

**FACTORS THAT AFFECT EFFECTIVE IMPLEMENTATION OF
COMMUNITY POLICING IN KENYA: A CASE OF KAJIADO NORTH
POLICE DIVISION**

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DECLARATION AND APPROVAL

DECLARATION

This research project is my original work and to the best of my knowledge has not been presented for examination for any degree in any Institution or University.

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C50/73504/2012

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Date.....

APPROVAL

This research project has been submitted for examination with my approval as University Supervisor.

Dr. G. G. Wairire

Sign Date.....

DEDICATION

I wish to dedicate this work to God for granting me the ability to complete the course. I also dedicate this work to my classmates and work colleagues for their support and advice throughout the programme. In addition, I dedicate this work to all members of my family for their encouragement which enabled me to complete the programme.

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ABBREVIATIONS

CHRI	-	Commonwealth Human Rights Initiative
CP	-	Community Policing
CPCs	-	Community Policing Committees
CPFs	-	Community Policing Forums
GoK	-	Government of Kenya
KHRC	-	Kenya Human Rights Commission
KIPPRA	-	Kenya Institute of Public Policy and Research Analysis
ESRC –UK	-	Economic and Social Research Council of the United Kingdom
NCBDA	-	Nairobi Central Business District Association
OCPD	-	Officer Commanding Police Division
OCS	-	Officer Commanding Police Station
OC Crime	-	Officer in Charge of Crime
SP	-	Superintendent of Police
SSP	-	Senior Superintendent of Police
UN	-	United Nations
UNODC	-	United Nations Office for Drugs and Crime

ABSTRACT

This study sought to identify the factors that affect effective implementation of community policing in Kajiado North Police Division. The success of community policing depends on effective implementation hence the factors that affect effective implementation of community policing and the kind of impact it has on police work, communities and crime rates are important. The study was carried out in Kajiado North Police Division in Kajiado County. A sample of 51 residents ($17 \times 3 = 51$) was drawn through simple random sampling from the 3 police station areas. This was 10% based on proportion of the population. There were 3 different Focus Group Discussions (FGDs) one for senior police officers above the rank of Inspector, the other for junior police officers and another for members of the local community policing committees. Each of the FGDs consisted of 5 members who were selected purposively. In addition, there were six key informants also selected purposively (2 each) from the provincial administration, civil societies and the religious sector. The study used questionnaires, Focus Group Discussions and Observation checklists to collect data. The quantitative data was processed and analysed using the Statistical Package for Social Sciences (SPSS) while the collected qualitative data was analyzed through content analysis. The study found that levels of adoption of community policing as a style of policing had a positive impact on crime rates. Police partnered in sharing information, investigating crimes, arresting and prosecuting criminals, gathering intelligence and acting on it, partnering with the society and making patrols which address and deter criminals from committing crimes. The level of deployment of police officers in Kajiado North Police Division was found to be generally adequate. Key factors that obstruct effective implementation of community policing in Kajiado North Police Division were found to include low levels of basic mutual trust, lack of an enabling legislative and administrative environment, poor public image of police and declining police resources. The study recommends that the government strengthen the adoption of community policing as a style of policing through budgetary allocations, ensure an enabling legislative and administrative environment, increase police resources and foster sensitization on community policing. Further studies are recommended in other police divisions, counties and for the entire country.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Community policing or neighborhood-oriented policing can be defined as a philosophy or way of life and a proactive, decentralized approach designed to reduce crime, disorder and the fear of crime. Community policing emphasizes full partnership between the community and its police in identifying and ameliorating local crime and disorder problems. The philosophy of community policing is built on the belief that people deserve and have a right to say on how their communities are policed in exchange for their involvement and support (Liou & Savage, 1996: 165). The police cannot effectively prevent and investigate crime without the willing participation of the public. Community policing therefore transforms the police from being an emergency squad in fighting crime into a proactive organization with ready solutions (Thacher, 2001: 158).

The concept of community policing, largely popularized in the United States of America and the United Kingdom from the 1980s onwards is based on the principle of coordination and consultation between the police and the policed, on the definition of security needs and on the implementation of ways of preventing and curbing crimes and of enhancing safety. The concept is often said to have its origins in an article by two American scholars named James Wilson and George Kelling. They argued that decaying neighbourhoods bred crime and disorder hence to prevent crime, disorder had to be contained (Ruteere & Pommerolle, 2003:588).

In Sub-Saharan Africa, South Africa pioneered in implementation of community policing (Ruteere & Pommerolle, 2003:588). It follows from a long experience in the townships of fear and hatred of the police during apartheid together with the dependence of private security initiatives. After the period of apartheid, South Africa embraced the democratic aspect of community policing including its principles in the 1992 constitution. In Kenya, since the formation of the Police force (now the Kenya Police Service), there has not been any cordial relations with citizens. The police in Kenya just as in the rest of Africa have been seen by the public as a means of maintaining a certain order and representing the interests of

some dominant groups or individuals. In 1990, community policing grew in popularity in Kenya and afterwards the New York based Vera Institute of Justice proposed to support related projects through the Kenya Human Rights Commission and the Nairobi Central Business District Association (Ruteere & Pommerolle, 2003:588). In 1996, Kenya police adopted community policing in crime management.

However, implementation of community policing in Kenya commenced in May 2001 through establishment of community policing units in Kibera, Ziwani, and Isiolo. This was through a joint collaboration effort between Vera, the Kenya Police, UN-Habitat, 'Saferworld' and Nairobi Central Business District Association. The units developed valuable knowledge and experience in setting up and running community policing forums (CPFs). The units have further been supported by the development of a national manual that is used in training communities in policing sites and police services (GoK, 2003:10). Since 2003, the government has embraced community policing as a core crime prevention strategy. This involves combining the efforts and resources of the law enforcement agencies and community members. Community policing facilitates partnership so that the public can seek assistance from law enforcement agencies. The government launched the community policing strategy in Ruai outside Nairobi in the year 2005. Nevertheless, the community policing strategy is undergoing some review under the National Taskforce for community Policing which is not yet out for implementation.

In Kajiado North division and Kenya in general, partnership structures for community policing are built on Community Policing Forums (CPFs) established at every level of the community with membership drawn from the community, law enforcement agencies and other stakeholders. The activities of the committees are integrated into the security management system. Despite introduction of the community policing initiative, Kenya has been perceived by the UN as a high risk country in terms of law and order and as a result has been characterized as one of the most dangerous capital cities in the world (KIPPRA, 2007). In 2011, there were 3,262 cases of robbery, 7,325 cases of breaking and 13,797 cases of stealing in Kenya (GoK, 2012a). Most of these took place in Nairobi and its suburbs such as Ngong and the larger Kajiado North division. Musoi et al (2012) reveal that the most

common types of crime perpetrated in Nairobi and its environs such as Kajiado North division were theft followed closely by robbery. Other crimes which were less common are carjacking, assaults, drug trafficking, sexual and gender based violence, murder, muggings and breakings (Musoi et al, 2012).

Effective implementation of community policing in Kenya and Kajiado North division specifically has not been entirely successful due to several factors and as evidenced by the high crime rates. Police bureaucracy in conventional policing in which members of the community are regarded as outsiders in crime prevention discourages community members from active participation. Failure by the police to change their culture has resulted in poor public image and poor relationship with the public which has hindered efforts to build sustainable partnerships. Kenya also does not still have a legal framework on community policing approaches.

The level of mutual trust between the community and the police is low due to lapses in handling information which result in poor cooperation. Community members also complain of not being involved adequately in security initiatives and access to justice. There have been cases of sabotage of community policing by some middle level officers as a result of resentment of the independence of junior officers brought about by community policing. Resources allocated to community policing have been found to be inadequate which may also impede success of community policing programmes. It is to be noted that the introduction of community policing in Kenya started on a commercial basis.

1.2 Problem Statement

Crime is a major social problem in the world today and crime rates have been increasing in most developing countries including Kenya. Previously, Kenya police force (now service) used traditional methods of crime management. This entailed reacting to crime as it occurred which is an inferior method of policing. Most countries in the West are moving away from traditional ways of crime management which emphasized rapid response, preventive patrols and criminal investigations in crime management. Thacher (2001: 588) states that due to failure of traditional policing or law enforcement, police agencies seek new approaches such

as community policing. Today, countries are adopting community policing in crime management. Community policing transforms the police from being an emergency squad in the fight against crime to becoming primary diagnosticians and treatment coordinators (Thacher, 2001: 588). However, the success of community policing depends on the effective implementation of the concept and the commitment of the concerned stakeholders.

Community policing is a new concept being adopted against crime in Kenya but is not yet well understood. There has been growing interest among researchers and policy makers in promoting community policing as a modern way to deal with crime and community problems. The interest in community policing has to do with the recognition that traditional policing has failed to solve many problems being faced in today's society. The interest has been further emphasized by policy makers following recent incidents showing violent crimes, police brutality and distrust between police and citizens. Implementation of community policing however faces several impediments some of which involve conflict over values and priorities that are pursued by social institutions (Thacher, 2001: 588).

Implementation of community policing has not been successful perhaps due to failure by the authorities to localize the concept into the Kenyan context. Understanding how this concept works is therefore important. While most police departments have high hopes about the outcomes of community policing, they do not know exactly how to implement community policing programs in their communities, do not appreciate the factors that affect its effective implementation and the kind of impact it has on police work, communities and crime rates. The impact will be enhancement of public participation on crime prevention efforts and security initiatives so as to promote access to justice by focusing on issues relating to the role of the policing services within the rule of law (GoK, 2003:10).

1.3 Research Questions

The research questions for this study were:

- (i) What are the perceptions of the police and residents in Kajjido North Police Division on the implementation of community policing programme?

- (ii) What approaches are used to implement community policing programme in Kajiado North Police Division?
- (iii) What measures have the police put in place in Kajiado North Police Division to manage confidentiality of information from residents?
- (iv) To what extent has community policing succeeded in reducing crime rates in Kajiado North Police Division?
- (v) What hinders effective implementation of community policing in Kajiado North Police Division?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to identify the factors that affect effective implementation of community policing in Kajiado North Police Division.

1.4.2 Specific Objectives

- (i) To establish the perceptions of residents in Kajiado North Police Division on the implementation of community policing programme.
- (ii) To establish how community policing is implemented in Kajiado North Police Division.
- (iii) To identify the measures that the police have put in place in Kajiado North Police Division to manage confidentiality of information from residents.
- (iv) To establish the extent to which community policing has succeeded in reducing crime rates in Kajiado North Police Division.
- (v) To identify the factors that obstruct effective implementation of community policing in Kajiado North Police Division.

1.5 Justification

Community policing operates on the premise that crime perpetrators and their accomplices live within communities in which they commit crime and being known to their neighbours can be used to reduce crime (GoK, 2004). Access to justice, safety and the right to live without fear is important for all citizens particularly the poor. Reduction of crime will lead

to improvement in social and economic development hence benefiting the economy and the quality of life for citizens. The rapidly changing trends of crime require the adoption of new approaches to law enforcement. Through community policing therefore, the police and citizens have a central role to play to improve safety and security. However, effective implementation of community policing in Kenya has not been achieved due to various factors which this study established.

Being a relatively new concept in crime management in Kenya, community policing has not attracted much academic research. It was therefore important to conduct an academic study for deeper understanding of broad dynamics for crime reduction in the country. Studies in community policing such as Ruteere and Pommerolle (2003), Brogden and Nijhar (2005) and Saferworld (2008) did not expound on the factors that affect effective implementation of community policing thus a gap that this study seeks to fill. This study sought to generate baseline data which can be used to evaluate the success of community policing and make decisions to expand the programme. A study on the factors that affect effective implementation of community policing in Kajiado North Police Division also informed on the interventions to address these factors and also create opportunities for further research.

Deeper understanding of community policing is likely to provide essential information for policy makers in the government and other stakeholders for concerted efforts to reduce crime in the society. This includes improving the level of mutual trust between the community and the police to improve cooperation, adequate involvement of community members in security initiatives and access to justice, and allocating adequate resources to community policing programmes.

1.6 Scope and Limitations

This study explored the factors that affect effective implementation of the community policing programme in Kajiado North Police Division. The study also analysed the perceptions of residents and the police on the implementation of community policing programme and how community policing is implemented in Kajiado North Police Division. In addition, the study looked at measures that the police have put in place to manage

confidentiality of information from residents and the extent to which community policing has succeeded in reducing crime rates in Kajiado North Police Division. The study however did not focus on the relationship between community policing and traditional policing or law enforcement. The research could have covered the entire Kajiado North area to achieve better results. However, due to the area being expansive, a representative sample was chosen from the entire population.

1.7 Definition of Key Terms

Community policing: Is an initiative where security agencies work in an accountable and proactive partnership with the community towards mobilizing resources to promote long term community safety and support of security initiatives.

Community: A small well defined geographical area consisting of residents involved in community policing programs.

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

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

Perception: Is a way of conceiving the community policing programs that is, whether they have been implemented effectively or not.

Factors affecting implementation: Are legal and administrative drawbacks that exist between the police and community in implementation of the community policing programs.

Measures for confidentiality: Means the unwritten rules that the police and communities have put in place to secure information about crime within the community policing programs.

Reduction of crime rates: Means the difference between the initial and final crime rates after introduction of community policing programs.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviews literature that is relevant to the study topic and objectives. It summarizes information on the key information emerging from the study objectives such as perceptions and modalities of implementation of community the policing programme and confidential management of information. The chapter also analyses the success of community policing in reduction of crime and obstruction of effective implementation of community policing. It concludes by formulating both theoretical and conceptual frameworks.

2.2 Social Control and Modern Policing

According to Sommerville (2009), social control is organized and planned responses to deviance and socially problematic behavior. It has three levels namely primary, secondary and tertiary. Primary social control includes crime prevention, peace keeping, investigatory and related policing activities carried out by police. This includes all activities referred to as policing. Secondary and tertiary social controls are performed by civilian functionaries such as teachers and work groups such as churches respectively. Sommerville (2009) states that social order is a state of affairs where any constituted group of people follow a common set of rules of conduct. Crawford and Newburn (2002) express the view that the maintenance of social order refers to the processes by which the shared rules of conduct are established, upheld and enforced. This maintenance is called policing and is defined as the intentional action involving the conscious exercise of power or authority by an individual organization that is directed towards rule enforcement and the promotion of order or assurances of safety.

There are several styles of policing such as informal policing which is traditional and formal social control. Another style is passive policing which is characterized by police who are not active in crime control and whose purpose is to scare. Punitive policing is another style which is policing by suspended terror or exhibiting extreme punishment of crimes. Other styles of policing include proactive policing which encourages acting before crimes are committed and reactive policing which comes after the crime. According to Moore (1992:117), the basic strategy of policing is professional law enforcement whereby police

operations are determined by the principal operational tactics namely patrol, rapid response to calls for service and crime investigations. This study however deals with community policing which the coming together of police and community in policing with the aim of managing crime within the locality.

Mkutu and Sabala (2007) opine that physical and property security is critical in ensuring human and economic development. Security is also a pre-requisite for generating wealth and by extension brings about reduction in crime and lawlessness. However, they note that the provision of adequate physical security for the citizens and properties in any country remains a major challenge for many states in the developing world. Jones and Newburn (2002) opine that state monopoly in security has been fractured during the past 30 years due to the creation of a host of private and community-based agencies that prevent crime, deter criminality such as law breakers, investigate offences and stop conflict. There has also been increasing doubts about the effectiveness of police traditional strategies. This is the reason for the police being reduced to act on emergencies instead of patrolling hence a search for new approaches such as community policing (Jones and Newburn, 2002). However, these new approaches have faced challenges during implementation and which this study addresses.

Gimode (2007: 21) states that modern policing in Kenya evolved from a pro-imperial colonial police founded to subjugate the colonized 'native populations' to what it is today. Originally formed as a colonial constabulary, the Kenya Police was not created as a people's police, but as a reactionary instrument of conquest and repression with the aim of achieving the imperial objectives of resource extraction and political domination. This peculiar history of pro-imperialist coercion and anti-locals disposition is what preponderantly shaped the institutional character and operations of most African police services, including the Kenya Police. As a result, the police have not been able to succeed entirely in crime management hence the introduction of community policing. The extent to which community policing has succeeded in crime management is therefore an area which this study addresses.

2.3 Key Issues in Community Policing

Key issues in Community Policing are discussed as development of Community Policing, Elements of Community Policing and Approaches in implementing Community Policing.

2.3.1 Development of Community Policing

According to Fitzgerald (1989), community policing is a proactive style of crime management which is gaining popularity all over the world. It is a method of sensitizing the community to the need of preventing the occurrence of crime, rather than waiting for the crime to occur and then calling the police. This is because community security needs are best known by the particular community and they may be different from what police think they are. Therefore police must form partnership with community members in crime management. Community policing involves integrating all the organs of the state with those of the communities in fighting crime. Members of the public are able to exercise their constitutional obligation of apprehending criminals and handing them over to the police. Community policing is designed to enhance social cohesion and integration hence prevents crime through positive social influence (Fitzgerald, 1989). It is therefore important to establish the perceptions of both parties to implementation of the programme.

A number of progressive steps seemed to have been made since 2002 such as the emergence of preventive action through community policing of various neighborhoods. Community policing, which is the main plank of state policing service in Kenya and many modern democracies worldwide, is literally a bottom-up approach that aims at policing in partnership and with the consent of the people (Gimode, 2007). Fundamental principles of community policing strategies include building partnerships between security agencies and communities, volunteerism among community members and adherence to existing laws and procedures of public safety and security (GoK, 2009: 82). Others are empowerment of the community in public safety and security, awareness and respect of regional diversity and respect for and promotion of human rights. Other fundamental principles are enhancing trust between security agencies and the community and sharing information between security agencies and the public. In addition is developing shared values between police and the communities, and developing shared responsibilities between police, community and other stakeholders.

Community policing adopts various strategies to build trust and partnership with the policed. This includes reaching out to community stakeholders to ascertain their needs, public involvement in intelligence and neighborhood surveillance and the creation of police posts and liaison offices within short intervals in residential neighborhoods. Others are sensitization of the public to the needs, difficulties and challenges of the police with a view to eliciting understanding and sundry supportive actions (Gimode, 2007: 21). As an overall strategy, community policing tends to view effective crime fighting as a means for allowing community institutions to flourish and do their work (Moore, 1992). It also seeks to make policing more responsive to neighbourhood concerns. Implementing community policing requires important changes in the ways that police departments are structured and managed as well as in the ways that their purposes and operating philosophy are understood (Moore, 1992:123). How community policing is presently being implemented is not known therefore this study establishes how community policing is implemented within the community.

The key objectives of community policing include countering the poor public image of police, to improve perceptions of both the police and residents on community policing programmes, and to strengthen the police measures for managing confidentiality of information and intelligence obtained from residents (GoK, 2004: 3). This study addresses both the perceptions on the programme of the parties involved and the measures put in place by police to manage confidentiality of information from residents. Since it was introduced in Nairobi under the Kibaki regime, community policing has been extended to various parts of the country. In Kenya, community policing is a strategy where “the police work in accountable and proactive partnership with the community, the community thereby participates in its own policing and the two work together in mobilizing resources to promote community safety and support security initiatives on a long-term basis, rather than the police alone reacting on ad hoc and short term basis to incidents as they occur (GoK, 2004: 3).

2.3.2 Some Approaches in Implementing Community Policing

Generally, the core components of community policing are community partnerships and problem solving (Purdy, 2013). According to Saferworld (2008), the core elements of community policing include service orientation, partnership, problem solving, empowerment,

accountability and mobilization and sensitization. Service orientation is provision of a professional police service responsive to community needs and accountable for addressing these needs. Partnership is the facilitation of a cooperative, consultative, participative and inclusive process of problem solving. Problem solving is the joint interrogation, identification, analysis and justification of the causes of crime and conflict allowing development of innovative measures to address the same. Empowerment is the creation of voluntary joint responsibility and capacity for addressing crime holistically. Accountability is the establishment of a culture of accountability for addressing the needs and concerns of communities within frameworks that uphold the needs and concerns of communities within frameworks that uphold human rights irrespective of socio-economic station of life. The mobilization and sensitization element of community policing includes mobilization and sensitization of communities towards understanding criminal procedures like bail able offences and police bonds in order not to violate a suspect's human rights.

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

In problem oriented policing, the police work with citizens to identify and respond to community problems. Problem solving policing takes a more situational approach aimed at an effective response to solve the underlying problem (Moore, 1992:116). For example, when incidents of burglary increase in an area, individual members of the police and community will focus their efforts towards overcoming this particular crime. They will inform the rest of community members not to leave their houses unattended especially at night and to ensure that they switch on security lights. Community members will also help the police to identify

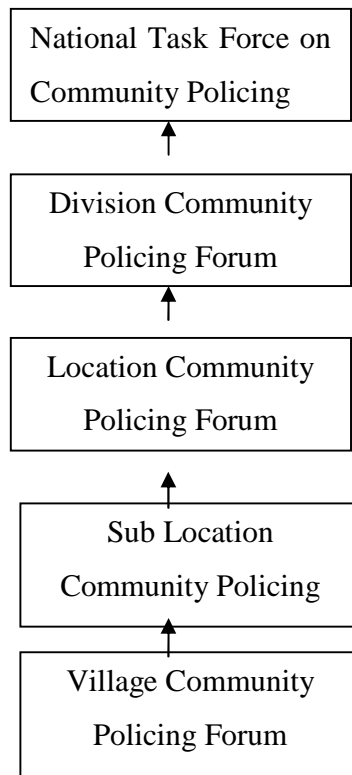
suspected perpetrators of the burglary incidents. Foot patrol reduces crime and the fear of crime and is therefore potentially quite valuable. Foot patrol entails an officer or officers and community member (s) patrolling on foot within the general area without targeting any specific crime. Preventive patrol on the other hand entails an increase in police presence and visibility which deters criminals from committing crimes. This reduces fear in citizens and fosters good police – public relations. Preventive patrol is mostly done by designated patrol vehicles. Police – community relations programmes involve activities aimed at reaching out into the community such as joint patrol(Moore, 1992:116).This study establishes how community policing is implemented by identifying the approaches that are used within the area.

Implementation of community policing in Kenya commenced in May 2001 through establishment of community policing units in Kibera, Ziwani, and Isiolo. This was through a joint collaboration effort between the Kenya Police, UN-Habitat, ‘Saferworld’ and Nairobi Central Business District Association. The units developed valuable knowledge and experience in setting up and running community policing forums (CPFs). The units have further been supported by the development of a national manual that is used in training communities in policing sites and police services (GoK, 2003:10). Since 2003, the government has embraced community policing as a core crime prevention strategy. This involves combining the efforts and resources of the law enforcement agencies and community members. Community policing facilitates partnership so that the public can seek assistance from law enforcement agencies. The community policing environment is an environment necessary for community policing work. It necessarily entails mutual trust between police and the community which must be maintained after being established.

The partnership structure for community policing is built on Community Policing Forums established at every level of the community with membership drawn from the community, law enforcement agencies and other stakeholders (GoK, 2009: 182). Community Policing Forums or Community Safety Forums are joint platforms from where the police, communities and public share information and strategies on safety with regards to the fundamentals set to facilitate oversight role of the police by the public (Saferworld, 2008). It

involves consistent dialogue at community and national level and decreasing the exclusivity of policing as a prerogative of the police and government agencies. It is a forum that pronounces communication between service providers and consumers, increasing transparency in the community and the service agencies within inclusive and voluntary problem solving schemes (Saferworld, 2008).

Figure 2.1: Partnership Structure for Community Policing



Source: Adapted from GoK (2009)

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

addition is requesting enquiries into policing matters in the locality concerned (Saferworld, 2008).

CPFs face challenges such as lack of immediate and long term resources to facilitate safety matters to the satisfaction of the public. Another challenge is lack of trust between police and communities emanating from historical relationships that are pronounced by mistreatment, blatant abuse of rights, the absence of the rule of law and inadequate service delivery when required. Contradictory and conflicting functions among police officers and unavailability of relevant policy frameworks to guide structures such as CPFs are the other challenges. Additionally is the fear of sharing information towards crime prevention due to possibilities of retaliation in the communities (Saferworld, 2008). This study therefore establishes the perceptions of residents and police on implementation and factors that obstruct effective implementation of the programme.

2.4 Community Perceptions about Community Policing

Community policing is a strategy where “the police work in accountable and proactive partnership with the community, the community thereby participates in its own policing and the two work together in mobilizing resources to promote community safety and support security initiatives on a long-term basis, rather than the police alone reacting on an ad hoc and short term basis to incidents as they occur (GoK, 2004: 3). This means that as much as the public needs the police, the law enforcers also need the public just as much in dealing with crime. Unfortunately, police culture encourages police isolation rather than close engagement with community members (Moore, 1992:132). The police may equate the community policing model to letting out official police functions to an informal entity which might be difficult to hold accountable (Woods, 2007). Thus the police may fail to reveal all details of community safety to members which may affect the community policing relationship. The study reveals the perceptions of both the police and community members and how this affects effective implementation of the programme.

By failing to reorient themselves towards citizens and change their attitudes and culture within the force, the police have generally been distrusted by the public (Saferworld: 2008).

This has resulted in a very poor public image hence poor relationship with the public which hinders efforts to build sustainable partnerships between the two parties. The lack of trust between police and communities emanated from historical relationships that were pronounced by mistreatment, blatant abuse of rights, the absence of the rule of law and inadequate service delivery. Due to the low level of basic mutual trust between the community and the police, community members fear to share information to assist in crime prevention due to possibilities of retaliation (CHRI, 2006:2). Therefore the study identifies measures that the police have put in place to manage confidentiality of information from residents.

The public also regard the police as lacking integrity in dealing with crime and view them as not ready to accept their legitimacy as partners in dealing with crime. Lisutsa (2013) in his analysis of the '*Nyumba Kumi*' concept recently reintroduced by the government, states that Kenyans see criminals colluding with police every day. Kenyans have been conditioned to fear and never to trust the police and that conditioning is reinforced everyday by what they see. Kenyans see police receiving bribes so that they do not arrest criminals or charge them in court. As a result, the '*Nyumba Kumi*' concept just as community policing is not likely to succeed. The study therefore identifies factors that obstruct effective implementation of community policing.

2.5 Effectiveness of Community Policing in Local Communities

In spite of its attractive philosophy and concepts, community policing has received little examination about its effectiveness and impacts. The reason for such little attention may be due to various forms and tactics used in implementing it and different criteria needed to examine its effectiveness (Liou & Savage, 1996: 165). A report by Fitzgerald (1989) on the "Presidents commission on Criminal Justice in the USA observed that although the concept is gaining popularity, implementation of community policing could face several impediments. According to Thacher (2001: 588), these obstacles involve conflict over values since different organizations advance different social values. This is because social institutions may pursue priorities separate from and potentially in conflict with the others. This is the central challenge of community policing (Thacher, 2001: 588).

Generally, Kenya exhibits institutional resistance to police reform, inadequate police capacity, funding and oversight and public distrust of the police (Saferworld: 2008). One of factors that affect effective implementation of Community Policing is the nature of police organizational structures which are universally characterised as rigid and centralized para-militarized organisations (Ruteere and Marie, 2003: 588). These cultures also prefer professional isolation other than close engagement as seen in community policing (Moore, 1992:132). Community policing being a different policing approach focuses on crime prevention, proactive and responsive approaches to policing. This contradicts the current emphasis on law enforcement and aggressive policy and whereby the existing legal, administrative and other institutional arrangements support the current approach to policing.

Woods (2007) states that the ‘top down’ community policing model being pursued by government could be equated to letting out official police functions to an informal entity which might be difficult to hold accountable. In urban areas, it is the unilateral action of the police which decide on who is a community policing forum member. To be asked to record a statement when one volunteers information goes contrary to the confidentiality principle of community policing which makes most people shy-off. Secondly, the organizational culture within a police agency may not embrace values necessary to implant community policing strategies. Thus, a very poor public image hence poor relationship with the public hinders efforts to build sustainable partnerships between public and police. Police have failed to reorient themselves towards citizens and change their attitudes and have failed to recognize the need for culture change within the force (CHRI, 2006:2; Commonwealth Police Watch [CPW], 2006:1).

Thirdly, lack of an enabling legislative and administrative environment to support community policing approaches and the development of partnerships has also hindered effective implementation of community policing initiatives (CHRI, 2006:2). This has been due to the slow pace of legal and administrative reforms in both the police and the local government departments. Fourth is the existing low level of basic mutual trust between the community and the police. Successful implementation of community policing is largely dependent on how well security agencies manage confidentiality of information and

intelligence accruing from the public. Mishandling information can put informers at risk and make community members unwilling to cooperate. This also reduces trust and weakens information sharing (CHRI, 2006:2).

An approach that emphasizes community policing and partnership building requires that stakeholders accept the legitimacy of the institutions and the approaches employed as well as the legitimacy of the individuals themselves. Integrity is another factor since the Kenya police and other stakeholders have to ensure that they are above reproach if partnerships for crime prevention are to become sustainable (Common Wealth Human Rights Initiative (CHRI, 2006:2).

The sixth factor which affects implementation of community policing is low enhancement of public participation in security initiatives so as to promote access to justice. Overcoming this requires focusing on issues relating to the role of the policing services within the rule of law and the delivery of effective services to the public. It also requires a focus on engaging the public on crime prevention efforts (GoK, 2003:10). Seventh factor which affects implementation of community policing is sabotage of community policing by middle level managers which might occur as a result of resentment of the independence of junior officers brought about by community policing (Moore, 1992:132). The eighth factor that may hinder effective implementation of community policing initiatives is the declining police resources which may also impede success of community policing programmes (Moore, 1992:132). This means that lack of personnel and equipment such as vehicles may affect implementation of community policing. The study identifies factors that affect implementation of community policing in the specific area. This is in addition to establishing the perceptions of police and community members on the implementation of the programme. The study also goes further to investigate other factors that affect implementation of community policing and are unique to the area.

2.6 Theoretical Framework

This section presents two theories to explain the factors that affect effective implementation of Community Policing. They are Systems Theory and Personal Construct Theory.

2.6.1 Systems Theory

The main proponent of this theory was Talcott Parsons who in 1960 viewed society as a system made up of separate parts called sub-systems whose failure would mean failure of the entire system hence failure of the society. This theory explains the relationship between these subsystems of the society to be based on information exchange (Ritzer, 1988).

According to Parsons (1979), a system such as a society must fulfill the following roles;

1. Adaptation which entails the ways geared towards restoration of a distorted equilibrium brought about by lack of order.
2. Integration entails facilitation of parts towards a harmonized interrelationship.
3. Goal attainment whereby emphasis is on motivating members to perform their roles such as heeding advice on how to live. The society should therefore aim at attaining its goals.
4. Pattern maintenance whereby the society must ensure that its essential characteristics are maintained.

Participation in decisions such as crime control through community policing empowers people to have control over their lives. Despite the wide range of forms that participation may take, actual practices face significant obstacles. Public participation often fails to be participatory since they can have little bearing on final decisions and very limited influence on resulting policy. The systems theory argues that all the four aspects namely decision making, civic education, awareness and defense should be well integrated if the desired results are to be achieved.

2.6.2 Personal Construct Theory

The main proponent of this theory was George Kelly (1967) who proposed that individuals actively interpret reality and guide their behaviour according to the kind of reality they

construe. In regarding crime as a human construct, its definition comes from individuals and social groups and involves a complex social and political process that extends overtime. Individuals and groups create crime by making rules through two models - the consensus and conflict perspectives. Kelly argued that personal constructs are retained only as long as they are believed to be accurate. This implies that when individuals get new information on a particular issue, they are likely to use the information to re-evaluate their constructs. It is possible to help communities living in some areas adapt and maintain a cordial relationship with the security agencies in the spirit of community policing.

Personal constructs are ways in which predictions for the future are embodied in our psychological processes (Kelly, 1967). This means that with adequate participation, from the community members and the police, responsible crime prevention mechanisms and practices can be embodied in the minds of the residents which will in turn help them to protect themselves from criminal acts. Criminal activities within Kajiado North division and other areas are a reality since crime can be viewed in terms of social construction.

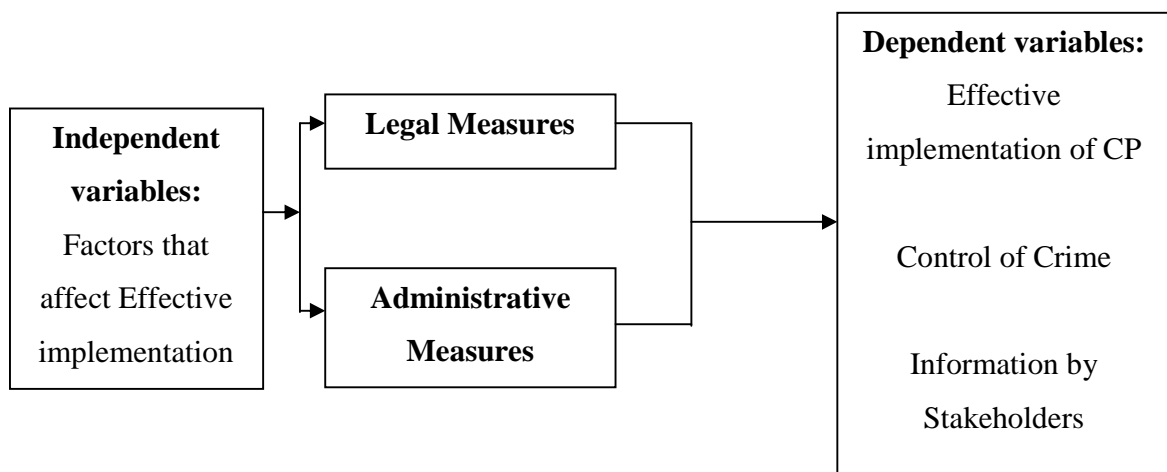
2.7 Conceptual Framework

Figure 2.1 below is a conceptual model which illustrates the main variables of the study. The independent variable, factors that affect effective implementation includes legal and administrative challenges encountered in implementing community policing. Legal challenges were captured by the number of laws and regulations used to protect informers that need enactment or review. Administrative challenges were captured by personnel deficits, salary deficits, equipment deficits (such as vehicles) and scarcity of public awareness about community policing and scarcity of Community Policing Forum meetings. Successful application of these factors may result in the effective implementation of community policing as evidenced by the dependent variable.

The dependent variable, effective implementation of community policing includes control of crime, information by stakeholders and performance of police. Control of crime referred to prevention or reduction of crimes as a result of community policing. The indicators in control of crime were reduced incidents of crime, public confidence and increased collaboration

between police and public. Reduced incidents of crime were captured by the negative difference in number of reported crimes in two consecutive months. Public confidence was captured by the positive difference in number of reported crimes in two consecutive months. Increased collaboration between police and public were captured by the positive difference in number of reported crimes (or information about criminals) in two consecutive months. Information by Stakeholders referred to knowledge on community policing and was indicated by level of awareness on community policing by stakeholders. It was measured by the number of reports about crimes (official or unofficial) made to the police by community policing stakeholders.

Figure 2.1: Factors that affect effective implementation of Community Policing in Kajiado North Police Division



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methods that were used to gather data in the study and outlines the research site, research design used, sample design and methods of data collection and analysis which were utilized.

3.2 Study Site

The study was carried out in Kajiado North Police Division in Kajiado County. The division was purposively selected because Kajiado North division (specifically Ngong area) is one of the areas where the Community Policing programme was first established in the country (Saferworld, 2008). Kajiado North division with Ngong town as its administrative headquarter is located approximately 22 km southwest of the city centre and is one of the suburbs of Nairobi. As a result, the area is affected by high rates of theft and robbery in addition to other crimes.

The site is convenient to the researcher due to the researcher's familiarity with the area. According to the 2009 population census, the minor Ngong area covers an area of 42.6 Km² and has a population of 12,823 persons (GoK, 2010). The area has a population density of 603 persons per sq.km which is higher than other areas within Kajiado County (GoK, 2010). However, Kajiado North police division area is expansive and extends up to Lake Natron on Kenya's border with Tanzania. Motorized accessibility in most parts of the area is good though a few areas in Magadi are not easily accessible. Some residents in Ngong and Kiserian areas own small pieces of land where they have put up houses and practice small-scale farming. The rest of the residents mainly in Magadi are pastoralists due to the harsh weather.

Most of the population relies on Nairobi city for employment and market for their agricultural products. Residents who depend on small-scale farming for their livelihood engage in dairy cattle farming, poultry keeping and vegetable farming. However, majority of residents in both urban and rural areas of Kajiado North division are either unemployed or

are economically inactive (GoK, 2010). The contributory factors include low levels of education, lack of entrepreneurial skills, poor marketing systems for farm produce and inaccessibility to credit due to high interest rates and collateral requirements.

3.3 Study Population

3.3.1 Unit of Analysis

According to Singleton et al (1988), the unit of analysis is that which the researcher wishes to study, understand or explain. This refers to the issue that is being researched about. The unit of analysis for this study refers to the factors that affect effective implementation of community policing in Kajiado North Police Division.

3.3.2 Unit of Observation

The unit of observation is the element or aggregation of elements from which information is collected (Singleton et al, 1988). The units of observation in this study were residents and police officers in Kajiado North Police Division. The key informants for the study were members of the provincial administration, civil societies and the religious sector. The residents came from the three police station areas within Kajiado North Division namely Ngong, Kiserian and Magadi while the police officers were from Kajiado North Police Division Headquarters, Ngong, Kiserian and Magadi Police Stations.

3.4 Sampling Design

A sample is a small group of individuals obtained from an entire group or accessible population having a common observable characteristic (Mugenda and Mugenda, 1999). Sampling is therefore a process of selecting a sample from a population to become the basis for predicting the prevalence of an unknown piece of information, situation or outcome regarding the population (Kumar, 2005). Simple random sampling was employed to select a representative sample from residents. Key informants were chosen purposively (2 from each group) among the provincial administration, civil society and the religious sector. According to Mugenda and Mugenda (1999), in purposive sampling, cases are handpicked because they are informative or they possess the required characteristics. The investigator relies on his or her expert judgment to select units that are representative or typical of the population.

3.4.1 Sampling Procedures

The researcher used simple random sampling method. Simple random sampling helps the researcher to achieve the desired representation in the population of study. The target population was the residents of the 3 police station areas namely Ngong, Kiserian and Magadi. According to records of the local community policing committees, the total number of residents who volunteered security information to local community policing committees regularly in each of the police station areas was 170 and the number of residents drawn through simple random sampling from each of the 3 police station areas was 17. This was 10% based on proportion of the population. This gave the study a sample of 51 residents ($17 \times 3 = 51$).

There were 3 different Focus Group Discussions (FGDs) one for senior police officers above the rank of Inspector, the other for junior police officers and another for members of the local community policing committees. Each of the FGDs consisted of 5 members who were selected purposively. In addition, there were six key informants also selected purposively (2 each) from the provincial administration, civil societies and the religious sector.

3.5 Data Sources and Methods of Data Collection

The study used both Primary and Secondary data sources. Primary data was collected directly from the respondents. This included residents, police officers and key informants namely senior police officers, provincial administration, civil society, religious sector and the local community policing committees. Secondary data was gathered through desk review of relevant documents to the study such as government reports, minutes, policy documents, community policing national manuals, civil society publications and UN documents.

The key methods of data collection that were used in the study included the Interview, Focus Group Discussions and Observations. The tools that were used include Questionnaires with structured and unstructured questions, Focus Group Interviews and Observation checklists. The structured questionnaires were administered on residents and provided the quantitative data. The Focus Group Discussions involved senior and junior police officers and the local community policing committees who will be the sources of qualitative data. Observation

checklists were used to capture how community policing is carried out by police officers and residents.

3.6 Data Analysis

The study used both qualitative and quantitative methods of data analysis and interpretation. Data from the completed questionnaires underwent editing to detect and correct errors and omissions. The data was then put in categories or classes through coding then tabulated. This data was processed and analysed using Statistical Package for Social Sciences (SPSS). The results were in form of descriptive statistical tools such as percentages and frequency distributions.

The collected qualitative data from the completed interview schedules together with qualitative data from focused group discussion was cleaned up. The data was then put in categories, themes or patterns for coding purposes then analyzed by content analysis. Thematic analysis was specifically applied while analyzing the qualitative data derived through focused group discussion.

3.7 Ethical Considerations

The researcher obtained a transmittal letter from the University and sought consent by ensuring that respondents signed a consent form to show that there was no coercing of the participants. There was also confidentiality to all the information given by the respondents through questionnaire coding. Humane treatment of respondents was observed throughout the study so that they were not exposed to any form of harassment. The researcher ensured that the subjects were not psychologically humiliated by informing them prior to the study hence their involvement was voluntary.

3.8 Operational Definition of Key Variables

Residents of Kajiado North Division: In this study referred to persons having fixed abodes within Kajiado North police division. These were indicated by the number of respondents who have had a fixed abode within Kajiado North Division for durations of more than one month.

Effective implementation of community policing: Refers to control of crime, performance of police and information by stakeholders.

Control of Crime: In this study, it referred to prevention or reduction of crimes as a result of community policing. The indicators in control of crime were reduced incidents of crime, public confidence and increased collaboration between police and public. Reduced incidents of crime were captured by the negative difference in number of reported crimes in two consecutive months. Public confidence was captured by the positive difference in number of reported crimes in two consecutive months. Increased collaboration between police and public were captured by the positive difference in number of reported crimes (or information about criminals) in two consecutive months.

Information by Stakeholders: In this study meant knowledge on community policing and was indicated by level of awareness on community policing by stakeholders. It was measured by the number of reports about crimes (official or unofficial) made to the police by community policing stakeholders.

Factors that affect effective implementation: Refer to legal and administrative challenges encountered in implementing community policing. Legal challenges were captured by the number of laws and regulations used to protect informers that need enactment or review. Administrative challenges were captured by personnel deficits, salary deficits, equipment deficits (such as vehicles) and scarcity of public awareness about community policing and scarcity of Community Policing Forum meetings.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter reports on the results of analysis of data covering the respondents' background information, the perceptions of residents on the implementation of community policing programme and the way community policing is implemented in Kajiado North Police Division. The chapter also looked at the measures that the police have put in place in Kajiado North Police Division to manage confidentiality of information from residents, the extent to which community policing has succeeded in reducing crime rates and the factors that obstruct effective implementation of community policing in Kajiado North Police Division.

4.2 Demographic Characteristics of Respondents

This section presents the background information of the respondents including their demographic data and other details. This information assists in explaining the factors that affect effective implementation of community policing in Kajiado North Police Division. Majority of the respondents (68.6%) were above 39 years, 13.7% were between 32-38 years, 11.85% were between 25-31 years while 5.9% were between 18-24 years. This implies that the older sections of residents were more concerned with security and policing issues within the areas. This may be attributed to the fact that the elderly people having accumulated property often feel the need to keep themselves and property secure through better policing.

Most of the respondents were male (80.4%) while the rest (19.6%) were female. This can be explained by the inherent feeling of responsibility among males towards provision of security for the family institution hence the interest towards security matters. The results on the age of respondents relate directly to marital status of respondents whereby majority of the respondents (92.2%) were married hence the interest in securing security for the family through participation in security matters. Most of the respondents (54.9%) had attained primary school education followed by 31.4% who had reached secondary school while only a few had attended college/university. Even though these results show that most of the residents of Kajiado North have attained lower levels of education, this does not affect their participation in community policing since security issues affect all residents. Majority of the

respondents (86.3%) had stayed in the area for more than 5 years, while the rest (13.9%) had stayed for 5 years or lesser duration. This can be attributed to residents who had been born in the area, owned homes and/or rental houses and were thus more concerned about the security situation.

4.3 Perceptions of Residents on the Implementation of Community Policing Programme

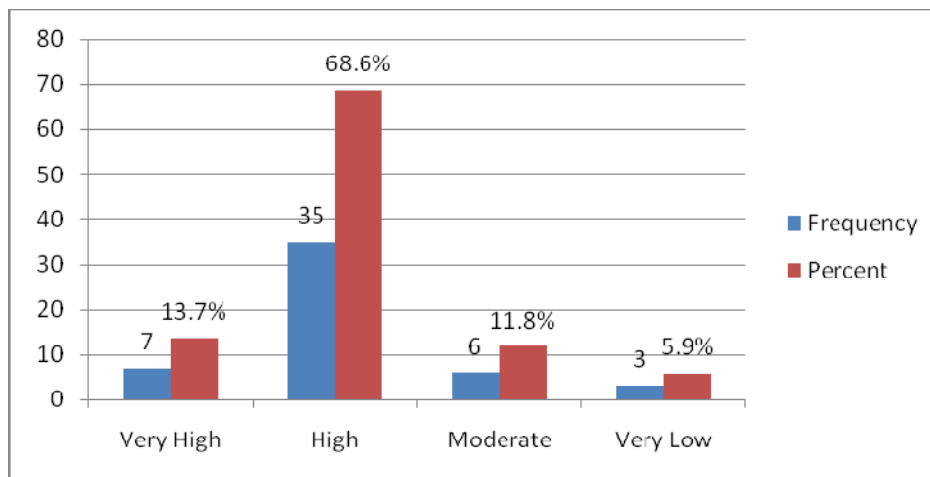
This section explains the perceptions of residents of Kajiado North Police Division on the implementation of Community Policing Programme. It includes levels of adoption of community policing as a style of policing, information by stakeholders, factors affecting implementation of community policing programme and their consequences, and role of community policing in enhancing cooperation.

4.3.1 Levels of Adoption of Community Policing as a Style of Policing

Levels of adoption of community policing as a style of policing refer to the extent to which residents utilized the community policing forums or cooperated with police to improve security. It was measured by the frequency of reports made to the police about crimes by community policing stakeholders.

In this study, levels of adoption of community policing as a style of policing in Kajiado North were high (68.6%) and very high (13.7%) as indicated by the respondents respectively. The rest of the respondents indicated that the levels of adoption of community policing as a style of policing were moderate (11.8%) and very low (5.9%) as indicated in Figure 4.1. It can be deduced that the levels of adoption of community policing as a style of policing in Kajiado North were generally high. These results can be partly attributed to the area being one of those where community policing was first introduced on an experimental basis. Since then, community policing forums have grown to include more residents and the results have been positive. According to Fitzgerald (1989), community policing is designed to enhance social cohesion and integration hence prevents crime through positive social influence.

Figure 4.1: Respondents’ Perception on Levels of Adoption of Community Policing



All the stakeholders in community policing including the public and the police felt that they needed each other in dealing with crime. This is because addressing crime becomes easier when the community members in Kajiado North division and the police unite to share resources and information. In community policing, the police work in accountable and proactive partnership with the community, to mobilize resources to promote community safety and support security initiatives on a long-term basis (GoK, 2004: 3).

A community policing forum (CPF) member from Oloolua location noted the following on the levels of adoption of community policing;

“We as members of community policing forums talk to members of the public in order to gather information on crime in our areas. We then relay this information to the police for action to be taken. Recently, we were able to recover from a woman a gun which had been used to injure a police officer. We made a report to the police and the suspect was arrested and consequently jailed. Such actions have had great impact on crime incidents within our area as they act as deterrents.”

4.3.2 Information by Stakeholders

When respondents were asked to rate the levels of their perceptions on implementation of the community policing programme in accordance to mutual trust in relations between the public and the police, public participation in community policing, public image of the police and integrity of the police, they indicated that the levels were positive. The level of mutual trust

between public and police was mainly high as indicated by 52.95% of the respondents and moderate as indicated by 41.2% of the respondents. The level of public participation in community policing was mainly high as indicated by 74.5% of the respondents and moderate as indicated by 13.7% of the respondents. The level of public image of police was high as indicated by 60.8% of the respondents and moderate as indicated by 39.2% of the respondents while the level of integrity of the police was mainly moderate as indicated by 74.5% of the respondents and high as indicated by 13.7% of the respondents.

Table 4.1: Respondents' Perception on Information by Stakeholders

Perception on Information by Stakeholders	High		Moderate		Low		Total	
	F	%	F	%	F	%	F	%
Mutual trust in relations between the public and the police	27	52.95	21	41.2%	3	5.85	51	100
Public participation in community policing	38	74.5%	7	13.7%	6	11.8	51	100
Public image of police	31	60.8%	20	39.2%	---	---	51	100
Integrity of the police	7	13.7%	38	74.5%	6	11.8	51	100

These results indicate that residents have a high regard for the community policing programme and hence for its implementation as evidenced by the higher perception levels. However, the levels of integrity of the police were found to be mainly moderate which can be explained by incidents of some few police officers colluding with criminals by leaking information or engaging in corruption.

An official of a community policing forum in Gichagi had this to say on levels of integrity of the police;

“There are a few cases in which crime reports are made to the police about ongoing robberies. The police come but shoot in the air repeatedly before arrival on the scene, obviously to alert criminals and to give them a chance to escape. Some of the police officers are aware of such crimes even before they occur since the crimes are planned with their knowledge. This especially concerns Administration Police more than the

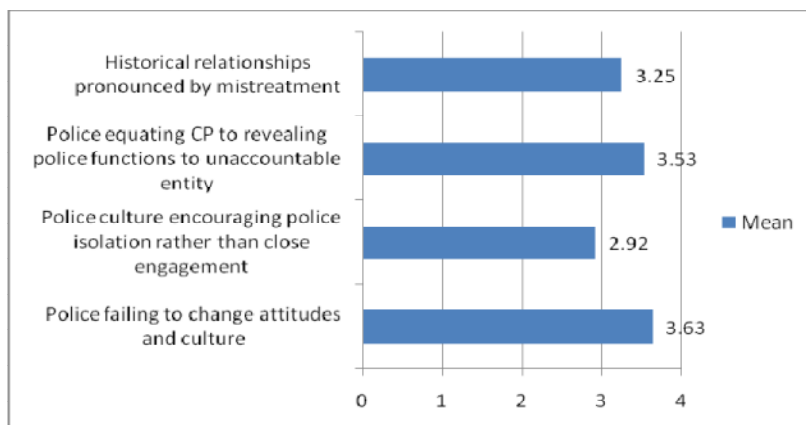
regular police. Corruption is also making the security of the area to deteriorate as some Chiefs receive handouts from criminals for protection. Some police officers share security intelligence information discussed in community policing forum meetings with criminals. As a result, criminals change their targets to avoid arrest and to catch victims unaware.”

This means that poor levels of integrity of some of the police officers affected the implementation and success of the community policing programme.

4.3.3 Factors affecting Implementation of Community Policing Programme

To examine opinions on the implementation of community policing programme, residents were asked to rate their satisfaction, on a 5-point scale ranging from “very great extent” to “No extent”. To evaluate residents’ perceptions to that regard, a measure of central tendency (mean) was used to measure the responses. As displayed in Figure 4.2, it is observed that residents were moderately agreeable with the implementation of community policing programme as evidenced by higher means for the following responses; “police failing to change attitudes and culture” (mean of 3.63) and “police equating community policing to revealing police functions to unaccountable entity” (mean of 3.53). However, residents were more agreeable with the views “Historical relationships pronounced by mistreatment” (mean of 3.25) and “police culture encouraging police isolation rather than close engagement” (mean of 2.92).

Figure 4.2: Factors affecting Implementation of Community Policing Programme



It can be deduced that “Historical relationships pronounced by mistreatment” and “police culture encouraging police isolation rather than close engagement” affected the implementation of community policing programme more than “police failing to change attitudes and culture” and “police equating community policing to revealing police functions to unaccountable entity.”

A former chief and presently a Community Policing Forum member commented as follows;

“The Officer in Charge of Police Station (OCS) and Officer in Charge of Crime (OC crime) are very cooperative and assist us very much and since they came, the security situation has improved greatly. However, the chief and the administration police officers are a let down to us and are an impediment to security. The chief himself is a drunkard and does not work with residents. He protects criminals, has a low opinion of members of community policing forum and refers to us as legal vigilante. This shows that some members of the provincial administration including chiefs and APs have the old mentality of mistreating and not engaging with the public.”

4.3.4 Consequences of Factors against Community Policing

Results of the data analysis revealed that the factors affecting implementation of community policing programme resulted in a number of consequences. In a descending order of importance they include “Police and public not partnering which reduces levels of security” (as indicated by high 72.5% and very high 5.9% of the respondents), “Public not sharing information with police due to fear of retaliation” (as indicated by high 58.8% and very high 10 or 19.6%), “Police not sharing information with public which increases vulnerability to crime” (as indicated by moderate 72.5%, high 5.9% very high 13.7%), and “Police disregarding contribution of public to address crime which burdens police and diminishes police performance” (as indicated by moderate 66.7%, high 7.8% and very high 11.8%).

It can be deduced that failure of Police and public to partner reduces levels of security and impedes community policing while fear to share information allows crime to proliferate. Failure of Police to share information with public increases vulnerability to crime while Police disregarding contribution of public to address crime burdens police and diminishes police performance as it creates mistrust. All these further negatively affect implementation

of the community policing programme. Due to the low level of basic mutual trust between the community and the police, community members fear to share information to assist in crime prevention due to possibilities of retaliation (CHRI, 2006:2). This was well captured by one community policing forum member community policing forum member in Kangawa who stated that;

“There is no communication from the chief all the way down to the public level. Communication is also difficult even to the police because of fear and the risk of information leaking to criminals who can retaliate. In my location, there is problem between the chief and his assistant who fight each other so community policing is difficult. Cooperation and communication is therefore key to achieve sustainable security”.

4.3.5 Role of Community Policing in Enhancing Cooperation

Community policing enhances cooperation between the police and the public by enabling both teams to have understanding thereby alleviating fear. The public are able to provide information on security matters with the assurance of receiving protection from the police. The public also feel recognized and become responsible for improving their own security. The police also receive information and act on it in order to prevent crime or arrest criminals thereby improving the security situation in Kajiado North. The result of this cooperation between police and the public has assisted to bring down levels of crime in Kajiado North. A community policing forum member from Oloolua made following comments regarding the role of community policing in enhancing cooperation;

“Now we are able to offer information to the police without fear of victimization since we trust that it will be treated confidentially. We are especially grateful to the senior police officers who have opened their doors to all of us and we can make any reports as we think fit. Community policing has therefore played an important role in bringing the public and the police closer in order to respond to our security issues.”

4.4 Approaches used in Implementing Community Policing

Approaches used in implementing community policing encompass strategies, partnerships, objectives and components of community policing. Apart from explaining the approaches

used in implementing community policing, this section also discusses principles of community policing strategies and building trust and partnership through community policing. The section also looks at objectives of community policing, the core components/elements of community policing and the level of deployment of police officers in Kajiado North Police Division.

4.4.1 Principles of Community Policing Strategies

The general policing practiced in Kajiado North division is preventive which is best due to its sustainability. The respondents rated the principles of community policing strategies in a descending order of preference as follows; Partnerships or level of public participation in community policing (very high 25.5%, high 60.8% and moderate 13.7%), Respect for and promotion of human rights (very high 11.8%, high 52.9% and moderate 27.5%), Adherence to existing laws and procedures of public safety and security (high 72.5% and moderate 27.5%) and Empowerment of the community in public safety and security (very high 13.8%, high 27.5% and moderate 58.8%). These were followed by Volunteerism among community members (very high 13.8%, high 7.8% and moderate 78.4%), Awareness and respect of regional diversity (very high 5.9%, high 5.9% and moderate 86.3%), Enhancing trust and sharing information (very high 5.9% and moderate 94.1%) and Developing shared values and responsibilities (very high 5.9%, high 25.5% and low 60.8%). These results are shown in Table 4.2 below.

Table 4.2: Respondents’ Perspectives on Principles of Community Policing Strategies

Perspectives on Principles of Community Policing Strategies	Very High		High		Moderate		Low		Very Low		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Partnerships or level of public participation in community policing	13	25.5	31	60.8	7	13.7	--	--	--	--	51	100
Respect for and promotion of human rights	6	11.8	27	52.9	14	27.5	4	7.8	--	--	51	100
Adherence to existing laws and procedures of public safety and security	--	--	37	72.5	14	27.5	--	--	--	--	51	100
Empowerment of the community in public safety and security	7	13.8	14	27.5	30	58.8	--	--	--	--	51	100
Volunteerism among community members	6	11.8	4	7.8	40	78.4	1	1.9	--	--	51	100
Awareness and respect of regional diversity	3	5.9	3	5.9	44	86.3	1	1.9	--	--	51	100
Enhancing trust and sharing information	3	5.9	--	--	48	94.1	--	--	--	--	51	100
Developing shared values and responsibilities	3	5.9	13	25.5	--	--	31	60.8	4	7.8	51	100

Partnerships or level of public participation in community policing was the most chosen principle because it touches on the foundation of community policing which requires the public and the police to work together. Community policing facilitates partnership so that the public can seek assistance from law enforcement agencies.

The Kajiado North Officer Commanding Police Division (OCPD) pointed out the following regarding such partnerships;

“The public and the police partner together in order to solve crime problems. Therefore it is important for the public to visit the police and the police to do the same. One area of this partnership is sharing of information. Partnership is the main reason why security has improved tremendously in Kajiado North. I will ensure that the relationship improves so that I leave the area better than it was in terms of security. Community policing meetings are usually held monthly but emergency meetings can be held momentarily when there is an issue (s) to be solved.”

Respect for and promotion of human rights was also rated highly since it is understood that some police officers especially Administration Police officers (APs) mistreat or harass citizens in pretext of maintaining security. Together with the above was adherence to existing laws and procedures of public safety and security and Empowerment of the community in public safety and security. Another community policing forum member in Kibiko indicated that;

“Some police officers especially Administration Police officers hold kangaroo courts where they arrest and release suspects after receiving bribes. To avoid gender bias in membership of the community policing forums, more women should be allowed to join community policing forums. The disabled should also be involved to ensure that their rights are protected. The disabled can also be a good source of information regarding crime.”

4.4.2 Building Trust and Partnerships through Community Policing

This section discusses the ways in which community policing builds trust and partnership within communities. The leading factor in community policing that builds trust and partnership was found to be sensitization to the needs, difficulties and challenges of the police (very high 19.6% and high 64.7%) followed by reaching out to community stakeholders to ascertain their needs (very high 13.7% and high 58.8%). Other factors were public involvement in intelligence and neighborhood surveillance (high 86.3%), place posts and liaison offices at short intervals in neighborhoods (very high 19.6% and high 7.8%) and changes in police structures, management and understanding purposes (high 25.5%).

Sensitization to the needs, difficulties and challenges of the police elicits understanding and supportive actions from the public. It allows the public to understand what police officers encounter in the course of their security duties. This builds trust and encourages partnership as the public will be willing to associate with the officers. By reaching out to community stakeholders to ascertain their needs, the police are able to determine how best to tackle security issues that affect residents. Similarly, public involvement in intelligence and neighborhood surveillance ensures that critical information regarding crime reaches the police who can take timely and appropriate action. Community policing tends to view effective crime fighting as a means for allowing community institutions to flourish and do their work. It also seeks to make policing more responsive to neighbourhood concerns (Moore, 1992).

A community policing forum member from Mathare area made the following comments on how community policing builds trust and partnership;

“The OCPD and OCS have performed exceptionally well since they were posted despite the challenges they face such as inadequate resources to give incentives to community policing forum members. This is because community policing forum members are not rewarded financially in any way and must therefore use their own resources like transport even to come for meetings or to forward security information to the police. However, we as community policing forum members give these services wholeheartedly because we understand that the police are there to assist us and make insecurity a thing of the past”.

4.4.3 Objectives of Community Policing in Kajiado North Division

From the results of data analysis, strengthening the police measures for managing confidentiality of information and intelligence obtained from residents was the most favourable objective to the respondents (very high 25.5%, high 66.7% and low 7.8%). An equal number of respondents (very high 19.6%, high 66.7% and low 13.7%) were aware of countering the poor public image of police and improving perceptions of both the police and residents on community policing programmes as objectives of Community Policing. These results are shown in Table 4.3 below. It can be deduced that confidentiality of information

and intelligence was regarded as most important since it formed the core of community policing. It is difficult to run as successful Community Policing programme without information and intelligence hence confidentiality is critical. This is because of informants may be victimized by criminals if information and intelligence is not kept confidentiality.

Table 4.3: Respondents’ Perspectives on Objectives of Community Policing

Perspectives on Objectives of Community Policing	Very High		High		Low		Total	
	F	%	F	%	F	%	F	%
Strengthening police measures for managing confidentiality of information and intelligence	13	25.5	34	66.7	4	7.8	51	100
Countering the poor public image of police	10	19.6	34	66.7	7	13.7	51	100
Improving perceptions of both the police and residents on CP	10	19.6	34	66.7	7	13.7	51	100

The focus group discussions (FGDs), key informants and respondents pointed out confidentiality of information and intelligence as a major factor that determined whether partnerships between the public and law enforcement agencies were successful. Indeed, it was pointed out that fear kept the public away from sharing information with the police due to previous cases where such information was leaked to criminals who visited harm on informants. Another member of a community policing forum in Kangawa made the following observation regarding confidentiality of information and intelligence;

“Some police officers especially APs and some Chiefs communicate with criminals on who has been reported for arrest for committing a crime. Criminals then threaten the informants with harm or even harm them in some cases. Therefore communication between police and society becomes very difficult due to fear. The OCS has however ensured that information is kept safely and we are not harmed. We only give information to the OCS and not other police officers because he protects us against criminals who threaten us.”

Countering poor public image of police and improving perceptions of both the police and residents on community policing programmes are also important objectives since they affect the partnerships. Poor public image of the police and poor perception of the police by the public inhibits flow of information from the public due to lack of confidence that information will be acted upon. By failing to reorient themselves towards citizens and change their attitudes and culture within the force, the police have generally been distrusted by the public (Saferworld: 2008). The chairman of community policing forum in Gichagi, had this to say on poor public image of police;

“There is a chief in our area who protects members of his family who are criminals. Whenever we make reports about some of his relatives who are criminals, he does not act on the reports. He is therefore an impediment to security in the area since he does not work with residents.”

4.4.4 Core Components of Community Policing

The study sought to know what the core components of community policing entails according to the respondents. Majority of respondents (80.4%) indicated that community partnerships was a high core component while 19.6% indicated it was a very high component. Majority of respondents (88.2%) indicated that problem solving was a high core component while 11.8% indicated it was a very high component. Majority of respondents (80.4%) indicated that service orientation was a high core component, 11.8% indicated it was a very high component while 7.8% indicated it was a low component. Majority of respondents (80.4%) indicated that mobilization and sensitization was a high core component, 13.7% indicated that it was a low core component while 5.9% of the respondents indicated that it was a very high core component. Majority of respondents (88.2%) indicated that empowerment and accountability was a low core component while 5.9% indicated that it was both a high and a very low core component.

Table 4.4: Respondents’ Perspectives on Core Components of Community Policing

Perspectives on Core Components of Community Policing	Very High		High		Low		Very Low		Total	
	F	%	F	%	F	%	F	%	F	%
Community partnerships										
Problem solving	10	19.6	41	80.4	--	-----	--	-----	51	100
Service orientation	6	11.8	41	80.4	4	7.8	--	-----	51	100
Mobilization and sensitization	3	5.9	41	80.4	--	-----	7	13.7	51	100
Empowerment and accountability	---	-----	3	5.9	45	88.2	3	5.9	51	100

Through Community Partnerships, the community and police cooperate, consult and participate in an inclusive process of problem solving. The respondents valued partnerships which is a must and at the core of community policing initiatives. The problem solving process entails joint interrogation, identification, analysis and justification of the causes of crime and conflict which allow development of innovative measures. Service orientation was important to the respondents because of the need for a professional police service responsive to community needs. Mobilization and sensitization includes informing communities understand criminal justice issues such as criminal procedures in order for example, not to violate a suspect’s human rights. A community policing forum member in Kibiko had the following comments to make regarding elements of community policing;

“People should join Community Policing Committees (CPCs) and cooperate while avoiding apportioning blame on one another”.

Kajiado North OCPD also commented as follows;

“Residents should visit the police and give reports so that communication between the parties within community policing committees improves”.

The assistant chief in Emanyatta, Kibiko noted the following;

“Communication with the provincial administration can be improved by attending barazas in order to air views and opinions. Village elders who are not partnering

with the public in fighting crime and are apathetic (as I have been informed) should be reported. Those chiefs or village elders who are abetting crime by colluding with criminals should be reported to the Assistant County Commissioner or the Deputy County Commissioner. Other reports should be made to the OCPD or OCS who can keep information safely without any risk of leaking”.

The branch coordinator of Act Now! a local civil society organization (CSO) pointed out the following weaknesses within the provincial administration;

“Some chiefs ignore the public though they neither know the area nor have information about crime in the area. When they are taken to the area where crime is prevalent, they do not do anything. As such, some chiefs and the APs have failed in maintaining security. Therefore it is better to deal with the OCS than the chief or APs”.

4.4.5 Approaches used in Community Policing

The study sought to know the approaches used in Community Policing according to the respondents. Majority of respondents (72.5%) indicated that foot patrol was a very high use approach, 13.7% indicated it was a low use approach, 7.8% indicated it was a high use approach while 5.9% indicated it was a very low use approach. Majority of respondents (58.8%) indicated that preventive patrol was a very high use approach, 27% indicated it was a high use approach, 7.8% indicated it was a low use approach while 5.9% indicated it was a very low use approach. Majority of respondents (52.9%) indicated that problem oriented policing was a very high use approach, 35.3% indicated it was a high use approach, while 5.9% indicated it was both a low and a very low use approach. Majority of respondents (82.4%) indicated that team policing was a high use approach, 11.8% indicated it was a very high use approach, while 5.9% indicated it was a low use approach.

Foot patrol (entails patrol by an officer (s) and community member (s)) reduces crime and the fear of crime and is therefore potentially quite valuable. Preventive patrol entails an increase in police presence and visibility which deters criminals from committing crimes. The police work with citizens to identify and respond to community problems in problem

oriented policing (Moore, 1992). Team policing involves a team of officers who carry out the policing responsibilities in a given neighbourhood. A former chief and presently a community policing forum member commented as follows;

“In Kangawa, no motor bikes are allowed after 10 pm unless guided by a resident. In Emanyatta, the assistant chief has a form to be filled by every new tenant giving details such as identification number, house number, family status, occupation, contacts and home area. Taxis should ensure that the person being transported at night is known. The OCS and OCPD should assist by implementing this requirement among taxi operators. The OCS and OCPD also need to have frequent meetings with residents to inform them of what is happening”.

A pastor in one of the protestant churches in Ngong commented as follows;

“Community policing should involve everybody including the clergy, the county government and involve people from all areas to achieve good representation. There are cases of original residents harassing new residents and accusing them that they have come to kill their children by reporting them as criminals”.

A Police Constable at Ngong Police Station indicated the following;

“I have received information that the dumping site is where thugs can be found and also sell drugs. Some of those chokoras are actually thugs. Criminals are also within the society therefore all need to be vigilant and report. However, communication between APs/chiefs and the police is poor and needs to be improved. Funds are needed by police officers to give informants for information while landlords should know their tenants and their occupations. The crime hot spots should be patrolled by police while residents should ensure that their residences and roads leading there are numbered and named”.

4.4.6 Level of Deployment of Police Officers in Kajiado North Police Division

The study sought to know the level of deployment of police officers in Kajiado North Police Division according to the respondents. The level of deployment of police officers refers to whether the existing number of officers in the division is sufficient or not sufficient to maintain law and order. The level of deployment of police officers in Kajiado North Police

Division was found to be generally adequate whereby 7.8% of the respondents indicated that it was very adequate, 86.3% said it was adequate while the rest (5.9%) of the respondents said it was a little adequate. These results are shown in Table 4.5 below.

Table 4.5: Level of Deployment of Police Officers in Kajiado North Police Division

Level of Deployment	Frequency	Percent
Very adequate	4	7.8
Adequate	44	86.3
A little adequate	3	5.9
Total	51	100.0

It can be deduced that the level of deployment of police officers is adequate due to community policing which has ensured that residents assist the police with information and also participate in patrols. This makes the work of the police to be manageable and the result is better control of crime.

4.5 Measures to Manage Confidentiality of Information from Residents

From the analysed data, the security measures that the police have put in place to manage confidentiality of information from residents include making reports only to senior officers such as OCPD, deputy OCPD, DCIO (Division Criminal Investigations Officer), deputy DCIO, OCS, deputy OCS, OC Crime among other senior officers. Reports were not to be made to junior officers while community policing forum members were to discuss security information only among themselves and not involve non members in these discussions.

The security measures that the police have put in place to fight crime include effective use of community policing, sharing information with the public, investigating crimes, arresting and prosecuting criminals. In addition is gathering intelligence and acting on it, partnering with the society and making patrols which address and deter criminals from committing crimes. Police also act promptly whenever a crime had been reported. With the assistance of community policing forum, all areas have been numbered (some are divided into drives and

house numbers) for ease of responding to crime reports. The measures that the police have put in place to manage confidentiality of information from residents include public to keep information without divulging it to each other, never revealing the source of the information and making reports only to senior officers.

Kajiado North OCPD commented as follows on measures to manage confidentiality of information from residents;

“Reports from residents should be made to the OCPD or OCS who can keep information safely without any risk of leaking. Do not make reports to any other police officers. Please use these channels to avoid security information leaking to criminals.”

4.6 Extent to which Community Policing has Succeeded in Reducing Crime Rates

This section describes the extent to which community policing has succeeded in reducing crime rates. It also discusses the level of security since the introduction of community policing, the level of police response to crime reports since introduction of Community Policing and the most common crimes committed in Kajiado North Police division.

4.6.1 Success of Community Policing in Reducing Crime Rates in Kajiado North

The results from the data analysis show that all the respondents indicated that community policing has succeeded in reducing crime rates in Kajiado North Police Division. Due to community policing, information sharing, good reporting system, arrest and prosecution of criminals and witnesses giving evidence have led to reduction of crime. The frequency of the incidents of crimes before and after introduction of community policing justify the reducing crime rates. There is a large difference in the frequency of the incidents of crimes before and after community policing was introduced. Majority of the respondents (64.7%) indicated that the frequency of the incidents of crimes before introduction of community policing was high, 23.5% indicated that it was very high while 5.9% of the respondents indicated that it was either low or very low. Majority of the respondents (86.3%) also indicated that the frequency of the incidents of crimes after introduction of community policing was very low, 7.8% indicated that it was low while 5.9% of the respondents indicated that it was very high. These

results are illustrated in Table 4.6 below. Community Policing has therefore succeeded in reducing crime rates in Kajiado North Police Division since the frequency of the incidents of crimes after introduction of community policing has reduced.

Table 4.6: Respondents’ Perspectives on the Frequency of the Incidents of Crimes

Perspectives on the Frequency of the Incidents of Crimes	Very High		High		Low		Very Low		Total	
	F	%	F	%	F	%	F	%	F	%
Frequency of the incidents of crimes before community policing	12	23.5	33	64.7	3	5.9	3	5.9	51	100
Frequency of the incidents of crimes after community policing	3	5.9	4	7.8	4	7.8	44	86.3	51	100

The chairman of community policing forum in Gichagi, was of the following opinion;

“Crime has greatly reduced since the introduction of community policing. Thieves and thugs who were bringing insecurity have been jailed and some were shot by the police. At the moment, people can walk at night without being attacked by thugs. Even the crime reports have greatly reduced”.

The Officer in Charge of Crime (OC Crime) observed that;

“Community policing has enabled the police and public to work together and this has resulted in success in the control of crime”.

4.6.2 Level of Security since the Introduction of Community Policing

The results in 4.6.1 above corroborate the results obtained from the data analysis on the level of security since the introduction of Community Policing. Majority of the respondents (94.1%) indicated that the level of security since the introduction of Community Policing had improved while only 5.9% of the respondents indicated that it had remained the same. Table 4.5 below shows these results. All the respondents also indicated that the level of police response to crime reports since introduction of community policing was very high. Thus, the level of security and the level of police response to crime reports since the introduction of

Community Policing had improved. These results are corroborated by the results in 4.6.1 above in which the frequency of the incidents of crimes after introduction of community policing has reduced. It can be deduced that the community policing measures put in place have been successful to a large extent due to cooperation and dedication on the part of the police and the public. Thus, the level of security and the level of police response to crime reports since the introduction of Community Policing had improved.

The OCS for Ngong Police Station made the following comments regarding the level of security since the introduction of Community Policing;

“When I took over, the security situation was not so good as Community Policing was not given support. But with the encouragement of the OCPD and the public, we managed to work very hard to identify criminals and crime spots. We were therefore able to seal all the loopholes which made crime easy to commit and made it very difficult for criminals to succeed. The result was reduced crime and more information flow between police and the public.”

Table 4.7: Respondents’ Perspectives on the Level of Security since Introduction of Community Policing

Level of Security	Frequency	Percent
Improved	48	94.1
Same	3	5.9
Total	51	100.0

4.6.3 The Most Committed Crimes

On the level of importance attached by the respondents, the most common crimes committed in Kajicho North Police Division at very high frequencies included Stealing (72.5%), Breakings/burglary (72.5%), Muggings (64.7%) and Drug trafficking (66.7%). Other crimes which were also committed in Kajicho North included at very high frequencies included Robbery (70.6%). In addition were crimes such as Carjacking (64.7%), Murder (58.8%), Assaults (58.8%) and Sexual and gender based violence (58.8%). Kenya and Nairobi with its

environs such as Kajiado North have been perceived as being high risk in terms of high crime rates as evidenced by Annual police crime reports and other reports by NGOs such as Security Research and Information Centre (SRIC) (GoK, 2012a; Musoi et al, 2012). The high crime rates may indicate that effective implementation of community policing has not been entirely successful. However, reduction of crime will lead to improvement in social and economic development but the rapidly changing trends of crime require effective implementation of approaches such as community policing.

Table 4.8: Respondents' Perspectives on Common Crimes

Rank	Perspectives on Common Crimes	Very High		High		Low		Very Low		Total	
		F	%	F	%	F	%	F	%	F	%
1	Stealing	37	72.5	10	19.6	4	7.8	--	-----	5	100
										1	
2	Breakings/burglary	37	72.5	10	19.6	4	7.8	--	-----	5	100
										1	
3	Muggings	33	64.7	11	21.6	7	13.7	--	-----	5	100
									-	1	
4	Drug trafficking	34	66.7	11	21.6	6	11.8	--	-----	5	100
									-	1	
5	Robbery	36	70.6	4	7.8	7	13.7	4	7.8	5	100
										1	
6	Carjacking	33	64.7	7	13.7	1	21.6	--	-----	5	100
						1			-	1	
7	Murder	30	58.8	---	---	1	33.3	4	7.8	5	100
						7				1	
8	Assaults	30	58.8	10	19.6	8	15.7	3	5.9	5	100
										1	
9	Sexual and gender based violence	30	58.8	3	5.9	1	19.6	8	15.7	5	100
						0				1	

All the crimes were considered as important although Stealing, Breakings/burglary and Muggings topped the list. These crimes are more prevalent than the others because they are property crimes and can easily be committed by criminals within a short time. They also attract lighter punishments as compared to the others namely Drug trafficking, Carjacking, Murder, Assaults and Sexual and gender based violence.

The assistant chief in Emanyatta, Kibiko commented as follows;

“Criminals are within the society and sometimes cleverly inquire from members of community policing forums about timings for patrols. They then plan their burglaries or muggings away from the patrol areas in order to avoid arrest”.

Deputy OCPD Kajiado North Police Division was of the following opinion;

“Most of the crimes that are reported to the police are motivated by the desire to acquire property hence the tendency towards the crimes of stealing, breaking or burglary and mugging. After the police shot and killed/arrested some robbers, fewer cases of robberies now occur”.

4.7 Factors that Obstruct Effective Implementation of Community Policing

This section describes the factors that obstruct effective implementation of community policing in Kajiado North Police Division. It discusses the level of training in Community Policing by officers, the level of understanding of Community Policing by officers and the strategies to improve implementation of Community Policing.

4.7.1 Factors that Obstruct Effective Implementation of Community Policing

Results from the analysis of data, show that the factors that obstruct effective implementation of community policing in Kajiado North Police Division in order of importance included; Low levels of basic mutual trust which obstructed effective implementation of community policing to a very high extent (70.6%), to a high extent (15.7%) and to a low extent (13.7%); Lack of an enabling legislative and administrative environment (very high extent 58.8%, high extent 13.7%, low extent 21.6% and very low extent 5.9%) and Poor public image of police (very high 25.5%, high 52.9%, low 21.6%). Other factors were Low integrity (very high 17.6%, high 74.5% and very low 7.8%), Lack of confidentiality/Mishandling of

information (very high 11.8%, high 60.8%, low 21.6% and very low 5.9%) and Sabotage by middle level managers (very high 11.8%, high 58.8%, low 21.6% and very low 7.8%). In addition were Declining police resources (very high 17.6%, high 52.9% and low 29.4%) while Low enhancement of public participation in security initiatives so as to promote access to justice and Conflict over social values/ Police organizational structures/Police culture (differences with conventional policing or law enforcement) scored the same (very high 5.9%, high 66.7% and low 27.5%).

Table 4.9: Respondents’ Perspectives on Factors that Obstruct Effective Implementation of Community Policing

Perspectives on Factors that Obstruct Effective Implementation of Community Policing	Very High		High		Low		Very Low		Total	
	F	%	F	%	F	%	F	%	F	%
Low level of basic mutual trust	36	70.6	8	15.7	7	13.7	--	--	51	100
Lack of an enabling legislative and administrative environment	30	58.8	7	13.7	11	21.6	3	5.9	51	100
Poor public image of police	13	25.5	27	52.9	11	21.6	--	--	51	100
Low integrity	9	17.6	38	74.5	--	--	4	7.8	51	100
Lack of confidentiality/Mishandling of information	6	11.8	31	60.8	11	21.6	3	5.9	51	100
Sabotage by middle level managers	6	11.8	30	58.8	11	21.6	4	7.8	51	100
Declining police resources	9	17.6	27	52.9	15	29.4	--	--	51	100
Low enhancement of public participation in security initiatives	3	5.9	34	66.7	14	27.5	--	---	51	100
Conflict over social values (culture)	3	5.9	34	66.7	14	27.5	--	---	51	100

It can be deduced that low level of basic mutual trust obstructs effective implementation of community policing because mishandling information can put informers at risk and make community members unwilling to cooperate. This also reduces trust and weakens information sharing (CHRI, 2006:2). Lack of an enabling legislative and administrative

environment obstructs effective implementation of community policing due to the slow pace of legal and administrative reforms in both the police and the local government departments. Poor public image of police obstructs effective implementation of community policing because it results in poor relationship with the public which hinders efforts to build sustainable partnerships. Declining police resources also obstruct effective implementation of community policing due to lack of personnel and equipment such as vehicles. A member of a community policing forum in Kangawa made the following observation regarding factors that obstruct effective implementation of community policing;

“The roles of police and public are not clearly defined, that is, there is no policy to guide the community policing partnerships which may lead to blame game. The appointment of community policing forums members should also be done under a clear policy so that only dedicated and persons of integrity are given the opportunity to serve the community. Persons such as village elders should also under interviews and vetting.”

A local catechist at the Catholic Church made the following comments on the factors that obstruct effective implementation of community policing;

“Some cases of insecurity originate from the original inhabitants who attack newcomers and accuse them of coming to kill their children by reporting them to the police. Some of the original inhabitants claim that community policing came with newcomers as they had protected themselves well before it came. Ethnicity and cultural differences are the other impediments to effective implementation of community policing. These separate people hence unity is affected.”

Another community policing forum member from Mathare area made the following comments on the factors that obstruct effective implementation of community policing;

“Some chiefs are not ready to serve ordinary members of the public and when such people report crime to them, they ask who are? Some community policing forum members do not come out at night for patrol and this causes discouragement for the other members. It is also not easy to identify community policing forum members because we do not have identification cards and this may pose a risk to the members.”

Training is also lacking on community policing and on other areas such as sign language which may assist in incorporating the disabled members of the society into community policing forums. From the time the County government was put up, community policing has been ignored”.

A former chief and presently a community policing forum member commented as follows;

“Lack of proper coordination between the police and the public also affects community policing. For example, a police vehicle may not be utilized into assisting community policing forums to patrol. Witch hunting of hardworking police officers may result in officers being transferred or demoralized hence eroding all the gains made so far. Community policing is dedication since we are not paid any money or given any benefits. When we come for meetings, we usually come with our own means which is not encouraging. Those who lack transport do not attend the meetings”.

Kajiado North OCPD also commented as follows;

“Lack of laws to protect informers has negatively affected implementation of community policing. Informers are afraid to release information hence crimes have gone unpunished. Lack of resources for example, for phones and transport has also negatively affected implementation of community policing and resulted in low motivation among both police and public, and even made some members to withdraw.”

Therefore fear of retaliation is an important factor that affects the public in making the decision of whether to report crime or not.

4.7.2 Public Participation in Community Policing by Frequency of the Incidents of Crimes after Community Policing

In the Cross tabulation Table 4.10, level of public participation in community policing is the independent variable while the frequency of the incidents of crimes after community policing is the dependent variable. From the results of the table, the two variables are indeed related. When public participation in community policing was high, the frequency of the incidents of

crimes after community policing was mainly moderate followed by very low and low. It can be deduced that public participation in community policing has reduced the frequency of the incidents of crimes after introduction of community policing.

Table 4.10: Distribution of Respondents according to Level of Public Participation in Community Policing by Frequency of the Incidents of Crimes after Community Policing

Level of public participation in community policing	Frequency of the incidents of crimes after community policing				Total
	Very high	Moderate	Low	Very low	
Very Low	3	0	0	0	3
High	0	30	4	4	38
Moderate	0	0	0	7	7
Very low	0	0	0	3	3
Total	3	30	4	14	51

4.7.3 Level of Deployment of Police Officers by Level of Security after Community Policing

In the Cross tabulation Table 4.11, Level of Deployment of Police Officers is the independent variable while the level of security since introduction of community policing is the dependent variable. From the results of the table, the two variables are indeed related. When level of deployment of police officers was adequate, the level of security since introduction of Community Policing improved. It can be deduced that the level of deployment of police officers has affected the level of security since introduction of community policing to improve.

Table 4.11: Distribution of Respondents according to Level of Deployment of Police Officers by Level of Security since Introduction of Community Policing

Level of deployment of police officers in Ngong Police division	Level of security since introduction of Community Policing		Total
	Improved	Same	
Very adequate	4	0	4
Adequate	44	0	44
A little adequate	0	3	3
Total	48	3	51

4.7.4 Levels of Training and Understanding of Community Policing by Officers

Majority of the respondents (72.5%) indicated that the level in training of Community Policing by Officers was high while the rest of the respondents indicated that it was low (7.8%) and very low (19.6%). The good results received from the community policing partnerships are attributed to good training of officers in community policing. However, the few respondents who indicated that the level in training of Community Policing by Officers was low can be attributed to a few bad apples among the police officers and majority of the Administration police officers who collude with criminals.

Similarly, most respondents (66.7%) indicated that the level of understanding of Community Policing by Officers was high while the rest of the respondents indicated that it was low (27.5%) and very low (5.9%). The same explanation can be offered since good results received from the community policing partnerships in which officers are members are attributed to good understanding of officers in community policing. However, the few respondents who indicated that the level in understanding of Community Policing by Officers was low can be attributed to the same criminal elements among the police officers and the Administration police officers who collude with criminals.

Another policing forum member from Kangawa, Oloolua made the following comments;

“Some officers at the police station levels leak information and collude with criminals in many ways. However, those from the AP take it to the next level since they do more than leak information and collusion. They do not arrest criminals even when reports of a crime in process are made. They instead warn the criminals in various ways including shooting in the air to facilitate their escape.”

4.7.5 Strategies to Improve Implementation of Community Policing

In order to address some of the factors that obstruct effective implementation of community policing in Kajiado North Police Division, a number of strategies to improve implementation of Community Policing were suggested by the respondents. They are as follows in order of preference; Ensuring an enabling legislative and administrative environment (very high 72.5%, high 21.6% and low 5.9%), Sharing information while ensuring confidentiality (very high 70.6%, high 15.7% and low 13.7%), Increasing police resources such as personnel and equipment (very high 60.8%, high 31.4% and low 7.8%) and Sensitization on community policing for all cadres of staff (very high 58.8%, high 15.7% and low 19.6% and very low 5.9%).

From these results, it can be deduced that ensuring an enabling legislative and administrative environment will quicken the pace of legal and administrative reforms in both the police and the local government departments. Ensuring safety and confidentiality while sharing information will protect informers, make community members willing to cooperate and increase trust and information sharing. Increasing police resources such as personnel and equipment (such as vehicles) will assist in effective implementation of community policing. Sensitization on community policing for all cadres of staff will ensure that the levels of training and understanding of community policing by officers are improved. This will in turn lead to successful implementation of community policing programmes.

The OCS for Ngong Police Station made the following comments regarding the strategies to improve implementation of Community Policing;

“The County government should budget and offer some incentives for community policing. This will assist in resources such as vehicles and allowances for members.

Public image of police should be improved through better relations while mutual trust should be encouraged. The relationship between the police and the APs together with chiefs should be improved through joint meetings and the later reporting to the OCPD on crime matters. community policing forum meetings should be held more frequently including in churches and other public areas.”

The Kajiado North OCPD stated;

“Members of CPCs should be rewarded financially while the public should be sensitized on the importance of community policing. Monitoring and evaluation of the programme should be done while monthly reports should be sent to the Community Policing Unit (CPU).”

The available strategies will however only succeed if both police and public are willing and ready to work together to achieve improved security.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The findings were made in light of objectives of the study and discovered that community policing forums in Kajiado North comprised older, male and married people who have lived in the area for very long durations and were more concerned with security and policing issues due to the need to keep themselves and property secure through better policing. However, most of them were not highly educated. The study found that levels of adoption of community policing as a style of policing in Kajiado North were generally very high while the levels of perceptions according to mutual trust in relations, public participation in community policing, public image of the police and integrity of the police were positive. However, the levels of integrity of the police were found to be mainly moderate due to collusion with criminals by a few police officers.

Implementation of the community policing programme had been more affected by historical relationships pronounced by mistreatment and police culture encouraging police isolation rather than close engagement. It had been less affected by police failing to change attitudes and culture and police equating community policing to revealing police functions to unaccountable entity. As a result, parties could not build sustainable partnerships and the public could not share information due to fear of retaliation. The findings indicated that the general policing practiced in Kajiado North division was preventive and utilized approaches such as foot patrol, preventive patrol, problem oriented policing and team policing. Police partnered in sharing information, investigating crimes, arresting and prosecuting criminals, gathering intelligence and acting on it, partnering with the society and making patrols which address and deter criminals from committing crimes. The level of deployment of police officers in Kajiado North Police Division was found to be generally adequate.

On measures to manage confidentiality of information from residents, it was found that the police have put in place measures to receive reports from residents. These were found to entail specific channels of reporting whereby residents were to make reports only to senior officers such as OCPD, deputy OCPD, DCIO, deputy DCIO, OCS, deputy OCS and OC

Crime among other senior officers. Reports were not to be made to junior officers while community policing members were to discuss security information among themselves only and forward the same to police. Non members were not to be involved in these discussions. The public were to keep information without divulging it to each other, never revealing the source of the information and making reports only to senior officers.

The study found that community policing has succeeded in reducing crime rates in Kajiado North Police Division. This was achieved through information sharing, good reporting system, arrest and prosecution of criminals and witnesses giving evidence. There was a considerable negative difference in the frequency of the incidents of crimes before and after introduction of community policing. The level of security since the introduction of Community Policing was found to have improved while the level of police response to crime reports since introduction of community policing was very high. The most common crimes committed in Kajiado North Police Division included stealing, breakings/muggings and drug trafficking.

The findings indicated that the factors that obstruct effective implementation of community policing in Kajiado North Police Division included low level of basic mutual trust, lack of an enabling legislative and administrative environment, poor public image of police and declining police resources. The level in training and understanding of community policing by officers was found to be high. On the strategies to improve implementation of community policing, ensuring an enabling legislative and administrative environment, sharing information while ensuring confidentiality, increasing police resources such as personnel and equipment and sensitization on community policing for all cadres of staff were suggested.

5.2 Conclusions

From the above findings, conclusions can be drawn that levels of adoption of community policing as a style of policing and levels of perceptions according to mutual trust in relations, public participation in community policing, public image of the police and integrity of the police were positive. The general policing practiced in Kajiado North division was preventive and utilized approaches such as foot patrol, preventive patrol, problem oriented

policing and team policing. Police partnered in sharing information, investigating crimes, arresting and prosecuting criminals, gathering intelligence and acting on it, partnering with the society and making patrols which address and deter criminals from committing crimes. The level of deployment of police officers in Kajiado North Police Division was found to be generally adequate.

The measures to manage confidentiality of information from residents included specific channels of reporting whereby residents were to make reports only to senior officers and not to junior officers while community policing forums members were to discuss security information among themselves only. The public were to keep information without divulging it to each other and never revealing the source of the information. Community policing has succeeded in reducing crime rates in Kajiado North Police Division as evidenced by improved levels of security. Factors that obstruct effective implementation of community policing in Kajiado North Police Division include low level of basic mutual trust, lack of an enabling legislative and administrative environment, poor public image of police and declining police resources. The strategies to improve implementation of community policing include ensuring an enabling legislative and administrative environment, sharing information while ensuring confidentiality, increasing police resources such as personnel and equipment and sensitization on community policing for all cadres of staff.

5.3 Recommendations

5.3.1 Policy Recommendations

The government should strengthen the adoption of community policing as a style of policing through budgetary allocations to cater for community policing forum members and informers. Government should also ensure an enabling legislative and administrative environment, increase police resources such as personnel and equipment and provide training to foster sensitization on community policing for police and community policing forums members. An adequate level of deployment of police officers improves the level of security. Issues such as proper coordination between the police and the provincial administration, support of community policing by County government, streamlining appointment of community policing forums members and village elders and offering identification to

community policing forums members should be considered. The disabled members of the society should also be incorporated into community policing forums while integration among inhabitants to address ethnicity and cultural differences should be actively fostered. Community policing forums should also enjoin more young people and female residents. Police should improve on the integrity levels by sensitizing junior officers on its benefits to community policing and to general crime reduction.

5.3.2 Recommendations for Further Research

This study focused on the factors that affect effective implementation of community policing in Kajiado North Police Division. Despite the contribution of community policing towards improving security in the country, it has not been given due attention by the government and stakeholders. This role being important for improving security, there is need to ensure that community policing is implemented effectively. There is also little information on the factors that affect effective implementation of community policing. Further studies are therefore recommended in other police divisions, counties or for the entire country in order to get a true and broad picture on the effective implementation of community policing in Kenya.

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Appendix 1: Questionnaire for Kajiado North Police Division Residents

I am Richard Mwaura, an M.A. student from University of Nairobi, Department of Sociology. This interview schedule is aimed at collecting information on the factors that affect effective implementation of community policing in Kajiado North Police Division. The information you give will be treated with outmost confidentiality.

I. Background Information

- 1. Name.....

- 2. Age
 - (1) 18-24 years [](Tick one)
 - (2) 25-31 []
 - (3) 32-38 []
 - (4) Above 39 years []

- 3. Gender:
 - (i) Male []
 - (ii) Female []

- 4. Marital status
 - (1) Single []
 - (2) Married []
 - (3) Divorced []
 - (4) Widowed []

- 5. Highest level of education
 - (1) None []
 - (2) Primary []
 - (3) Secondary []
 - (4) College /University []
 - (5) Other (Explain).....

6. Name of Location.....

7. Length of stay in Location (Tick one)

- (1) Less than 1 year [] (2) 1 – 2 years []
(3) 2-3 years [] (4) 3-4 years []
(5) 5 years [] (6) More than 5 years []

II. Perceptions of Residents on the Implementation of Community Policing Programme

8. What is the level of adoption of Community Policing as a style of policing in Kajiado North Police Division?

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

9. Does the public need the police or vice versa in dealing with crime?

- (1) Yes []
(2) No []

10. What is the level of mutual trust in relation to the public and the police?

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

11. What is the level of public participation in community policing?

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

12. What is the level of public image of the police?

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

13. What is the level of integrity of the police?

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

14. To what extent do you agree with the views in the table below regarding the implementation of community policing programmes on a scale of 1 to 5?

1. Very great extent
2. Great extent
3. Fairly great extent
4. Little extent
5. No extent

Statement	1	2	3	4	5
Police failing to change attitudes and culture					
Police culture encouraging police isolation rather than close engagement					
Police equating CP to revealing police functions to unaccountable entity					
Historical relationships pronounced by mistreatment					

15. Indicate the level of importance that you have given to the following consequences for the above factors affecting implementation of community policing programmes on a scale of 1 to 5. Please use the following key;

- 1) Very high
- 2) High
- 3) Low
- 4) Very low
- 5) Not at all

- Public not sharing information due to fear of retaliation []
- Parties not building sustainable partnerships []
- Police not accepting public's legitimacy as partners in dealing with crime []
- Police not revealing all details of community safety to public []

16. How does Community Policing enhance cooperation between the police and the public?.....
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III. Approaches in implementing Community Policing and Measures in Confidentiality

17. Describe the general policing practiced in Kajiado North division.....
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18. Describe the decision making process undertaken within Community Policing programmes.....
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19. What are the principles of community policing strategies? Give the level of importance that you have given to these principles. Please use the following key;

- 1) Very high
- 2) High
- 3) Low
- 4) Very low
- 5) Not at all

Partnerships (level of public participation in community policing) []
Volunteerism among community members []
Adherence to existing laws and procedures of public safety and security []
Empowerment of the community in public safety and security []
Awareness and respect of regional diversity []

Respect for and promotion of human rights []

Enhancing trust and sharing information []

Developing shared values and responsibilities []

20. Give the level of importance for the ways below by which community policing builds trust and partnership. Please use the following key;

1) Very high

2) High

3) Low

4) Very low

(1) Reaching out to community stakeholders to ascertain their needs []

(2) Public involvement in intelligence and neighborhood surveillance []

(3) Place posts and liaison offices at short intervals in neighborhoods []

(4) Sensitization to the needs, difficulties and challenges of the police []

(5) Changes in police structures, management and understanding purposes and operating philosophy []

21. What are the objectives of community policing? Indicate the level of importance that you have given to these objectives. Please use the following key;

1) Very high

2) High

3) Low

4) Very low

(1) Countering poor public image of police []

(2) Improve perceptions on community policing programmes []

(3) Strengthen police measures for managing confidentiality of information and intelligence from residents []

22. What are the core components/elements of community policing? Give the level of importance for the components/elements. Please use the following key;

- 1) Very high
- 2) High
- 3) Low
- 4) Very low

- (1) Community partnerships []
- (2) Problem solving []
- (3) Service orientation []
- (4) Partnership []
- (5) Empowerment and accountability []
- (6) Mobilization and sensitization []

23. What are the approaches to community policing? Indicate the level of importance that you have given to these approaches. Please use the following key;

- 1) Very high
- 2) High
- 3) Low
- 4) Very low

- (1) Team policing []
- (2) Problem oriented policing []
- (3) Foot patrol []
- (4) Preventive patrol []

24. What is the level of deployment of police officers in Kajiado North Police division?

- 1) Very adequate []
- 2) Adequate []
- 3) A little adequate []
- 4) Not adequate []

25. What are the security measures that the police have put in place to fight crime?.....

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26. What are the measures that the police have put in place to manage confidentiality of information from residents?

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IV. Extent to which community policing has succeeded in reducing crime rates

27. Has community policing succeeded in reducing crime rates?

- (1) Yes
- (2) No

Please explain the reason for your answer.

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.....
.....

Frequency of the incidents of crimes before community policing

28. If yes, to question 28, please estimate the frequency of the incidents of crimes

(a) Before community policing

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

(b) After community policing

- (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

29. What is the level of security since introduction of Community Policing in Kajiado North Police Division?

- (1) Improved []
- (2) Same []
- (3) Worse []

30. What is the level of police response to crime reports since introduction of Community Policing in Kajiado North Police Division?

- (1) Improved [] (2) Same [] (3) Worse []

31. Which are the most common crimes committed in Kajiado North Police Division? Indicate the level of importance that you have given to these crimes. Please use the following key;

- 1) Very high
2) High
3) Low
4) Very low

- | | |
|--------------------------------------|-----|
| (1) Robbery | [] |
| (2) Stealing | [] |
| (3) Carjacking | [] |
| (4) Assaults | [] |
| (5) Murder | [] |
| (6) Muggings | |
| (7) Breakings/burglary | [] |
| (8) Drug trafficking | [] |
| (9) Sexual and gender based violence | [] |

V. Factors Obstructing Effective Implementation of Community Policing

32. What are the factors that obstruct effective implementation of Community Policing? Give the level of importance that you have given to these factors. Please use the following key;

- 1) Very high
2) High
3) Low
4) Very low

- (1) Conflict over social values/ Police organizational structures/Police culture (differences with conventional policing or law enforcement) []
- (2) Lack of confidentiality/Mishandling of information []
- (3) Poor public image of police []
- (4) Lack of an enabling legislative and administrative environment []
- (5) Low level of basic mutual trust []
- (6) Low integrity []
- (7) Low enhancement of public participation in security initiatives so as to promote access to justice []
- (8) Sabotage by middle level managers []
- (9) Declining police resources []

33. (1) Please explain the reasons for your answers in 33 above.....

 (2) How many incidents of conflict over organizations' social values have occurred in the past 3 months?

34. What is the level of training in Community Policing by officers?
 1) Very high [] 2) High [] 3) Low [] 4) Very low []

35. What is the level of understanding of Community Policing by officers?
 1) Very high [] 2) High [] 3) Low [] 4) Very low []

36. What is the progress in formulation of national Community Policing training manuals?

37. What are the strategies to improve implementation of Community Policing? Indicate the level of importance that you have given to these strategies. Please use the following key;

- 1) Very high
- 2) High
- 3) Low
- 4) Very low

- (1) Police to reorient themselves towards citizens and change their attitudes and culture []
- (2) Increasing police resources-personnel and equipment []
- (3) Ensuring an enabling legislative and administrative environment
- (4) Sharing information while ensuring confidentiality []
- (5) Sensitization on community policing for all cadres of staff []

Thank you.

Appendix 2: Interview Guide for Key Informants (Provincial Administration, Civil Society and Religious Sector)

I am Richard Mwaura, an M.A. student from University of Nairobi, Department of Sociology. This interview schedule is aimed at collecting information on the factors that affect effective implementation of community policing in Kajiado North Police Division. The information you give will be treated with outmost confidentiality.

I. Background Information

- 1. Name
- 2. Designation /Title.....
- 3. Name of organization

II. Perceptions of Residents on the Implementation of Community Policing Programme

- 4. Please comment on the following;
 - (1) Level of adoption of Community Policing as a style of policing in Kajiado North Police Division.
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.....
 - (2) Public need for the police or vice versa in dealing with crime.
.....
.....
 - (3) Level of mutual trust in relation to the public and the police.
.....
.....
 - (4) Level of public participation in community policing.
.....
.....
 - (5) Level of public image of the police.....
.....

(6) Level of integrity of the police.

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5. Please give the causes of the following factors in Community Policing Programme;

(1) Mutual trust.

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(2) Poor public participation in community policing.

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(3) Low level of public image.

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(1) Low police integrity.

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6. Please outline the consequences for the following factors in Community Policing Programme;

(1) Mutual trust.

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(2) Poor public participation in community policing.

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(3) Low level of public image.

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.....

(2) Low police integrity.

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7. How does Community Policing enhance cooperation between the police and the public?.....

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III. Approaches in implementing Community Policing and Measures in Confidentiality

8. Describe the general policing practiced in Kajiado North Police Division

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9. Describe the decision making process undertaken within Community Policing programmes.....

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10. What are the principles of community policing strategies?

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11. How does community policing build trust and partnership?

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12. What are the objectives of community policing?

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13. What are the core components/elements of community policing?

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14. What are the approaches to community policing?

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15. Is the deployment of police officers in Kajiado North division adequate?

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16. What are the security measures that the police have put in place to fight crime?.....

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17. What are the measures that the police have put in place to manage confidentiality of information from residents?

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IV. Extent to which community policing has succeeded in reducing crime rates

18. Has community policing succeeded in reducing crime rates?

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19. Has the level of security since introduction of Community Policing in Kajiado North Police Division improved, remained the same or gotten worse?.....

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20. Has the level of police response to crime reports since introduction of Community Policing in Kajiado North Police Division improved, remained the same or gotten worse?

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21. Outline the most common crimes committed in Kajiado North Police Division.

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V. Factors Obstructing Effective Implementation of Community Policing

22. Outline the factors that obstruct effective implementation of Community Policing.

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23. Please indicate the level of training in Community Policing and the level of understanding of Community Policing by officers and community members.

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24. What is the progress in formulation of national Community Policing training manuals?

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25. List the strategies that can be applied to improve implementation of Community Policing.

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Thank you.

Appendix 3: Interview Guide for Focus Group Discussions

1. How do members of the public view the police?
2. Have the amount of reports that you have made/received as a result of community policing increased or decreased?
3. Are the measures that the police have put in place to manage confidentiality of information from residents been successful?
4. Has Community Policing enhanced cooperation between the police and the public?
5. How has community policing built trust and partnership between the community and police?
6. How has Community Policing improved the security measures that the police have put in place to fight crime?
7. Has the level of security since introduction of Community Policing in Kajiado North division improved, remained the same or gotten worse?
8. How often do the police and the community hold meetings and sessions to deliberate on community policing?
9. How has lack of laws to protect informers affected effective implementation of Community Policing?
10. How has lack of resources affected effective implementation of Community Policing?
11. Which strategies can be applied to improve implementation of Community Policing?