveness of community policing.

6. Kindly respond to the statements below using the scale shown by ticking appropriately

<b>Very Effective (VE) =1, Effective (E) =2 Neutral (N) =3 Ineffective (IN) =4 Very Ineffective (VIN) =5</b>					
<b>Effectiveness of community policing</b>					
<b>Statement</b>	<b>VE</b>	<b>E</b>	<b>N</b>	<b>I</b>	<b>VIN</b>
How effective is community policing in your location?					
How effective are members of community policing in your location in regard to community policing?					
How effective are policing agencies in your location in regard to community policing?					
How effective are the residents of your location in regard to community policing?					

7. Kindly respond to the statements below using the scale shown by ticking appropriately

<b>Strongly Agree (SA) =1, Agree (A)=2, Neutral (N)=3 Disagree (D) = 4, Strongly Disagree (SD) =5</b>					
<b>Effectiveness of community policing</b>					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Majority of community policing clusters in my location are functional					
There has been reduced crime cases as a result of community policing in my location					
There is good partnership between the community and the policing agencies in fighting insecurity and crime in my location					
Community policing needs to be strengthened to effectively deal with crime and insecurity in my location					

8. Kindly respond to the statements below using the scale shown by ticking appropriately

<b>Strongly Agree (SA) =1, Agree (A)=2, Neutral (N)=3 Disagree (D) = 4, Strongly Disagree (SD) =5</b>					
<b>Training on community policing</b>					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Training is essential for effectiveness of community policing					
Training is a key determinant of effectiveness of community policing in my location					
Majority of community policing members within my location have a good understanding of the concept of community policing					
If members of community policing are trained on the concept, they will boost the safety of the people and their property within my location					
Lack of a policy on training on community policing hinders the training of community policing members					
Lack of resources hinders the training of community policing members					
Unavailability of trainers hinders the training of community policing members					

9. Have you ever received any form of training on community policing?

Yes  No

10. If yes, Kindly respond to the statements below using the scale shown by ticking appropriately

(If No, go to number 11)

<b>Strongly Agree (SA) =1, Agree (A)=2, Neutral (N)=3 Disagree (D) = 4, Strongly Disagree (SD) =5</b>					
<b>Views on training on community policing</b>					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
I have received adequate training on community policing					
The training I got has been useful to me as a member of community policing					
I need more training on community policing					
Training on community policing should be continuous					

11. What do you suggest in regard to training of members of community policing on community policing.....

**PART B: THE INFLUENCE OF PROVISION OF INCENTIVES TO MEMBERS OF COMMUNITY POLICING ON THE EFFECTIVENESS OF COMMUNITY POLICING**

This part contains questions on the influence of provision of incentives to members of community policing on the effectiveness of community policing.

12. Kindly respond to the statements below using the scale shown by ticking appropriately

<b>Views on provision of incentives to members of community policing and the effectiveness of community policing</b>					
<b>Strongly Agree (SA) =1, Agree (A)=2, Neutral (N)=3 Disagree (D) = 4, Strongly Disagree (SD) =5</b>					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
In this location, the members of community policing					

are highly motivated in their work					
The provision of incentives to members of community policing is a key determinant of effectiveness of community policing in this location					
Community policing should be done on a voluntary basis					
The government and the citizens should partner in the fight against insecurity and crime					

13. The following list indicates some of the incentives which may be given to members of community policing, please indicate by ticking the ones you have ever received (**if you have received none, please go to number 15**)

<b>Incentives</b>	<b>Tick appropriately</b>
Allowances	
Airtime	
Transport allowance	
Boots	
Rain Coats	
Umbrellas	
Jackets	
Appreciation for your work by word of mouth	
None	

14. Kindly respond to the statements below using the scale shown by ticking appropriately

<b>Strongly Agree (SA) =1, Agree (A)=2, Neutral (N)=3 Disagree (D) = 4, Strongly Disagree (SD) =5</b>					
<b>Views on provision of incentives to members of community policing</b>					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
I regularly get incentives as a member of community policing					
I am satisfied with the incentives which I get as a member of community policing					
If the incentives which I get are increased, I would be more effective in community policing					

15. What do you suggest in regard to provision of incentives to members of community policing?

**PART C: THE INFLUENCE OF ASSURANCE OF SECURITY TO MEMBERS OF COMMUNITY POLICING ON THE EFFECTIVENESS OF COMMUNITY POLICING**

This part contains questions on the influence of assurance of security to members of community policing on the effectiveness of community policing.

16. Kindly respond to the statements below using the scale shown by ticking appropriately

<b>Views on assurance of security to members of community policing and the effectiveness of community policing</b>					
<b>Strongly Agree (SA) =1, Agree (A)=2, Neutral (N)=3 Disagree (D) = 4, Strongly Disagree (SD) =5</b>					
<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Assurance of security to members of community policing is a key determinant of the effectiveness of community policing in my location					
The policing agencies within my location maintain					

confidentiality of sensitive security information they get from members of community policing					
Members of community policing in this location do share sensitive security information with government policing agencies					
As a member of community policing, I am exposed to the risk of being targeted by people who I report to the policing agencies					
As a member of community policing, I am assured of my security by the policing agencies					
The policing agencies within my location do protect the identity of members of community policing who give them information on criminals					

17. Do you know any member of community policing within this location who has suffered some risk as a result of working as community policing member?

Yes  No  go to number 19

18. What \_\_\_\_\_ form \_\_\_\_\_ of risk.....

19. What needs to be done to enhance the protection of members of community policing within your location?

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

**THANK YOU FOR YOUR INVALUABLE CONTRIBUTION!**

**APPENDIX 3: INTERVIEW GUIDE FOR FOCUS GROUP DISCUSSION  
WITH VILLAGE ELDERS**

1. Have you heard about community policing?
2. What do you know about community policing?
3. Is community policing a good intervention in dealing with insecurity in your location?
4. What challenges does community policing face in your location?
5. Is training on community policing important? Why or why not?
6. Who should be trained on community policing and why?
7. Have the members of community policing in your location been trained on community policing? If no,
  - (a) What do you suggest?
  - (b) Do you think lack of training on community policing has affected the effectiveness of community policing in this location? and if yes, how?
8. If yes in 7 above,
  - (a) How often are they trained on community policing?
  - (b) do you think the training offered to members of community in your location is adequate for them to work effectively
9. Are the members of community policing supposed to work on voluntary basis or they should be given some incentives and why?
10. Are the members of community policing in your location given any incentives and why or why not?
11. If yes in 10 above,



- (a) What form of incentives do they get?
  - (b) How often do they get the incentives?
  - (c) Do you think the incentives given to the members of community policing are adequate?
12. What are your suggestions in regard to the provision of incentives to members of community policing?
  13. How is the partnership between the members of community policing and policing agencies in this location?
  14. Do the members of community policing in your location share sensitive security information with the policing agencies?
  15. Does the work of community policing expose the members of community policing to the risk of being targeted by those who they report to the policing agencies?
  16. Do the policing agencies maintain the confidentiality of the security information they get from members of community policing?
  17. Do the policing agencies reveal the identity of the members of community policing who share security information with them?
  18. Do members of community policing fear giving sensitive security information to the policing agencies in your location?
  19. What needs to be done to enhance the security of people who provide security information to the policing agencies in your location?

**APPENDIX 4: BIO DATA FORM FOR FOCUS GROUP DISCUSSION**

**NAME OF DIVISION.....**

**NAME OF LOCATION.....**

**DATE.....**

**START TIME.....**

**END TIME.....**

<b>S/NO (R=RESPONDENT)</b>	<b>AGE (YRS)</b>	<b>GENDER</b>	<b>EDUCATION LEVEL</b>	<b>OCCUPATION</b>	<b>MARITAL STATUS</b>
R1					
R2					
R3					
R4					
R5					
R6					
R7					
R8					
R9					
R0					
R11					
R12					

## **APPENDIX 5: KEY INFORMANT INTERVIEW GUIDE**

1. How effective is community policing within your area of jurisdiction?
2. Is there a training program for members of community policing within your area of jurisdiction?
3. Have you received any form of training on community policing?
4. How has training or lack of it on community policing influenced the effectiveness of the strategy in your area of jurisdiction?
5. What do you think needs to be done in regard to training on community policing?
6. Are there any forms of incentives to members of community in your area of jurisdiction?
7. Do the members of community policing expect some incentives?
8. How has provision of incentives to community policing members influenced the effectiveness of the strategy in your area of jurisdiction?
9. What do you think needs to be done in regard to provision of incentives to members of community policing?
10. Are the members of community policing exposed to any form of risk as a result of their cooperation with policing agencies within your area of jurisdiction? Why or why not?
11. Is the information given to the policing agencies treated with the confidentiality it deserves?
12. What measures have been put in place to ensure that the members of community policing are assured of their security?
13. How has security of members of community policing affected the effectiveness of the strategy within your area of jurisdiction?
14. What needs to be done to enhance the protection of members of community policing within your area of jurisdiction?

**THANK YOU FOR YOUR INVALUABLE CONTRIBUTION!**

## APPENDIX 6: RESEARCH PERMIT



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/24835/16688**

Date: **28<sup>th</sup> April, 2017**

Peter Musembi Musyimi  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Factors influencing the effectiveness of community policing in Kenya: The case of Kangema Sub-County, Murang’a County,”* I am pleased to inform you that you have been authorized to undertake research in **Murang’a County** for the period ending **28<sup>th</sup> April, 2018.**

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

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

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Murang’a County.

The County Director of Education  
Murang’a County.

**THIS IS TO CERTIFY THAT:**

**MR. PETER MUSEMBI MUSYIMI**

**of UNIVERSITY OF NAIROBI, 123-90103**

**WAMUNYU, has been permitted to  
conduct research in Muranga County**

**Permit No : NACOSTI/P/17/24835/16688**

**Date Of Issue : 28th April, 2017**

**Fee Received : Ksh 1000**

**on the topic: FACTORS INFLUENCING**

**THE EFFECTIVENESS OF COMMUNITY**

**POLICING IN KENYA: THE CASE OF**

**KANGEMA SUB-COUNTY, MURANG'A**

**COUNTY**

**for the period ending:**

**28th April, 2018**

**Applicant's**

**Signature**



*Peter Musembi Musyimi*

**Director General**

**National Commission for Science,**

**Technology & Innovation**

**CONDITIONS**

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



**REPUBLIC OF KENYA**



**National Commission for Science,  
Technology and Innovation**

**RESEACH CLEARANCE**

**PERMIT**

**Serial No. 13896**

**CONDITIONS: see back page**