

**FACTORS INFLUENCING IMPLEMENTATION OF COMMUNITY  
POLICING PROGRAMMES: A CASE OF THIKA MUNICIPALITY IN  
KIAMBU COUNTY**

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## DECLARATION

This research project report is my original work and has not been presented for a degree in any other University.

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## **DEDICATION**

I dedicate this study my wife and children; thank you for your love and support throughout the study.

## **ACKNOWLEDGEMENTS**

Special thanks to the Almighty God for His love, provident and for giving me wisdom to accomplish my work

I wish to express my sincere appreciation to my supervisor Ms Edith M. Kimani for her professional guidance throughout my research.

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God bless you all

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## **ABBREVIATIONS AND ACRONYMS**

AP	-	Administration Police
CBP	-	Community-Based Policing
CDF	-	Constituency Development Fund
CLO	-	Community Liaison Officer
CPC	-	Community Policing Committee
CPF	-	Community Policing Forum
CPP	-	Community Policing Principles
D.C	-	District Commissioner
DPC	-	District Police Commander
LAPD	-	Los Angeles Police Department
LDU	-	Local Defence Unit
MoS-PAIS	-	Ministry of State for Provincial Administration and Internal Security
NRPP	-	National Reassurance Policing Programme
OCPD	-	Officer Commanding Police Division
OCS	-	Officer Commanding Police Station
RPC	-	Regional Police Commander
U. S	-	United States

## **ABSTRACT**

The purpose of the study was to establish the factors influencing the implementation of community policing programmes: a case of Thika Municipality in Kiambu County with a view to suggesting strategies that could be employed to improve effectiveness of community policing. The objectives of the study were to: determine the level of community participation in community policy decision-making; find out the composition of community policing committees in terms of gender, education, age and religion; establish the attitudes of members of the community towards community policing; determine the attitudes of security officers (police, provincial administration) towards community policing; and propose strategies that could be employed to improve effectiveness of community policing. The study employed a mixed methods research design targeting all the 136,917 residents of Thika Municipality, the District Commissioner (DC) and the Officer Commanding Police Division (OCPD), police officers within the area of study, and members of the community policing forums. Stratified random sampling was used to select 383 members of the public, while purposive sampling was employed to select 20 police officers, 10 community policing committee members, the DC and the OCPD. Data was collected by use of questionnaires and interview schedules. Prior to the actual data collection procedure, a pilot study was conducted on a small number of community members from Thika Municipality. The pilot study provided an opportunity to detect and remedy any potential problems with the instruments. Data was both qualitative and quantitative. Quantitative data collected was coded and entered into an SPSS programme for analysis. Qualitative data was put under themes consistent with the research objectives. The results of data analysis were presented using frequency distribution tables. The study established that the community actively participated community policing. Community policing committee members comprised of security officers, community members, religious leaders and community administrators and the minority. Most of the general public members and security officers had a positive attitude towards community policing, and the positive attitudes led to good working relationships between the police and members of the public, which enhanced the community policing programme. The study found that measures such as ensuring confidentiality of the information, regular meeting to discuss security matters and sensitizing the community on importance of community policing should be implemented to enhance effectiveness of community policing. The study recommends that: the community should work with the security officers to help improve and strengthen community policing; and committee members should sensitize the community on importance of community policing, which can be achieved by organizing regular meetings.

## **CHAPTER ONE**

### **INTRODUCTION**

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

Community policing is defined as bringing police and citizens together to prevent crime and solve problems, emphasizing the prevention of crime rather than the traditional policing method of responding to crime after it happens (Tillman, 2000). The Los Angeles Police Department (LAPD) defines community-based policing as a guiding philosophy which strengthens the partnership between law enforcement and all the people in the communities it serves. Its goals are to protect and serve by broadening and strengthening our ability to succeed in reducing crime and fear of crime. The U. S. Department of Justice Office of Community Oriented Policing Services (1996) also defines community policing as collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police. According to Saferworld (2008) Community-Based Policing (CBP) is an approach to policing that brings together the police, civil society and local communities to develop local solutions to local safety and security concerns. This helps to improve community safety, reduce crime and the fear of crime, enhance access to justice and create more peaceful communities.’

Community policing stresses policing with and for the community rather than policing of the community. It aspires to improve the quality of life in communities. In improving the quality of life it aims to solve community problems alongside the

community and as defined by the community (Tilley, 2008). According to the U.S. Justice department (1996), positive interactions have several benefits, of course: they generally build familiarity, trust and confidence on both sides; they remind officers that most citizens respect and support them; they make the officer more knowledgeable about people and conditions in the beat; they provide specific information for criminal investigations and problem solving; and they break up the monotony of motorized patrol.

Every definition of community policing shares the idea that the police and the community must work together to define and develop solutions to problems (Sadd and Grinc, 1994). One rationale for public involvement is the belief that police alone can neither create nor maintain safe communities. They can help by setting in motion voluntary local efforts to prevent disorder and crime; in this role, they are adjuncts to community crime prevention efforts such as neighborhood watch, target hardening, and youth and economic development programs. Community involvement is also frequently justified by pointing to the growing customer orientation of public service agencies, and to the political and social forces lying behind it. It is argued that by opening themselves to citizen input the police will become more knowledgeable about, and responsive to, the varying concerns of different communities (Skogan, 1990).

In Ireland, Scheider, Matthew, Rowell, Tawandra and Bezdikian (2003) reported that perceptions of community policing have strong positive effects on satisfaction

with police and crime prevention behaviours. However, citizen perceptions of community policing do not directly affect levels of fear. On the other hand, Skogan, (2009) also reported that people hold police accountable for local crime, disorder, and fear. Nelson, McBride, O’Riordan and Smyth (2010), in their research found that the young people who had been in contact with the police commonly interact with them in settings and circumstances that promote hostility. This often leads to situations that can be of a confrontational nature, leading young people to frequently have experiences with police that are characterized by unacceptable behaviour and negative feelings. Relationships between the Nigerian police and citizens are largely characterized by suspicion, prejudice, mutual disrespect, conflict and violence (Alemika and Chukwuma, 2000). It has equally been noted that it will be very difficult for any police organization to succeed in its objective of maintenance of law and order without the cooperation of the people being policed.

Crime and insecurity in Thika and in Kenya as a whole has been on the increase over the years (Ngugi, Kimenyi, Gakuru, 2004). The rise in crime has been reported in the Economic Survey 2004 (Republic of Kenya, 2004). Further, concerns about crime and insecurity have been widely broadcasted in the media and have been a subject for discussion in various fora, including parliament. Ecotact (2011) reported that there is a high incidence of insecurity in Thika arising from the expansive informal settlement of Kiandutu and environs of Thika such as

Githurai. For instance, in August 2006 the Russian ambassador to Kenya was stabbed by gangsters near Thika (Daily Nation, August 21, 2006). Despite efforts by the government to curb crime through specialized police units (such as Alfa Romeo) and the promotion of community policing, there appears to be little real impact (Daily Nation, August 6, 2006). This calls for efforts to improve crime control mechanisms especially improving community policing and police reforms. The Kenyan government adopted Community Policing Principles (CPP) as a central feature for reforming its security sector (Ministry of State for Provincial Administration and Internal Security 2009: 1). Police reform is a critical issue not only for community safety and economic development, but because there is intense popular demand for reduced crime and better police performance. Since 2003, Saferworld, in collaboration with its local partner PeaceNet, has developed and implemented a CBP programme in Kenya. The programme aims to improve relations between the police and communities, and to enable them to work together to find solutions to community safety concerns. This has been achieved through the creation of inter-agency partnerships, community involvement and collaboration with key stakeholders, including the office of the President, the Kenya Police and the Administration Police. However, there continue to be major obstacles to community policing implementation in Kenya. Crime rates are still very high, there is widespread corruption, and policing approaches and actors are often politicized. The community members have lost their faith in the police and do not see any need to help them in eradicating crime. This study therefore seeks



to establish factors influencing the implementation of community policing programme in Thika municipality, Kiambu County

## **1.2. Statement of the problem**

Community-policing as a concept began to appear in Kenya in 1999, and is now being embraced and promoted by NGOs and the business sector. It incorporates ideas such as police working in closer contact with communities, and members of the local communities assisting and warning police when trouble is on the ground. This was intended as a means to improve relations between the community and the police, who were perceived as corrupt, harsh and trigger-happy. Saferworld identified several key challenges facing community policing (Saferworld, 2008). The first one relates to delays in the development and ratification of the national community policing policy, accompanying implementation guidelines and roll-out plan. As a result, implementation of the CBP initiative has been frustrated and consequently police officers and the public have given up on the initiative. Second, the slow progress on wider reforms in the law and order sector has frustrated efforts of the police, and expectations of the public, to ensure that perpetrators of crime receive due punishment. Third, capacity gaps, particularly within the law enforcement agents have slowed down the pace of CBP implementation. While the capacity of the police, government institutions and communities to implement CBP has been strengthened, much more is needed to sustain reforms.

Fourth, the frequent rotation of police officers has undermined the implementation of the CBP. Officers have been trained to play a role in the reform process only to be transferred to other duties. Fifth, CBP faces resource constraints which hinder its effective implementation. While the expectations of communities are high, CBP work in Kenya has not been adequately funded. In some areas, reforms have consequently been broader rather than deep, with resources thinly spread. This has caused fatigue and loss of momentum at both national and local levels. Though community policing is intended to be voluntary, members of the CBP committees have intimated that they should be paid a nominal fee for their participation (Republic of Kenya, 2009b).

A study conducted by Kimilu (2003) in Nairobi province revealed that the philosophy of community policing was not well understood by both the police and members of the public. Another study conducted by Kiprono (2007) in Kibera, Nairobi, revealed that the implementation of community policing faced constraints such as poor public image of the police force and mistrust between the public and the police. Kiprono recommended the need for more studies to find out the reasons behind low impact of community policing on crime reduction. Despite the documented problems faced in the implementation of community policing in Kenya, it is not clear whether these problems apply to all districts. Consequently, this study sought to establish the factors influencing the implementation of community policing programme in Thika municipality, Kiambu County. The study sought to find out how implementation of community policing is influenced by

community participation in community policing policy decision-making, composition of community policing committee, and attitudes of members of the community and security officers towards community policing.

### **1.3. Purpose of study**

This study sought to establish factors influencing the implementation of community policing programme in Thika municipality, Kiambu County

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

The study was guided by the following objectives

1. To determine how community participation influences community policing policy on implementation of community policing in Thika Municipality.
2. To examine how the composition of community policing committee in terms of gender, age and education influences implementation of community policing in Thika Municipality.
3. To establish the attitudes of members of the community towards community policing and how this influences implementation of community policing in Thika Municipality.
4. To determine the attitudes of security officers (police, provincial administration) towards community policing and its influence on implementation of community policing in Thika Municipality.
5. To come up with measures that could be employed to improve effectiveness of community policing.

### **1.5. Research questions**

1. How does community participation in community policing policy influence implementation of community policing in Thika Municipality.
2. How does the composition of community policing committee in terms of gender, age and education influence implementation of community policing in Thika Municipality?
3. How does the attitudes of members of the community towards community policing influence the implementation of community policing in Thika Municipality.
4. How does the attitudes of security officers (police, provincial administration) towards community policing influence the implementation of community policing in Thika Municipality.
5. What measures can be employed to improve the effectiveness of community policing?

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

Findings of this research may to help government policy makers and police planners to rethink their strategies in the war against crime and insecurity. The study may help in the mobilization and empowerment of communities to identify and respond to concerns. It may also help to improve the local physical and social environment, increase in positive attitudes towards police and reduced fear of crime in the community. The police may benefit through improved police–community relationship, improved community perception of police ‘legitimacy’

and an increase in officer satisfaction with their work.. In the long term, both the citizens and the police may benefit by having a decreased potential for police–citizen conflict, a reduction in crime rates, a better flow of information between the police and community and also better implementation of crime prevention and crime control activities, as a result of both parties working towards shared goals.

### **1.7 Delimitations of the study**

The study was conducted within the Thika Municipality of Kiambu County approximately 40 kilometers north of Nairobi city. The study was based on both an urban and rural settlement setup, and therefore some of the study findings may be replicated in other areas with similar characteristics. The study population was the municipality’s residents, police officers, community policing committee (CPC) members, District Commissioner (DC) and the Officer Commanding Police Division (OCPD). These respondents were targeted because they have the required information with respect to the study objectives.

### **1.8 Limitations of the study**

Due to limitations in time and resources it was not possible to study factors influencing the implementation of community policing all over Kenya. To overcome the time limitation, the researcher prepared a comprehensive questionnaire mixing close-ended and open-ended items to elicit as much information from respondents as possible. Some members of the police or the public who were respondents expressed fear of victimization, but the researcher

overcame this by assuring the respondents that the information they submitted would be held confidentially and that it was intended for academic study purposes only.

### **1.9 Assumptions of the Study**

The study was based on the following assumptions.

- i. That the study participants would be honest in their responses.
- ii. That community policing already exists in the municipality and that there are factors influencing its implementation.

### **1.10 Definition of Significant Terms**

Operational definitions of key terms used are:

**Attitude** - Learned pre-disposition to respond in a favourable or unfavourable manner to a particular task.

**Challenge**- a hindrance towards meeting the goals and objectives of the particular community policing initiative put in place.

**Community**- a community is a number of families residing in a relatively small area within which they have developed a more or less complete socio-cultural system imbued with collective identification and by means of which they solve problems arising from the sharing of the area.

**Community policing forum**-A Community Policing Forum (CPF) is a group of people from the Police and different committees (local leaders, residents, and community based organizations) who meet to identify and solve problems in their areas (Kenya police). The Community Policing Forums can be established in residential places, business areas and estates near local Police Stations for easy communications and complementary support, (Kenya police).

**Community policing**- this is a philosophy and an organizational strategy that promotes a partnership between people and the police, where the two work together as equal partners to identify, prioritize and solve

security problems like crime, social and physical disorder with the goal of improving the overall quality of life in the area.

**Participatory community policing-** it is where members of public participate or get involved in solving security problems like crime, social and physical disorder with the goal of improving the overall quality of life in the area.

**Settlement-** it is a temporary or permanent community in which people live, regardless of size or population but grouped together in what are loosely called estates or villages



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of literature related to the study. The literature review will cover the following: The theoretical framework, Level of community participation in community policing decision-making, Composition of community policing committees, Attitudes of the community towards community policing, Attitudes of security officers towards community policing and Strategies employed to improve effectiveness of community policing.

#### **2.2 Level of Community Participation in Community policing Decision-Making**

Community participation as a concept focuses on the idea that involving stakeholders in decision-making about their communities and broader social issues has important social, economic and political benefits (Commins, 2007). Existing research points to the need for promoting community participation in community policing decision-making. In a research conducted by Tillman (2000) on the effectiveness of community policing in Los Angeles, it was found that the police had empowered community-based organizations to provide community policing programs in their areas. These organizations actively work with their police precinct to train residents and business owners about community policing. They conduct citizen/business academy to educate the community about the department and how to become involved. The community organization and police officers go

out into the neighborhoods once a month, knocking on doors, talking to the residents. They are actively soliciting the community to become involved in addressing the quality of life issues that are important to that community. This is the trust building between community and police in action. From this activity, they have focused on auto theft prevention programs, personal safety training, drug raids, abandoned vehicles, environmental concerns, neighborhood and business watches, security surveys, graffiti and all other related issues.

The citizens who are involved with the program know their officers. They have asked for and received a bike patrol, as well as officers assigned to community policing. The community also knows the commanding officers at their precincts. They attend the monthly community meetings held at each precinct and the community has become involved in issues such as manpower allocation and crime mapping.

According to the Chicago Community Policing Evaluation Consortium (1999), Chicago began its community policing program in 1993. The city aggressively markets community policing. "A survey indicated that awareness levels increased from fifty-three percent to seventy-nine percent of adults are aware of community policing efforts. Sixty-one percent are aware of the community meetings and twenty-eight percent attended at least one meeting in the past year. Participants attend an average of four meetings per year. More than half of the residents contacted the police and eighty percent thought police were helpful and treated

them politely and seventy percent were satisfied with the outcome. There is a joint citizen-police training program that provides training and education for citizens and incorporates this training into the department's training. Citizens involved in training were more likely to get involved in problem solving." Similarly, Ronald and Kenneth (1998) surveyed citizen participation in crime prevention in Detroit. Over seventy-eight percent had not attended any meetings in the community in the past year where the issue was crime or improving safety. The same number was not members of neighborhood or community groups.

Wambugha (2010) did an interrogation on how the implementation of Community Policing Principles took place in a pastoralist community. Findings addressed problems in implementation, including a lack of a common purpose among central coordinating organs in relation to Community Policing by various security agents. Community Policing was found to have failed in efforts to strengthen security within and among West Pokot County communities. Skogan, (2006) clearly emphasizes the importance of partnership working in community policing. He suggests that community engagement is an important part of police work, by developing partnerships with community groups; this enables the police to build relationships with the community. From these relationships the police are able to gather information that allows them to use a problem solving approach when tackling issues in the community.

Ikuteyijo, (2009) and Rotimi, (2001), reported that community partnership in policing has many merits and it promises to deliver the needed peace and safety of communities if well implemented. It can lead to more effective policing whereby the police will do their job better and in a safer environment devoid of suspicion and risks. It will also foster mutual respect between police and community dwellers as they will perceive one another in the right perspectives and as partners in development. It will also lead to quicker resolution of crimes as the community members would readily volunteer to offer information to the police without any suspicion of reprisal attacks from criminal gangs. Overall, community partnership in policing will lead to safer community for all and sundry. Similarly, Esonu and Kavanamur (2010) also established that local community stakeholder participation in Papua New Guinea was vital for successful community development reform of service delivery. As such, the community members made an effort to be involved in community development projects.

Saferworld, (2008) reported that one of the most important factors contributing to the success of the community-based approach in Kibera has been the degree to which stakeholders worked together to generate a shared sense of ownership and commitment by the whole community throughout the programme. A wide range of stakeholders from the Administration Police, the Kenya Police, the Provincial Administration, the business community and residents have actively participated throughout each phase of the programme and have developed solid partnerships. This has enabled successful implementation of CBP in Kibera. The sharing of

information between communities and police officers has helped police to take action to prevent crime and insecurity. Information boxes called '*Toa Habari kwa Polisi*' (volunteering information to the police) allow individuals to pass information confidentially to police officers to prevent and reduce crime.

### **2.3 Composition of Community Policing Committees**

There are no universally agreed guidelines on the composition of community policing committees. The contextual issue of what constitutes the "community" that is involved in community policing depends on the internal dynamics and identities (religious, ethnic, gender) in the community and in part on the service (Commins, 2007). When constituting community policing committees, it is important to consider balancing such internal dynamics and identities so that the program gains community-wide support. Minorities, women, persons with disabilities, and the youth should be considered. As pointed out by Harvey, Baghri and Reed (2002), it is very important to make sure that minority groups, low status groups and poorer groups in a community are not left out and that women, men and children are specified in consultation processes.

Gender is based on sex but is more to do with socially constructed distinctions (work, dress, behaviour, expectations, etc.) than purely biological differences. Gender-related differences can be split into three categories: a) differing needs and priorities; b) power and vulnerability differences; and c) equity or equality issues (Smout, Samson, Coates and Snel, 2000). Consideration of gender relates to men,

women, boys and girls and their needs, priorities, vulnerabilities and strengths. People with physical and mental disabilities can often be overlooked in many emergency situations. They are among the most vulnerable in most societies and are often unable to present their own needs and priorities clearly. For this reason they should be given special attention where possible (Harvey *et al.*, 2002).

In Rwanda, the Directorate of Community Policing (2007) argues that Rwanda National Police was committed to closely work with the community; that would improve police performance but also involve people who would then live more happily without anxiety as they would be in the control of the situation. Designing and implementing community policing programs and initiatives was a pre-requisite for the achievement of their vision, mission and goals. It was expected that the community would reciprocally offer information on criminality to the police to help them deal with safety and security challenges. To achieve the above, Directorate of community policing (2007) suggested that there was a need to strengthen the existing cooperation with the stakeholders and partners, both national and international. The establishment of Community Policing Committees (CPCs) would be easy because of the existing administrative structures that reach the lowest grass root level. That is The Chairman of the committee, At the District level, the District Police Commander (DPC), At the Provincial and Kigali City level; the Regional Police Commander (RPC) Reports of Community Policing Committees are analyzed at the different set of administrative levels. Members of the Community Policing Committees would be at the village

(Umudugudu) and Cell (Akagali) levels. At the Sector (Umurenge) level there will be a Community Liaison Officer (CLO) as a coordinator. Further Directorate of community policing (2007) revealed that At the Village level, the committee was composed of: The Village leader (Chairman) The in charge security (secretary) and three other individuals elected by the Village Advisory Committee. The members of the committee at Cell level are: The Cell Executive Secretary (Chairman); Heads of Community Policing Committees (CPCs) of all Villages that constitute the Cell; The person responsible for youth in the Cell; The person responsible for gender issues in the Cell; The people responsible for security in all Villages that constitute the Cell; The leader of Local Defence Unit (LDU) in the Cell.

Community Policing guidelines (Ministry of State for Provincial Administration and Internal Security [MoS-PAIS], 2009) are clear on membership composition, which include: Community representatives working on peace related issues, Civil Society Organizations (CSOs) with peace programmes in the district, Women, Youth (both men and women), People with disabilities, Private sector and Any other institution, organization or body that may be useful in the peace process. However, Wambugha (2010), in his study on community policing in a pastoral community established that there was total silence from respondents and documents about the policing activities of women and other special interest groups among the Pokot. The socialization process portrayed the power relations (Kynch 1998: 108) with domestic and public spheres reserved for women and men

respectively. Since security matters are key decision pressure points and a public arena, this might explain why community policing was found to have been structured as a male dominated club in the field.

Under the colonial government, police and security firms selected people on the basis of height and physique. Such a standard is still maintained for the police. Historically this goes back to the colonial and postcolonial administrations, which did not insist on education beyond primary school for the police force. It also stemmed from the urgent need to recruit more police during the state of emergency caused by the Mau Mau uprising of 1951 to 1960. During this period Kikuyu rebels bound by oath attempted to force the expulsion of white settlers from Kenya. The police are now employing graduates and people who have completed high school (Mkutu and Kizito, 2007).

Community based policing implementation included police and community training and capacity building, the development of a national Community Policing policy, strategic planning and pilot Community policing at the local level. Pilot Community policing programmes did include community safety/information centers (locally baptized “police booths”) and support for local partnership safety projects (Saferworld, 2008). However, despite moves to introduce and publicize community-based policing, a legacy of suspicion and mistrust between police and communities hampers efforts to build relationships between the police and general public (Saferworld, 2008).



The rationale for citizen input is that law abiding people deserve to contribute to police processes, but in return they participate and support the idea of community policing (Skogan, 2006). Community policing is not only about community engagement but involves police responsiveness to community concerns in the best way possible (Skogan, 2006). The communities define their problems, which police then take seriously even if the problems they define differ from police priorities.

#### **2.4 Attitudes of Members of the Community towards Community Policing**

Using the Twelve Cities Survey, Scheider *et al*, (2003) examined the relationship between citizen perceptions of community policing and fear of crime, including other factors such as satisfaction with police and crime prevention behaviors by citizens. It was found that perceptions of community policing have strong positive effects on satisfaction with police and crime prevention behaviors. However, citizen perceptions of community policing do not directly affect levels of fear. In half of the cities examined, crime prevention behaviors had a positive (not negative) relationship with fear of crime.

In general, most people have a positive conception and perception of the police (Miller, 2005). However, researchers have found that race and socio-economic status are positively correlated with a perception of the police. An important research question would be whether those same people hold high regards for the police after an official encounter with the police, particularly regarding matters

other than routine traffic stops. It is interesting to note that there is not necessarily a positive correlation between positive or negative police encounters and the resulting effect on that citizen's perceptions of the police (Schafer, 2003). A citizen having a bad encounter with the police will have a more negative overall perception of the police. However, a citizen having a positive encounter will result in little if any improvement in that citizen's perceptions of the police.

Many people accuse the police of being rude (Carter, 2002). Sometimes this is justified and other times it is not. In any case, it is considered unprofessional, and as such it tends to tarnish the police image. Often it is inappropriate, such as when a citizen merely makes an inquiry or seeks help with something. When officers needlessly bark orders at a citizen, it is received as rude. Many police officers exhibit an authoritarian attitude (Carter, 2002).

There can be quite a romanticized perception that the community will be eager to embrace community policing methods. For some, community members are reluctant to seek and develop a sustainable partnership with law enforcement (Long, Wells & Leon-Granados, 2002), and communication constraints can often hinder community policing success, especially in areas with minority and special needs groups (Schneider 1998).

Relationships between the Nigerian police and citizens are largely characterized by suspicion, prejudice, mutual disrespect, conflict and violence (Alemika and Chukwuma, 2000). It has equally been noted that it will be very difficult for any

police organization to succeed in its objective of maintenance of law and order without the cooperation of the people being policed. To solve this dilemma, therefore, there must be not only a cordial relationship between the police and the citizens, but also be a working partnership between them if the laudable goals are to be achieved. A number of initiatives have showed positive improvements in police-community relationships and community perceptions of police (Skogan and Steiner, 2004). For instance, in America, the Chicago Alternative Policing Strategy (CAPS) and the National Reassurance Policing Programme (NRPP) in the United Kingdom have demonstrated positive improvements in community perceptions of police.

### **2.5 Attitudes of Security officers Towards Community Policing**

Rosenberg, Sigler, & Lewis (2008) examined police officer attitudes toward community policing over a 19 month period in Racine Wisconsin Police Department. The respondents of the study were senior commandants and sergeants. In their study it came out that Patrol officers' and investigators' attitudes toward community policing was less favorable toward community policing concepts, programming, decentralization of substations, and the community policing unit than senior command and, in some cases, sergeants. Further results revealed that both patrol and investigators indicated strained relationships with supervisors and were more supportive of a decentralized organizational structure than are sergeants and senior command.

Chiliza (2004) conducted a research concerning the perceptions of police accountability in the Durban North Policing Area. The study adopted a quantitative approach. A questionnaire, consisting of structured questions based upon the functions and processes of the Community Police Forums (CPFs), was used in the collection of the data. Findings reveal disagreements between the police and the community regarding certain aspects of the functions and processes of the Community Police Forums. Further analysis revealed that for the democratization of the police and for effective crime control to be realized, there was a need of an agreement between the community and the police members regarding the functions and processes of the Community Police Forums.

Whereas police leadership in community activities can be needed and sought by its members, there are some less noticeable hindrances to implementing community policing. Police may also be reluctant to make community policing a priority (Segrave and Ratcliffe 2004) due to the perception that community policing is distinct from other ‘police work,’ thus reinforcing the notion that it is not ‘real’ police work.

Strong anecdotal evidence suggests that community policing has positive effects on police through increased job satisfaction and improved interaction with, and confidence in, the community (Mayhill, 2006; Patterson, 2007). Mayhill (2006) argues that community policing ‘embeds’ officers within the community where they become more understanding of the local situations and promote a positive

image of police. This provides the officers with the opportunity to make positive community-police experiences and contacts, which is said to increase morale amongst police through the encouragement of a supportive and welcoming community (Palmiotto, 2000).

## **2.6 Strategies Employed to Improve Effectiveness of Community Policing**

Huma (2009) explored the rationale behind community-based approaches; and key issues, challenges and considerations in designing and implementing such approaches. Results indicate that Knowledge of local power relations, particularly among conflict actors is necessary to design systems that safeguard against elite capture. Capacity building was especially needed in conflict-affected settings to link communities and local government institutions. Further analysis revealed that realistic, adaptive and achievable objectives increase the likelihood of success of Community-Driven Development (CDD) in conflict-affected contexts. State-society relations could be forged and improved through the creation of institutions that engage community members in decision-making. Long term funding strategies should be developed as early as possible in order to ensure long-term sustainability.

Wambugha (2010), writing about community policing in West Pokot County, suggested that for Community Policing to be fully operationalised, *wakasa* (elders), *ngoroko* (Moran), and women especially must be part of any successful strategy of Community Policing in the region. There was a need to develop an

alternative approach to community policing aimed at a broader understanding of security, where police engagement was not limited to helping local communities fight criminal insecurity.

In a report on implementing community-based policing in Kenya, Saferworld (2008) noted that when the community-based policing programme first began in Kenya, one of the key challenges identified was the limited capacity of various stakeholders to implement it. Partnerships among the Office of the President, Saferworld, the Kenya Police Training College, Kenya Institute of Administration and the Administration Police Training College led to the development of a curriculum for training in CBP. The curriculum was launched in February 2004 with subsequent cascade training for police officers and civil society groups. Training was central to expanding the understanding of CBP and enabling its implementation (Saferworld, 2008).

The training curriculum has modules that include an introduction to CBP, legal framework and human rights, society and CBP, strategic management, crime prevention and reduction, and partnership policing. Great emphasis is placed on changing organisational culture, and individual behaviour and attitudes. On the basis of this, Saferworld, PeaceNet, Kenya Police, Administration Police and representatives from the pilot sites have developed standardized CBP training materials for use in training for communities and law enforcement agencies (Saferworld, 2006).

By 2006, 40 Administration Police officers, 40 District Commissioners, 120 District Officers and 60 Officers Commanding Police Divisions of the Kenya Police had been trained in CBP. A total of 80 community and civil society representatives were also trained as trainers, who in turn have trained numerous police and public representatives on CBP. Core teams of three trainers (one Kenya Police, one Administration Police and one civil society representative) now exist in each of Kenya's eight provinces and are responsible for coordinating training in their areas. Nevertheless, there is still a need for additional technical assistance and training to support the police services' plans for organizational change and development (Saferworld, 2008). This will go some way to overcoming institutional and individual resistance to change. The concept of volunteering needs to be engendered in local communities. In contrast to the past, the public should be encouraged to provide information without payment; communities should be made to understand that the reward for providing information is a safer community. To ensure long-term success, it is critical that CBP approaches are responsive to local needs (Saferworld, 2008).

Future work in support of CBP in Kenya could go even further than at present in adapting activities to the specific security of particular communities as well as their expectations and culture. The presence of traditional justice mechanisms should be featured into programming rather than ignored. Cordner (1999) suggests that there are a number of mechanisms for achieving community engagement, which include systematic and periodic community surveys, fora, community

meetings, and meeting with advisory groups and businesses. Skogan and Hartnett (1998) suggest that the public have a great deal to tell police, and that they are grateful for the opportunity to have their voice heard. However, Reno, Marcus, Leary, and Travis (1998) warn that the type of neighborhood determines whether the community is good at dealing with their own problems. For example, if the community has more social capacity then they were more likely to deal with their own problems and attend arranged meetings than those without such investment. It may be necessary to adopt a range of engagement techniques to ensure broad community involvement, such as those adopted by the National Reassurance Policing Programme (NRPP) in the United Kingdom. The NRPP went beyond public meetings and engaged with the community through street briefings, door knockings and 'have your say days' (Tuffin, Morris, and Poole (2006).

## **2.7 Theoretical Framework**

A theory is a statement about a phenomenon, which can be proved either right or wrong. All empirical studies should be ground and based on a theory (Singleton, Straits, Straits and McAllister, 1988). This study is based on the contingency theory.

### **2.7.1 Contingency theory**

Some central premises of contingency theory can help understand core issues for implementing effective community policing programs. The term contingency theory was first proposed by Lawrence and Lorsch in 1967 in their publication on



‘Organization and Environment’. The authors showed in their empirical study that “different environments place different requirements on organizations”. They specifically emphasized on the environments marked by uncertainty and rapid change in market conditions and technological areas since these kinds of environments present different demands, both positive and negative, than relatively stable environments.

While contingency theory has been greatly elaborated over years, the general orienting hypothesis of the theory suggests that design decisions depend on environmental conditions, meaning that organizations need to match their internal features to the demands of their environments in order to achieve the best adaptation. In other words, “driving force behind organizational change is the external environment, particularly the task environment with which an organization is confronted” (Scott, 2002).

Scott, (2002) points out three assumptions that underlie the contingency theory, which can be utilized to address the problems that are encountered in the implementation of community policing programs: There is no one best way to organize, Any way of organizing is not equally effective, The best way to organize depends on the nature of the environment to which the organization relates.

The first assumption challenges the traditional view that certain general rules and principles can be applied to organizations in all times and places. In community policing, it is often assumed that community policing has certain guidelines that

are indispensable to an effective community policing program. It might be true for the central notions of community policing, such as increasing cooperation between police and public and promoting public participation in law enforcement. However, it is a common misunderstanding that all guidelines and procedures of a program can be applied uniformly regardless of time and place.

Scott (2002) argues that the second assumption challenges the conventional wisdom of early economists that organizational structure is not relevant to organizational performance. Today, it is commonly held that organization form is associated with the performance of the organization. In community policing, however, importance of organization structure is often ignored or underestimated. An effective program often requires certain changes in the organizational structure of police departments, such as “decentralized decision making and flattened hierarchies” (Scott, 2002: 96). Adams, Rohe and Arcury (2002) suggest that community-oriented policing requires two fundamental changes: First is reorganization of the resources of a police organization away from crime control. This means more emphasis on street patrols and problem-solving efforts and greater officer freedom. Second is change occurs in the behaviors and expectations of police officers.

The third assumption is particularly important in that it explains most of the factors that lead to problems in the implementation and application of the community policing programs. As stressed by Scott, organizations are as successful as they are

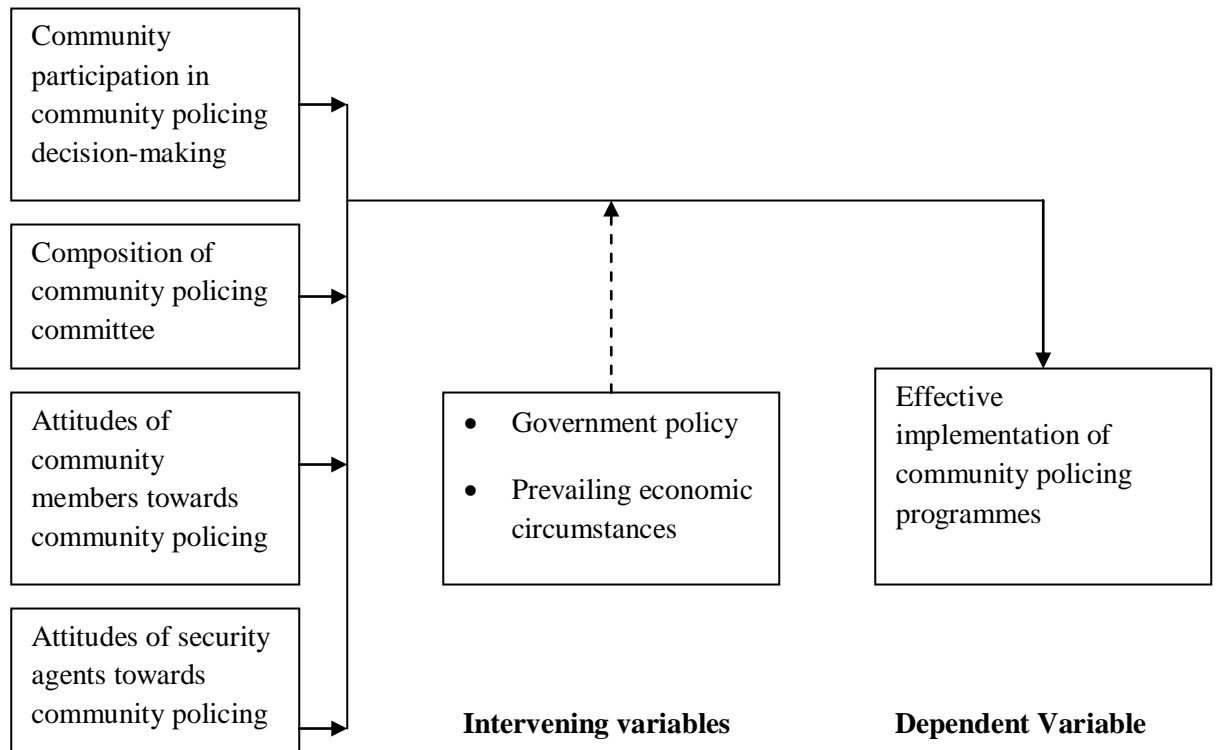
successful in adapting to their environments. When implementing a community policing program, specific features of the environment and characteristics of the community are often not taken into account, which is a major threat to the success of the program.

Wilson, (2005) compares the contingency theory and the institutional theory to explain the nature of the relationship between police organizations that apply community policing and their environment. While institutional theory suggests that the structure and activities of organizations are responses to the institutional environment, contingency theory suggests that the task environment of an organization (for example its size and age, technology, and community characteristics) determines its structure and activities. Accordingly, contingency theory approach to community policing suggests that police departments may implement community policing as long as it helps them manage and accomplish their task.

## **2.8 Conceptual framework**

The study aims to establish the factors influencing the implementation of community policing programme in Thika municipality, Kiambu County. The dependent variable of the study is effective implementation of community policing programmes, while the independent variables are community participation in community policing decision-making, composition of community policing committee, attitudes of community members towards community policing and

attitudes of security officers towards community policing. Figure 1 presents a diagrammatical representation of the conceptual framework.



### **Independent Variables**

**Figure 1: Factors influencing the implementation of community policing programmes**

The study argues that effective implementation of community policing programmes can only happen if the community members participate in community policing decision-making, if the composition of the community policing committee integrates representatives of all members of the community and if the community members together with the security officers have positive

attitudes towards community policing. However, all these factors are subject to the government policies and the prevailing economic circumstances in the country.

## **2.9 Summary of Literature Reviewed**

The reviewed literature has shown the theoretical arguments for community policing, with an emphasis on contingency theory, which is utilized to address the problems that are encountered in the implementation of community policing programs. Based on the review it emerged that there is no one best way to organize community policing, any way of organizing may not be equally effective, and the best way to organize depends on the nature of the environment in which community policing is being implemented. The literature also sheds some light on the level of community participation in community policing decision-making, highlighting the benefits of community participation in successful programmes such as the Chicago Community Policing Evaluation Consortium (1999). The literature also points to the need of giving attention to composition of community policing committees for success of the programmes, with researchers such as Skogan (2006) and Saferworld (2008) calling for input from a wide coverage of citizens for the programme to gain local ownership.

Literature has also been reviewed on the attitudes of members of the community and security officers toward community policing. On this it emerges that that perceptions of community policing have strong positive effects on satisfaction with police and crime prevention behaviours. Attitudes will also determine the

extent to which citizens and security officers support community policing programmes (Scheider *et al*, 2003). Finally, a highlight of the strategies employed to improve effectiveness of community policing has been given. Most of the studies done on community policing were done outside Kenya, for instance South Africa (Chiliza, 2004), United States of America (Rosenberg, Sigler, and Lewis, 2008), Nigeria (Alemika and Chukwuma, 2000), and Rwanda (Directorate of Community Policing, 2007). The study done in Kenya by Wambugha (2010) was a case study of West Pokot County which is a pastoral community. It is therefore not clear the on the factors influencing the implementation of community policing programmes in urban regions in Kenya. Consequently, this study sought to find out the factors influencing the implementation of community policing programme in Thika municipality, Kiambu County.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the procedures that were used to conduct the study, including research design, target population, sample and sampling procedures, data collection methods, and data analysis.

#### **3.2 Research Design**

The study employed the descriptive survey design to establish the factors influencing the implementation of community policing programme in Thika Municipality, Kiambu County. According to Kothari (1985), survey is concerned with describing, recording, analyzing and reporting conditions that exist or existed. Kerlinger (1973) argues that survey method is widely used to obtain data useful in evaluating present practices and in providing basis for decisions. This design was considered appropriate because it enables the researcher to collect and analyze data from a wide range of respondents from the District Commissioner, Officer Commanding Police Division, police officers, community policing committee members and the general public. The design enabled the researcher to investigate the factors influencing implementation of community policing programmes without manipulating the variables.

### 3.3 Target Population

Target population is defined as that population to which a researcher wants to generalize the results of his/ her study (Mugenda and Mugenda, 2003). Borg and Gall (1989) define target population as all members of a real or hypothetical set of people, events or objects to which we wish to generalize the results of our research. This research targeted the residents of Thika Municipality, police officers, members of the community policing forums, the District Commissioner (DC) and the Officer Commanding Police Division (OCPD). According to the 2009 census data, Thika Municipality has a population of 136,917 people comprising of 68,408 males and 68,509 females (Kenya National Bureau of Statistics, 2011).

### 3.4 Sample Size and sampling procedures

The target population for the study comprised all the 136,917 residents of Thika Municipality. From this population, a representative sample was determined using the formula by Krejcie & Morgan (1970), which is used to calculate a sample size (s), from a given finite population (P) such that the sample was within plus or minus 0.05 of the population proportion with a 95 percent level of confidence. This formula is presented below.

$$s = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$



Where:

$X^2$  = table value of Chi-Square for 1 degree of freedom at the desired confidence level (in this case 3.84)

N = the population size, in this case 136,917

P = the population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d – the degree of accuracy expressed as a proportion (0.05)

Computing the desired sample size using this formula gives 383 as the minimum number of respondents that should be selected from a population of 136,917 persons. As such, the researcher selected a minimum of 383 members of the public from Thika Municipality. This sample was selected using stratified sampling to ensure representativeness of all socioeconomic groups in the municipality. The residents were stratified into three categories depending on the residential zones – high income, middle income and low income zones. This enhanced uniformity in the research as it emphasizes homogeneity in each strata considered. According to the Kenya Demographic Health Survey (KDHS, 2009), the distribution of the *de jure* household population is categorized into five wealth levels (quintiles) with 20% falling in the lowest quintile, 20% in the second lowest, 20% in the middle, 19.9% in the fourth, and 20.1% in the highest wealth quintile (p.26). For this study, the first stratum – low income – comprised of those falling in the lowest and second lowest quintiles (40%); the second stratum – middle income – comprised

those in the middle quintile (20%); and the third stratum comprised of those in fourth and highest wealth quintiles (40%). Based on this distribution, 40% of 383 was drawn from the low income stratum, 20% from the middle income stratum, and 40% from the high income stratum. Therefore the sample size comprised of 153 residents from low income zones, 77 residents from middle income zones, and 153 residents from high income zones, giving a total sample of 383.

In addition, nonprobability sampling (specifically purposive sampling) was used in selecting a sample of 20 police officers, 10 community policing committee members, the DC and the OCPD. These respondents provided qualitative data. As pointed out by Saumure and Given (2008), nonprobability sampling is quite applicable to qualitative research, where the researcher wants to study a particular group in some depth and as a result, may try to select people individually who represent typical traits from within that group.

### **3.5 Data Collection instruments**

- **Questionnaires**

Questionnaires were used to collect data from Community Policing Committee Members, Police Officers and General Public. Questionnaires were used for data collection because they offer considerable advantages in the administration: questionnaires present an even stimulus potentially to large numbers of people simultaneously and provide the investigation with an easy accumulation of data. Questionnaires gave respondents freedom to express their views or opinion and

also to make suggestions. All questionnaires had six sections covering the following: general information; level of community participation in community policing decision-making, composition of community policing committees, attitudes of the community towards community policing, attitudes of security officers towards community policing and strategies employed to improve effectiveness of community policing.

- **Interview Schedule for DC and OCPD**

The interview schedule was used to guide face-to-face interviews to be held with the DC and OCPD in relation to implementation of Community Policing Programme. The interview schedule comprises of items addressing the objectives of the study.

### **3.5.1 Piloting of the instruments**

The pilot sample comprised of 30 respondents who were drawn from members of the public in Thika Municipality, but who were not involved in the final study. According to Mugenda and Mugenda (2003), at least 30 respondents are required for a sample that would be subjected to correlational analysis, which is one of the objectives of the piloting. Piloting was done by simulating actual data collection on the 30 respondents to get feedback on whether or not the questionnaires would work on the real respondents. Pilot testing provided an opportunity to detect any ambiguities found in the instruments and iron them out appropriately.

### **3.5.2 Validity of the Instruments**

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. Validity according to Borg and Gall (1989) is the degree to which a test measures what it purports to measure. The piloted questionnaires were assessed for clarity and those items found to be inadequate or vague were modified to improve the quality of the research instrument thus increasing its face validity. According to Borg and Gall (1989), validity of an instrument is improved through expert judgment. As such, the researcher sought assistance of his supervisors, peers and other experts in community development, in order to help improve content validity of the instrument.

### **3.5.3 Reliability of the instruments**

Reliability is defined as a measure of the degree to which a research instrument yields consistent results or data after repeated trial (Gay, 1992). To enhance reliability of the instruments, a pilot study was conducted in a population similar to the target population, but which was not used in the final study. The reason behind pre-testing was to assess the clarity of the questionnaire items so that those items found to be inadequate or vague may either be discarded or modified to improve the quality of the research instrument thus increasing its reliability.

The split-half technique was used to assess the reliability of the research instruments. The instruments being tested was administered to a sample group of respondents and the total number of scored items for each subject was divided into two halves, and a correlation taken between the two halves to estimate the reliability of each half of the test. A statistical correlation was used to estimate the reliability of the whole test using Spearman-Brown Prophecy formula.

$$\text{Rho}(r) = 1 - \frac{6(\sum d)^2}{N(N^2-1)}$$

Where Rho (r) =Spearman correlation coefficient

(d)= difference between ranks of pairs of the two variables

(N)= the number of subjects in the samples

$$\text{Reliability of the whole test} = \frac{2r}{1+r}$$

According to Gay (1992) any research instrument with a split half coefficient of 0.7 and above is accepted as reliable enough. Reliability of measurements concerns the degree to which a particular measuring procedure gives equivalent results over a number of repeated times.

### **3.6 Data collection procedure**

An introductory letter was obtained from the University to enable the researcher and his assistant to administer the questionnaires and carry out interviews with the

various categories of respondents in the target population. Then the researcher visited the National Council for Science and Technology offices, from where a permit to conduct the research was issued. After this, the researcher visited the Thika government offices and the police station and booked appointments with the various respondents who would participate in the study. The researcher in person administered the piloted and modified questionnaire. The researcher clarified any area before the respondents filled them in. During data collection, interviews were held with the other key informants.

### **3.7 Data Analysis Techniques**

After all the data was collected, data cleaning was done in order to determine inaccurate, incomplete, or unreasonable data and then improve the quality through correction of detected errors and omissions. After data cleaning, the data was coded and entered in the computer for analysis using the Statistical Package for Social Sciences (SPSS) Version 18. Data analysis procedures employed involved both quantitative and qualitative procedures. Quantitative data was analysed using descriptive statistics such as frequency counts, means and percentages. Quantitative data analysis required the use of a computer spreadsheet, and for this reason the Statistical Package for Social Sciences was used. Martin and Acuna (2002) state that SPSS is able to handle large amount of data, and given its wide spectrum of statistical procedures purposefully designed for social sciences, it is also quite efficient. Qualitative data was analyzed qualitatively using content analysis based on analysis of meanings and implications emanating from

respondent information and comparing responses to documented data on community policing and its implementation. The qualitative data was presented thematically in line with the objectives of the study. The results of data analysis were presented using frequency distribution tables and graphs.

### **3.8 Ethical Considerations**

The following issues were considered throughout the study:

1. All data was treated with utmost confidentiality. Respondents were instructed not to put their names anywhere in the questionnaires for confidentiality purposes.
2. Responses to the interview schedule and questionnaires were purely voluntary.

**Table 3.1: Summary of Data analysis variables**

<b>Research Question</b>	<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Statistics</b>
What is the influence of community participation in community policing policy decision-making on implementation of community policing in Thika Municipality	Community participation	Implementation of community policing	Frequencies, means, percentages, standard deviation
How does the composition of community policing committee in terms of gender, age and education influence implementation of community policing in Thika Municipality	Composition of community policing committees	Implementation of community policing	Frequencies, means, percentages, standard deviation
How does the attitudes of members of the community towards community policing influence the implementation of community policing in Thika Municipality	Attitudes of community members	Implementation of community policing	Frequencies, means, percentages, standard deviation
How does the attitudes of security officers (police, provincial administration) towards community policing influence the implementation of community policing in Thika Municipality	Attitudes of security agents	Implementation of community policing	Frequencies, means, percentages, standard deviation



## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter presents the study and analysis of data collected in the field through questionnaires. The goal of the research was to determine factors influencing the implementation of community policing programme in Thika Municipality, Kiambu County. The study findings were presented based on the research objectives.

The chapter first presents the demographic characteristics of the respondents, after which data on each of the five research objectives is presented.

#### **4.2 Background Data of the Respondents**

The study targeted a sample size of 383 general public members, 20 police officers, 10 community policing committee members, 1 O.C.P.D and 1 D.C from Thika West district in Thika municipality, Kiambu County. Therefore, data was analysed based on 415 respondents. Table 4.1 illustrates gender distribution of the study respondents.

**Table 4.1: Gender distribution of the study respondents**

Gender	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Male	229	59.8	14	70.0	5	50.0	248
Female	154	40.2	6	30.0	5	50.0	165
<b>Total</b>	<b>383</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>413</b>

As shown in the Table 4.1, out of the 383 members of the general public, 229 (59.8%) were males while 154 (40.2%) were females. Of the 20 police officers, 14 (70.0%) were males while 6 (30.0%) were females. Since security matters are male dominated, the study established that most of the study respondents were males. This was due to the fact that males were more involved in community policing activities compared to their female counterparts. The table also illustrates that among the 10 community policing committee members, half (50.0%) of the proportion were males while the remaining half (50.0%) were females.

Table 4.2 presents age distribution of the study respondents

**Table 4.2: Age distribution of the respondents**

Age bracket	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Up to 35 yrs	178	46.5	10	50.0	1	10.0	189
Between 36-45 yrs	145	37.9	5	25.0	2	20.0	152
Between 46-55 yrs	37	9.7	4	20.0	4	40.0	45
Above 55 yrs	23	6.0	1	5.0	3	30.0	27
<b>Total</b>	<b>383</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>413</b>

Table 4.2 shows that 178 (46.5%) general public members were 35 years and below whereas 145 (37.9%) were aged between 36-45 years. Half of the proportion of the police officers were aged 35 years and below with only 1 (5.0%) aged above 55 years. Among the community policing committee members, 4 (40.0%) were aged between 46-55 years while 3 (30.0%) were aged above 55 years. Comparing the age of the three groups, it emerged that most of the general public members and police officers were below 45 years whereas majority of the community policing committee members were above 46 years.

**Table 4.3: Academic qualifications of the respondents**

Educational qualifications	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Primary	19	5.0	0	0.0	2	20.0	21
Secondary	153	39.9	14	70.0	4	40.0	171
Tertiary college	146	38.1	4	20.0	4	40.0	154
University	65	17.0	2	10.0	0	0.0	67
<b>Total</b>	<b>383</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>413</b>

Table 4.3 shows that majority of the respondents (comprising 39.9% general public members, 70.0% police officers and 40.0% community policing committee members) had attained secondary education. The table further illustrates that there are 21 respondents with primary education, 171 had secondary education, 154 had reached tertiary college while 67 had university qualifications. This implies that most respondents have reached secondary school and tertiary college level.

Table 4.4 shows duration in which study respondents had stayed in the current neighbourhood.

**Table 4.4: Duration stayed in the current neighborhood**

Duration stayed in the current neighborhood	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Less than 5 yrs	132	34.5	16	80.0	0	0.0	148
Between 5-10 yrs	118	30.8	4	20.0	1	10.0	123
Between 11-15 yr	61	15.9	0	0.0	0	0.0	61
Above 15 yrs	72	18.8	0	0.0	9	90.0	81
<b>Total</b>	<b>383</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>413</b>

As shown in Table 4.4, most of the general public and police officers had stayed in the current neighborhood for less than 10 years. As for the community policing committee members, 90.0% of them had stayed in the current neighborhood for above 15 years with only 1 (10.0%) member having stayed for around 5-10 years. This shows that majority of the community policing committee members had stayed for a very long time in their current neighbourhood and hence they were expected to give reliable information on factors influencing the implementation of community policing programmes.

Table 4.5 shows duration in which study respondents had served as a member in community policing programme

**Table 4.5: Duration served in community policing programme**

<b>Duration served in community policing programme</b>	<b>Designation</b>				<b>Total</b>
	<b>Police officers</b>		<b>CPC members</b>		
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	
Less than 5 yrs	13	65.0	2	20.0	15
Between 5-10 yrs	7	35.0	8	80.0	15
<b>Total</b>	<b>20</b>	<b>100.0</b>	<b>10</b>	<b>100.0</b>	<b>30</b>

Table 4.5 illustrates that 65.0% of the police officers had served in community policing programmes for less than 5 years while 35.0% had served between 5-10 years. In addition, the table shows that 80.0% of the community members had served in the programmes for between 5-10 years.

#### **4.3 Community Participation in Community Policing Policy Decision-Making**

The first objective of the study sought to determine the influence of community participation in community policing policy decision-making on implementation of community policing in Thika Municipality. To address this objective, community policing committee members were asked to indicate extent to which community participate in community policing. Table 4.6 presents results obtained.

**Table 4.6: Community policing committee members' responses on extent to which community participate in community policing**

<b>Extent of Participation</b>	<b>F</b>	<b>%</b>
Very great extent	8	80.0
Great extent	2	20.0
<b>Total</b>	<b>10</b>	<b>100.0</b>

Table 4.6 shows that majority (80.0%) of the committee members reported that community participated in community policing to a very great extent. This implies that community members felt that its' their responsibility to ensure that security was maintained in the society and therefore they cooperated with the security officers in crime reduction.

Table 4.7 illustrates ways in which community participate in community policing.

**Table 4.7: Committee members’ responses on community participation in community policing**

Activities	Yes		No	
	F	%	F	%
Community participate by volunteering information on suspicious characters	10	100.0	0	0.0
Community work closely with police through community policing forums	10	100.0	0	0.0
Community form security- watch schemes	9	90.0	1	10.0
Community help police define community problems and their solutions	9	90.0	1	10.0
Community encourage greater contacts between neighbors	5	50.0	5	50.0
Community give input into law enforcement policies	1	10.0	9	90.0
Community support victims of crime through counseling	0	0.0	10	100.0

As shown in Table 4.7, all (100.0%) the community policing committee members reported that community participates by volunteering information on suspicious characters and they work closely with police through community policing forums. Majority (90.0%) of them also indicated that community form security- watch schemes and help police define community problems and their solutions. This implies that most of the community policing committee members were of the views that community participated in ensuring there was security in their neighbourhood. In agreement with the findings Ikuteyijo, (2009) and Rotimi, (2001), reported that community partnership in policing has many merits and it promises to deliver the needed peace and safety of communities if well



implemented. Also Saferworld, (2008) reported that one of the most important factors contributing to the success of the community-based approach in Kibera has been the degree to which stakeholders worked together to generate a shared sense of ownership and commitment by the whole community throughout the programme. This means that participation of the committee members has a strong and positive effects on satisfaction with police and crime prevention behaviors. However, all (100.0%) committee members disagreed that community offers support to victims of crime through counseling. Majority (90.0%) of them also disagreed that community give input into law enforcement policies.

Table 4.8 shows police officers responses on community participation in community policing

**Table 4.8: Police officers responses on community participation in community policing**

Activities	Yes		No	
	F	%	F	%
Community participate in volunteer information on suspicious characters	13	65.0	7	35.0
Community work closely with police through community policing forums	13	65.0	7	35.0
Community form security- watch schemes	10	50.0	10	50.0
Community help police define community problems and their solutions	9	45.0	11	55.0
Community support victims of crime through counseling	3	15.0	17	85.0
Community give input into law enforcement policies	3	15.0	17	85.0
Community encourage greater contacts between neighbors	2	10.0	18	90.0

Table 4.8 shows that two (65.0%) similar proportions of the police officers reported that community participated in volunteering information on suspicious characters and work closely with police through community policing forums. Half (50.0%) of the respondents also indicated that community form security- watch schemes. On the other hand, majority of the respondents did not agree with the following statements: Community encourage greater contacts between neighbors (90.0%), community support victims of crime through counseling (85.0%) and community give input into law enforcement policies (85.0%). This shows that community members were not fully participating in community policing programmes. It also emerged that the major activity that most of the community

members engaged in was ensuring that security was well maintained. Tillman (2000) found out that the police had empowered community-based organizations to provide community policing programs in their areas. Similarly, a survey conducted by the Chicago Community Policing Evaluation Consortium (1999) indicated that more than half of the residents contacted the police and eighty percent thought police were helpful and treated them politely. These findings imply that the communities are working hand in hand with the police officers to implement community policing and thus the police have a strong and positive influence in community policing.

Presented in Table 4.9 are responses from general public members' on ways in which community participated in community policing.

**Table 4.9: General public members’ responses on ways in which community participated in community policing**

Activities	Yes		No	
	F	%	F	%
Community participates by volunteering information on suspicious characters	180	47.0	203	53.0
Community forms security- watch schemes	144	37.6	239	62.4
Community works closely with police through community policing forums	131	34.2	252	65.8
Community helps police define community problems and their solutions	107	27.9	276	72.1
Community encourages greater contacts between neighbors	99	25.8	284	74.2
Community gives input into law enforcement policies	88	23.0	295	77.0
Community supports victims of crime through counseling	79	20.6	304	79.4

Over 50.0% of the general public members disagreed with all activities that were listed in Table 4.9. This shows that most of them were of the views that community participation towards community policing was very low hence hindering good implementation of community policing programmes. The major activities that community were not participating in included; giving support to victims of crime through counseling, giving input into law enforcement policies, encouraging greater contacts between neighbors and helping police define community problems and their solutions. This was a clear indication that most of

the community members were not engaging into activities related to community policing. This as a result undermined good implementation of community policing programmes in Thika Municipality. These findings concurred with Wambugha (2010) who did an interrogation on how the implementation of Community Policing Principles took place in a pastoralist community. The findings revealed that community policing was found to have failed in efforts to strengthen security within and among West Pokot county communities. Similarly Kenneth (1998) found out that over seventy-eight percent had not attended any meetings in the community in the past year where the issue was crime or improving safety.

During the interview, O.C.P.D and D.C reported that community members had created good public relation hence facilitating good implementation of community policing programme. The major activities that community engaged in were: Defining community problems, decision making on ways of solving community problems and formation of patrols to ensure security was well maintained. This is in contradiction to the views of members of the public who indicated that they are not adequately involved in policy issues and decision making. This implies that security officers assumed they were adequately involving members of the public, which was not the case.

Generally, the results findings presented above shows that most of the respondents (community members, police officers and general public) were of the views that community participated in: volunteering information on suspicious characters;

working closely with police and formation of security schemes. However, the major activities that majority of the community members never engaged in included: supporting victims of crime through counseling and giving input into law enforcement policies. This shows that although community members participated in community policing, there was also need for improvement.

#### **4.4 Composition of Community Policing Committee**

The second objective of the study was to find out how composition of community policing committee in terms of gender, age and education influences implementation of community policing in Thika Municipality. To address this objective, study respondents were asked to indicate composition of community policing committee members. Tables 4.10 illustrates police officers responses

**Table 4.10: Police officers responses on composition of community policing committee**

<b>Composition of community policing committee</b>	<b>Frequency</b>	<b>Percent</b>
Members of the community	10	50.0
Police officers	8	40.0
OCS, prison representatives	4	20.0
Divisional and District AP commander	4	20.0
NGOs representative	3	15.0
Chiefs and sub-chiefs	3	15.0
Religious organizations leaders e.g. church leaders	2	10.0
Provincial and District administrators	2	10.0
CDF representative	2	10.0
Youths representatives	1	5.0

Table 4.10 shows that half (50.0%) of the police officers indicated that community policing committee is made up of community members, 40.0% indicated police officers, 15.0% indicated NGO representative while 10.0% were of the views that religious leaders were in the committee group. This shows that the main composition of community policing committee included; regular police officers, Administration Police (AP), Officer Commanding Police Station (OCS), community members, religious leaders, community administrators (chiefs and sub chiefs), and a representative of the Constituency Development Fund (CDF).

**Table 4.11: Community policing members’ responses on the composition of community policing committee**

<b>Composition of community policing committee</b>	<b>Frequency</b>	<b>Percent</b>
Community members	10	100.0
Religious leaders e.g. church leaders	8	80.0
Police officers e.g. OCS, AP, Prison officers	5	50.0
Chiefs and sub-chiefs	4	40.0
Youths representatives	2	20.0
All security firms	1	10.0

Table 4.11 shows that all (100.0%) the community policing members reported that community policing committee is made up of community members. Eight (80.0%) respondents were of the views religious leaders were the members while half (50.0%) of the proportions indicated the police officers.

Table 4.12 presents the composition of community policing committees

**Table 4.12 Composition of community policing committees**

<b>Composition of community policing committees</b>		<b>Frequency</b>	<b>Percentage</b>
Gender	Male	51	63.7
	Female	29	36.3
<b>Total</b>		<b>80</b>	<b>100.0</b>
Age	Below 35 years	18	22.5
	Above 35 years	62	77.5
<b>Total</b>		<b>80</b>	<b>100.0</b>
Disability	Disabled	4	5.0
	Not disabled	76	95.0
<b>Total</b>		<b>80</b>	<b>100.0</b>
Religion	Christian	69	86.3
	Muslim	11	13.7
<b>Total</b>		<b>80</b>	<b>100.0</b>

Table 4.12 shows the distribution of the community members in terms of gender, religion, age and disability. The table illustrates that of the 80 committee members, 63.7% were males while 36.3% were females. With regards to age, 22.5% were youth (below 35 years) whereas 77.5% were above 35 years. The results also revealed that 5.0% of the committee members were disabled while 95.0% were not. In relation to religion, 86.3% were Christians while 13.7% were Muslims. This shows that most of the committee members were males, aged above 35 years, not disabled and were Christians.



The O.C.P.D and D.C of Thika West District within Thika Municipality confirmed that at least 1/3 of the committee members were females while the rest were males. This was due to the fact that men dominate security issues compared to their female counterparts. They further added that youths participate in ensuring security was well maintained and they are part of committee members. Other committee members were people with physical disabilities. These people were involved in the committee to ensure that they give out their needs and opinions on how they can be supported. On the issue of academic qualifications, O.C.P.D and D.C reported that most of the community committee members had post-secondary qualifications. Previous studies have shown that the composition of members in the community policing committee agree that it is very important to make sure that minority groups, low status groups and poorer groups in a community are not left out and that women, men and the youth are specified in consultation processes (Reed, 2002). In addition, people with physical and mental disabilities can often be overlooked in many emergency situations. They are among the most vulnerable in most societies and are often unable to present their own needs and priorities clearly. For this reason they should be given special attention where possible (Harvey *et al.*, 2002). However, Wambugha (2010), in his study on community policing in a pastoral community established that there was total silence from respondents and documents about the policing activities of women and other special interest groups among the Pokot. Since security matters are key decision

pressure points and a public arena, this might explain why community policing was found to have been structured as a male dominated club in the field.

#### **4.5 Attitudes of Members of the Community towards Community Policing**

The third objective was to establish the influence of attitudes of members of the community towards community policing on implementation of community policing in Thika Municipality. To respond to this objective, general public members were presented with eight statements in which they were required to state their agreement levels on a four-point Likert scale. The scale ranged from strongly agree to strongly disagree with a score of 1 denoting strongly disagree, score of 2 denoting disagree, score of 3 agree and score of 4 strongly agree. The mid point of the scale was a score of 2.5 indicating that one was neutral. Scores above 2.5 denoted that respondents agreed with the statements while scores below 2.5 denoted that respondents disagreed with the statements. Table 4.12 illustrates the mean and standard deviation obtained.

**Table 4.13: Attitudes of community members towards community policing**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev.</b>
The police have no respect for anyone, therefore the community cannot embrace their presence	2.69	.835
Community policing has eradicated crime in my area	2.65	.839
The community members are eager to report any kind of suspicious characters or activities to the police	2.65	.729
Crime rates are still very high, so I see no need to have community policing	2.58	.861
The relationship between the police and the community has improved remarkably since the introduction of community policing	2.51	.779
Community policing has enhanced the public image of the police	2.48	.824
The community members have no faith nor trust in the police so they see no need to help them in eradicating crime	2.37	.820
Some community members collaborate with the police in increasing corruption	2.13	.810

As shown in Table 4.13 the mean scores obtained by the general public members on community attitude towards community policing ranged from 2.69 to 2.13. The highly ranked statements were; the police have no respect for anyone, therefore the community cannot embrace their presence; community policing has eradicated crime in my area; the community members are eager to report any kind of suspicious characters or activities to the police and crime rates are still very high, so I see no need to have community policing. On the other hand, the lowest ranked

statements were; some community members collaborate with the police in increasing corruption and the community members have no faith nor trust in the police so they see no need to help them in eradicating crime. This shows that while most of the general public members had a positive attitude towards community policing, they felt that the police demeaned the public. In previous research, (Schafer, 2003) stated that it is interesting to note that there is not necessarily a positive correlation between positive or negative police encounters and the resulting effect on that citizen's perceptions of the police. A citizen having a bad encounter with the police will have a more negative overall perception of the police. However, a citizen having a positive encounter will result in little if any improvement in that citizen's perceptions of the police. However there can be quite a romanticized perception that the community will be eager to embrace community policing methods. For some, community members are reluctant to seek and develop a sustainable partnership with law enforcement (Long, Wells and Leon-Granados, 2002), and communication constraints can often hinder community policing success, especially in areas with minority and special needs groups (Schneider 1998).

Based on the analysis in Table 4.13, the overall attitude for general public members was computed by averaging the agreement and disagreement scores. The results in Table 4.14 were obtained

**Table 4.14: General public members' attitude towards community policing**

<b>Attitude</b>	<b>Frequency</b>	<b>Percentage</b>
Very positive	6	1.6
Positive	249	65.0
Negative	119	31.1
Very negative	9	2.3
<b>Total</b>	<b>383</b>	<b>100.0</b>

As shown in Table 4.14, the results revealed that 65.0% of the respondents had a positive attitude towards community policing. This shows that general public members viewed community policing programmes as a way of minimizing crime, corruption and also creation of good interpersonal relationship between the police and community members. However, it also emerged that 31.1% of the respondents had a negative attitude toward the programmes while 2.3% of them had very negative attitude.

#### **4.6 Attitudes of Security Officers towards Community Policing**

The fourth objective of the study was to determine the influence of attitudes of security officers (regular and administration police) towards community policing on implementation of community policing in Thika Municipality. To address this objective, police officers and community policing committee members were presented with eight statements measuring their attitude towards community policing. They were required to state their agreement levels on a four-point Likert

scale ranging from strongly disagree to strongly agree. Table 4.15 shows the mean and standard deviation obtained by security officers in each of the listed statement.

**Table 4.15 Attitudes of Security officers towards community policing**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Community policing is a step in the right direction towards eradicating crime	3.60	.598
Community policing build police job satisfaction & confidence in the public	3.60	.503
The public is a big help to the police in maintaining law and order in communities	3.55	.510
Community policing promotes a positive image of the police	3.50	.513
Community policing helps police be more understanding of local situations	3.50	.513
Community policing is a big waste of time	1.40	.503
Community policing cannot work	1.40	.598
The public has no respect for the police therefore shouldn't have any kind of relationship with them	1.30	.470

As shown in Table 4.15, the means scores obtained by the respondents ranged from 3.60 to 1.30. Majority of the police officers scored above 2.5, meaning that they had positive attitude towards community policing. The highest ranked statements were: community policing is a step in the right direction towards eradicating crime; community policing build police job satisfaction and confidence in the public; the public is a big help to the police in maintaining law and order in communities and community policing promotes a positive image of the police and

community policing helps police be more understanding of local situations. However, respondents obtained low scores on the following: the public has no respect for the police therefore shouldn't have any kind of relationship with them; community policing is a big waste of time and community policing cannot work. This therefore implies that the security officers have a positive attitude towards community policing. In line with these findings, previous studies have shown that community policing has positive effects on police through increased job satisfaction and improved interaction with, and confidence in, the community (Mayhill, 2006; Patterson, 2007). Mayhill (2006) argues that community policing 'embeds' officers within the community where they become more understanding of the local situations and promote a positive image of police. This provides the officers with the opportunity to make positive community-police experiences and contacts, which is said to increase morale amongst police through the encouragement of a supportive and welcoming community (Palmiotto, 2000). However Police may also be reluctant to make community policing a priority (Segrave and Ratcliffe 2004) due to the perception that community policing is distinct from other 'police work,' thus reinforcing the notion that it is not 'real' police work.

Based on the analysis in Table 4.15, the overall attitude for security officers was computed by averaging the agreement and disagreement scores. The results in Table 4.16 were obtained.

**Table 4.16: Security officers' attitude towards community policing**

<b>Attitude</b>	<b>Frequency</b>	<b>Percentage</b>
Positive	19	95.0
Negative	1	5.0
<b>Total</b>	<b>20</b>	<b>100.0</b>

Table 4.17 presents means and standard deviations obtained by the community policing committee members on attitudes of security officers towards community policing.

**Table 4.17 Attitudes of community policing committee members towards  
Community Policing**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Community policing is a step in the right direction towards eradicating crime	4.00	.000
Community policing helps police be more understanding of local situations	3.90	.316
Community policing build police job satisfaction & confidence in the public	3.80	.422
Community policing promotes a positive image of the police	3.40	.516
The public is a big help to the police in maintaining law & order in communities	2.70	.949
Community policing cannot work	1.10	.316
Community policing is a big waste of time	1.00	.000
The public has no respect for the police therefore shouldn't have any kind of relationship with them	1.00	.000



Scores obtained by the community policing members ranged from 4.00 to 1.00. Respondents obtained high scores in the following statements: community policing is a step in the right direction towards eradicating crime, community policing build police job satisfaction & confidence in the public, the public is a big help to the police in maintaining law & order in communities and community policing promotes a positive image of the police. On the other hand, respondents obtained low scores in the following statements: the public has no respect for the police therefore shouldn't have any kind of relationship with them; community policing cannot work and community policing is a big waste of time. This shows that most of the community policing committee members were of the views that security officers had a positive attitude towards community policing.

Based on the analysis in 4.17, the overall attitude for community policing committee members was computed by averaging the agreement and disagreement scores. The results in table 4.18 were obtained

**Table 4.18 Community policing committee members attitude towards community policing**

<b>Attitude</b>	<b>Frequency</b>	<b>Percentage</b>
Positive	9	90.0
Negative	1	10.0
<b>Total</b>	<b>10</b>	<b>100.0</b>

Table 4.18 shows that majority of the community policing committee members (90.0%) had a positive attitude towards community policing. The results therefore imply that the committee members had a positive perception towards community policing programme. In contrast with the above findings, Chiliza (2004) conducted a research concerning the perceptions of police accountability in the Durban North Policing Area and the findings revealed disagreements between the police and the community regarding certain aspects of the functions and processes of the Community Police Forums. Further analysis revealed that for the democratization of the police and for effective crime control to be realized, there was a need of an agreement between the community and the police members regarding the functions and processes of the Community Police Forums.

In a previous study, Rosenberg, Sigler, & Lewis (2008) examined police officer attitudes toward community policing over a 19 month period in Racine Wisconsin Police Department. In their study it came out that Patrol officers' and investigators' attitudes toward community policing was less favorable toward community policing concepts, programming, decentralization of substations, and the community policing unit than senior command and, in some cases, sergeants. Further results revealed that both patrol and investigators indicated strained relationships with supervisors and were more supportive of a decentralized organizational structure than are sergeants and senior command. This shows that the security officers have a negative attitude towards community policing and for

this to be changed then there has to be an agreement between the security officers and the community.

#### **4.7 Strategies for Improving Effectiveness of Community Policing**

The fifth objective of the study was to propose strategies that could be employed to improve effectiveness of community policing. To address this objective, study respondents (Police officers, the community policing committee members and the general public) were asked to give suggestions that could be put in place in order to enhance effectiveness of the community policing. Table 4.19 shows suggestions given by community policing members

**Table 4.19: Committee members’ views on strategies to improve effectiveness of community policing**

<b>Suggestions</b>	<b>Frequency</b>	<b>Percent</b>
Regular meetings between police and community policing members	9	90.0
Ensuring information given to the security officers are confidential	7	70.0
Collaboration between the police & the community	6	60.0
Provision of funds to ease communication between the police and the community members	5	50.0
Educating people about community policing & security matters (Workshops & <i>barazas</i> )	4	40.0
Involving youths in different public activities to avoid idleness	4	40.0
Reward those who give information about crime	3	30.0
Reporting crime immediately	2	20.0

Table 4.19 illustrates that majority of the committee members suggested that the following measures should be put in place to ensure effectiveness of community policing programmes. Regular meetings between police and community policing members (90.0%), ensuring information given to the security officers are confidential (70.0%) and collaboration between the police and the community (60.0%). Other suggestions that were given included; Provision of funds to ease communication between the police and the community members (60.0%), educating people about community policing & security matters (40.0%) and involving youths in different public activities to avoid idleness (40.0%).

Table 4.20 illustrates suggestions that were given by general public members

**Table 4.20: Members of public views on strategies to improve effectiveness of community policing**

<b>Suggestions</b>	<b>Frequency</b>	<b>Percent</b>
Educating people about community policing & security matters	245	64.0
Confidentiality in handling security matters	223	58.2
Interaction & cooperation between police and the community	211	55.1
Encourage community members to participate in community policing	198	51.7
Employ more educated police officers and guards	147	38.4
Police officers should be committed and active	122	31.9
Providing resources and funds to the police and community	110	28.7
Fighting corruption	102	26.6
Police should have good attitude towards the public	96	25.1
Setting proper policies for police and the public	90	23.5
Encourage and reward those who give information on security issues	76	19.8
Involving all stakeholders in matters of security	54	14.1
Increase community programs	28	7.3

Table 4.20 shows that majority of the general public members suggested that: community members should be sensitized on the importance of security matters (64.0%), confidentiality should be maintained when handling security matters (58.2%); there should be a good interaction and cooperation between police and the community (55.1%) and community members should be encouraged to participate in community policing (51.7%). Other suggestions that were made

included: employ more educated police officers and guards, police officers should be committed and active and provision of resources and funds to the police and community to ensure security is well maintained. In relation to these findings Saferworld (2008) reported that there is still a need for additional technical assistance and training to support the police services' plans for organizational change and development. Presented in Table 4.21 are suggestions given by the security officers on ways of improving community policing

**Table 4.21: Security officers' views on strategies to enhance effectiveness of community policing**

<b>Suggestions</b>	<b>Frequency</b>	<b>Percentage</b>
Confidentiality of information from the community to police	16	80.0
Regular forum between community and police e.g. <i>Barazas</i> and meetings	14	70.0
The government should offer support and motivation to members of community policing	12	60.0
Sensitization of the public on importance of community policing	11	55.0
Police to be friendly to citizens	6	30.0
Rewarding active committee members	4	20.0

Table 4.21 illustrates suggestions given by the police officers on ways which can be put in place to ensure effectiveness of community policing. Majority of them were of the views that confidentiality of information from the community to police should be maintained (80.0%), regular forum between community and police

should be organized (70.0%) and the government should offer support and motivation to members of community policing (60.0%).

During the interview, O.C.P.D and the D.C suggested the following: decentralization of police, police patrols, officers assume responsibilities, have open and effective communication between security agents and community at large, decision making by all stakeholders, change of attitude, motivate corporate organizations that deal with security to perform both private and public security patrols and change of attitude for the police.

Going by the responses of the study participants (police officers, community policing committee members and general public) the following suggestions were strongly believed to create major improvement on community policing: holding regular meetings between the community and members of the community policing to discuss security matters, ensuring there is confidentiality of information between the community and the police, sensitizing the society about community policing and security matters, offering support and motivation to members of community policing. In line with these findings, Cordner (1999) suggests that there are a number of mechanisms for achieving community engagement, which include systematic and periodic community surveys, fora, community meetings, and meeting with advisory groups and businesses. Skogan and Hartnett (1998) also suggest that the public have a great deal to tell police, and that they are grateful for the opportunity to have their voice heard. As it is indicated in the results it is evident that community policing needs improving on different aspects, while the

public should be educated on the importance of community policing and have their voices heard in policy formulation.



**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary, conclusions and recommendations of the study. It also gives suggestions for further studies.

**5.2 Summary of the Study Findings**

The purpose of the study was to determine the factors influencing the implementation of community policing programme in Thika municipality, Kiambu County. The study participants were 383 from the general public, 20 police officers', 10 community policing committee members, 1 O.C.P.D and 1 D.C. Therefore, data was analysed based on responses from 415 respondents. Given below is a summary of the main study findings.

The study found that although community members participated in community policing programmes there was also need for improvement, especially towards involving them in policy decision-making. The study also revealed that members of the public viewed community policing programmes as a way of minimizing crime, corruption and also creation of good interpersonal relationship between the police and community members. The study established that the security officers were in support of the community policing programme.

### **5.3 Discussions**

#### **Community participation in community policing policy decision-making**

The study established that majority of the respondents (committee members, police officers and general public) reported that community engaged in: volunteering information on suspicious characters; working closely with police and formation of security schemes. However, the major activities that majority of the community members never engaged in included: supporting victims of crime through counseling and giving input into law enforcement policies. This shows that although community members participated in community policing programmes there was also need for improvement, especially towards involving them in policy decision-making, for instance, thereby engaging the community holistically and eventually develop local solutions to local safety and security concerns, and improve quality of life in the community the very aspiration of community policing

#### **Composition of community policing committee**

The study findings revealed that the composition of community policing committee comprised police officers (OCS, AP and prison officers), community members, religious leaders and community administrators (chiefs and sub chiefs). The study further established that the distribution of the community committee members in terms of gender, religion, age and disability include the following: of the 80 committee members, 63.8% were males while 36.3% were females. With regards to age, 22.5% were below 35 years whereas 77.5% were above 35 years.

Four (5.0%) committee members were disabled while 76 (95.0%) were not disabled. In relation to religion, 86.3% were Christians while 13.7% were Muslims. This shows that most of the committee members were males, aged above 35 years, not disabled and were Christians. This composition is inclusive of discernible interests in society as it carries with it at least one third presence of either gender, incorporates the youth, that is those persons aged 35 years and below, has those with disability and it has on board people of diverse religions. All segments of community may thus identify with and own the programme making its implementation easier.

#### **Attitudes of members of the community towards community policing**

The study found out that most of the general public members had a positive attitude towards community policing. Specifically the study found out that 65.0% of the members of the public had a positive attitude towards community policing, 31.1% of them had a negative attitude toward the programmes while 2.3% of them had very negative attitude. The members of the public viewed community policing programmes as a way of minimizing crime, corruption and also creation of good interpersonal relationship between the police and community members. The positive attitudes could be the reason why majority (80.0%) of the committee members indicated that community actively participated in community policing. Positive attitude by stakeholders are perceived as able to ease the implementation of programmes community policing included.

### **Attitudes of security officers towards community policing**

The study established that majority of the security officers (95.0%) had a positive attitude towards community policing, and this was confirmed by 90% of the committee members. It therefore emerges that the security officers were in support of the community policing programme. The security officers were in agreement that community policing is a step in the right direction towards eradicating crime; the programme enhances job satisfaction of security officers and raises their confidence in the public, the public is a big help to the police in maintaining law and order in communities, and community policing promotes a positive image of the police.

### **Strategies to improve effectiveness of community policing**

The study established that to enhance effectiveness of community policing, the following strategies should be employed: holding regular meetings between the community and members of the community policing to discuss security matters, ensuring there is confidentiality of information between the community and the police, sensitizing the society about community policing and security matters, and offering support and motivation to members of community policing.

### **5.4 Conclusions**

Based on the findings of the study as summarized above, it can be concluded that the community actively participated in community policing by volunteering information on suspicious characters and working closely with police in the

formation of security schemes. However, it emerged that community never supported victims of crime through counselling and giving input into law enforcement policies. It emerged from the study that community policing committee comprised of police officers (OCS, AP and prison officers), community members, religious leaders and community administrators (chiefs and sub chiefs). There was age and gender balance and the minority (such as those with disabilities) were represented in the committee. The study also concludes that most of the general public members and security officers had a positive attitude towards community policing. The positive attitudes led to good working relationships between the police and members of the public, which enhanced the community policing programme. However, it emerged that measures such as ensuring confidentiality of the information, regular meetings to discuss security matters and sensitizing the community on importance of community policing should be implemented to enhance effectiveness of community policing.

### **5.5 Recommendations of the study**

- i. The community policing committee members should sensitize the community on importance of community policing. This can be achieved by organizing regular meetings with the community.
- ii. Community members should support victims and culprits of crime in the society through counseling and other efforts like for instance giving them

job opportunities. This would help to reduce the number of idlers in the society and hence curbing down crime cases.

- iii. The community should work with the security officers to help improve and strengthen community policing.
- iv. The security officers should be trained on how to do investigations stealthily and also ensure the information they gather is obtained and held in great confidence.

#### **5.6 Suggestions for Further Studies**

- i. A study should be carried out to establish the participation of the government on community policing.
- ii. A study should be carried out to establish the relationship between community policing and crime rates in different parts of the country.
- iii. A similar study should be carried out in other districts in Kenya to establish whether similar findings are obtainable.

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## APPENDIX 1

### LETTER OF INTRODUCTION

Kiarie Joshua  
P. O. Box 1280-01000  
THIKA

Dear Sir/Madam,

**REF: Study of Factors Influencing the Implementation of Community Policing Programmes: A case of Thika Municipality in Kiambu County.**

I am a post graduate student pursuing a Masters Degree at the University of Nairobi. My area of study is as stated above.

I hereby kindly request you to fill in this questionnaire which will enable the researcher to obtain important information for the research.

The information offered will be treated with the utmost confidentiality and will not be unduly disclosed. The information will only be used as pertaining to this study and not otherwise.

Your assistance and cooperation will be greatly appreciated.

Yours faithfully

**Kiarie Joshua**

**Signature**\_\_\_\_\_

## APPENDIX 2

### QUESTIONNAIRE FOR GENERAL PUBLIC

#### Introduction

This research is meant for academic purposes. The aim of the study is to establish the factors influencing the implementation of community policing programme in Thika municipality, Kiambu County. You are kindly requested to provide answers to these questions as honestly and precisely as possible. Responses to these questions will be treated as confidential. Please do not write your name anywhere on this questionnaire. Please tick [] where appropriate or fill in the required information on the spaces provided.

#### Part I: Background Information

1. Kindly select your gender? [] Male                    [] Female
2. What is your age bracket?  
[] Up to 35 years    [] Between 36 – 45 years  
  
[] Between 46 – 55 years    [] Above 55 years
3. What is your highest educational qualifications/level?  
[] Primary    [] Secondary                    [] Tertiary college    [] University  
  
Other (Specify).....
4. For how long have you stayed in your current neighborhood?  
[] Less than 5 years                    [] Between 5 – 10 years  
  
[] Between 11 – 15 year    [] Above 15 years

#### Part II: Community Participation in community policing

1. How would you describe the state of security in your neighborhood?  
[] Excellent    [] Good    [] Poor                    [] Do not know
2. Have you ever heard about community policing?                    [] Yes  
[] No
3. Do you have community policing in your neighborhood? [] Yes [] No

4. Do you know of any members in your community who take part in community policing?  Yes  No
5. In which ways does the community participate in community policing?
- Volunteer information on suspicious characters or activities to police
  - Work closely with police through community policing forums
  - Encourage greater contacts between neighbors
  - Support victims of crime through counseling
  - Forming security watch schemes
  - Give input into law enforcement policies and help define priorities
  - Help police define community problems and their solutions
- Others (Name them).....
6. Are women, disabled and economically challenged people represented in the community policing forum in your area?  Yes  No

**Part III: Attitudes towards community policing**

1. Kindly state your agreement level to the following statements in relation to your feelings about community policing by placing a tick (✓) in the appropriate box. Use the following key:

**SA** (Strongly Agree), **A** (Agree), **D** (Disagree), **SD** (Strongly disagree)

Statement	SA	A	D	SD
Community policing has eradicated crime in my area				
Crime rates are still very high, so I see no need to have community policing				
Some community members collaborate with the police in increasing corruption				
The community members have no faith nor trust in the police so they see no need to help them in eradicating crime				
The police have no respect for anyone, therefore the community cannot embrace their presence				
The relationship between the police and the				

community has improved remarkably since the introduction of community policing				
The community members are eager to report any kind of suspicious characters or activities to the police				
Community policing has enhanced the public image of the police				

2. In your opinion, has community policing been of any benefit to the community?

Yes  No

3. How would you rate the relationship between the police and Thika municipality residents?

Very friendly  Friendly  Neutral  
 Unfriendly  Very hostile

4. In your opinion, has the crime rates gone down since the introduction of the community policing programme in your area?

Yes  No

Briefly explain your answer

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

5. How often do the police consult Thika municipality residents on security matters?

Very often  Sometimes  rarely  
 Never  Do not know

6. Which strategies can be employed to improve the effectiveness of community policing?



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

**THANK YOU FOR PARTICIPATING**



4. For how long have you stayed in your current neighborhood?
- Less than 5 years       Between 5 – 10 years
- Between 11 – 15 year       Above 15 years
5. For how long have you been a member of the community policing programme?
- Less than 5 years       Between 5 – 10 years
- Between 11 – 15 year       Above 15 years

**Part 2: Community Participation in Community Policing**

6. To what extent does the community participate in community policing?
- Very great extent
- Great extent
- Small extent
- Very small extent
- Never
7. In which of the following ways does the community participate in community policing?
- Volunteer information on suspicious characters or activities to police
- Work closely with police through community policing forums
- Encourage greater contacts between neighbors
- Support victims of crime through counseling
- Forming security watch schemes
- Give input into law enforcement policies and help define priorities
- Help police define community problems and their solutions
- Others (Name them).....
- .....

**Part 3: Composition of Community Policing Committee**

8. Who are the members of the community policing committee? (Name them)

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

9. How many members of the community policing committee are (indicate number):

Males.....

Females .....

Youth (below 35 years).....

Disabled persons: .....

Christian.....

Muslim.....

Other (specify) .....

10. Which types of programmes does community policing offer?

Neighborhood watch programme

Citizen mobilization

Situational prevention

After-school recreational programmes

Others (Name them) .....

11. In your opinion, has community policing been of any benefit to the community?

Yes

No

**Part 4: Attitudes of Security Officers towards Community Policing**

12. Kindly state your agreement level to the following statements related to attitudes of the community towards community policing by placing a tick (√) in the appropriate box. Use the following key:  
**SA** (Strongly Agree), **A** (Agree), **D** (Disagree), **SD** (Strongly disagree)

Statement	SA	A	D	SD
Community policing is a big waste of time, it is not real police work				
Community policing cannot work, the police should be left to do their work without public interference				
The public has no respect for the police, therefore they should not have any kind of relationship with the police				
Community policing is a step in the right direction towards eradicating crime				
The public is a big help to the police in maintaining law and order in communities				
Community policing builds police job satisfaction and confidence in the public				
Community policing promotes a positive image of the police				
Community policing helps police be more understanding of local situations				

13. Is community policing an effective way of fighting crime?

Yes  No

14. Suggest ways in which the effectiveness of community policing can be enhanced

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

**THANK YOU FOR PARTICIPATING**



## APPENDIX 4

### QUESTIONNAIRE FOR POLICE OFFICERS

#### Introduction

This research is meant for academic purposes. The aim of the study is to establish the factors influencing the implementation of community policing programme in Thika municipality, Kiambu County. You are kindly requested to provide answers to these questions as honestly and precisely as possible. Responses to these questions will be treated as confidential. Please do not write your name anywhere on this questionnaire. Please tick [] where appropriate or fill in the required information on the spaces provided.

#### Part I: Background Information

15. Kindly select your gender?

Male       Female

16. What is your age bracket?

Up to 35 years       Between 36 – 45 years

Between 46 – 55 years       Above 55 years

17. What is your highest educational qualifications/level?

Primary       Secondary

Tertiary college       University

Other (Specify).....

18. For how long have you stayed in your current neighborhood?

Less than 5 years       Between 5 – 10 years

Between 11 – 15 year       Above 15 years

19. For how long have you been a member of the community policing programme?

Less than 5 years       Between 5 – 10 years

Between 11 – 15 year       Above 15 years

**Part 2: Community Participation in Community Policing**

20. To what extent does the community participate in community policing?

- Very great extent
- Great extent
- Small extent
- Very small extent
- Never

21. In which of the following ways does the community participate in community policing?

- Volunteer information on suspicious characters or activities to police
- Work closely with police through community policing forums
- Encourage greater contacts between neighbors
- Support victims of crime through counseling
- Forming security watch schemes
- Give input into law enforcement policies and help define priorities
- Help police define community problems and their solutions
- Others (Name them).....

**Part 3: Composition of Community Policing Committee**

22. Who are the members of the community policing committee? (Name them)

.....

.....

.....



23. How many members of the committee are (indicate number):

Males.....

Females .....

Youth (below 35 years).....

Disabled persons: .....

Christian.....

Muslim.....

Other (specify) .....

24. Which types of programmes does community policing offer?

Neighborhood watch programme

Citizen mobilization

Situational prevention

After-school recreational programmes

Others (Name them)

.....

**Part 4: Attitudes of Security Officers towards Community Policing**

25. Kindly state your agreement level to the following statements related to attitudes of the community towards community policing by placing a tick

(√) in the appropriate box. Use the following key:

**SA** (Strongly Agree), **A** (Agree), **D** (Disagree), **SD** (Strongly disagree)

<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
Community policing is a big waste of time, it is not real police work				
Community policing cannot work, the police should be left to do their work without public interference				
The public has no respect for the police, therefore they should not have any kind of relationship with the police				
Community policing is a step in the right direction				

towards eradicating crime				
The public is a big help to the police in maintaining law and order in communities				
Community policing builds police job satisfaction and confidence in the public				
Community policing promotes a positive image of the police				
Community policing helps police be more understanding of local situations				

26. Is community policing an effective way of fighting crime?

Yes

No

27. Suggest ways in which the effectiveness of community policing can be enhanced

.....

.....

.....

**THANK YOU FOR PARTICIPATING**

## **APPENDIX 5**

### **INTERVIEW SCHEDULE FOR DC AND OCPD**

1. For how long have you served in your current station?
2. What is your rating regarding crime rate in Thika Municipality?
3. How does your office participate in implementation of community policing in Thika Municipality?
4. To what extent does the community participate in community policing decision-making?
5. What is the composition of community policing committees?
6. What are the attitudes of members of the community towards community policing?
7. What are the attitudes of security officers towards community policing?
8. Which strategies can be employed to improve the effectiveness of community policing?

**APPENDIX**  
**RESEARCH PERMIT**