UNIVERSITY OF NAIROBI

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

FACULTY OF ARTS

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

CHALLENGES FACING THE IMPLEMENTATION OF COMMUNITY POLICING STRATEGY IN THE URBAN AREAS: A CASE STUDY OF KIBRA SUB-COUNTY, NAIROBI, KENYA

BY

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REG. NO: C50/72642/2012

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN SOCIOLOGY (CRIMINOLOGY AND SOCIAL ORDER) AT THE UNIVERSITY OF NAIROBI

2015

DECLARATION

This research project is my original work and has not been submitted for the award of another degree or certificate qualification in this, or any other university.

Signed …….. Date…….

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

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DEDICATION

This study is dedicated to my father Charles, my mother Esther, my wife Damaris and my beloved son Caleb for their constant encouragement and for being patient enough to see me go through my academic struggle, thus realizing my long cherished dream.

ACKNOWLEDGEMENTS

The completion of this research project would not be possible without the material and moral support from various people. It is my obligation therefore to extend my gratitude to them. First of all, I thank the almighty God for giving me good health, and for guiding me through the entire course. I am greatly indebted to Dr. Mike Chepkong'a who is my supervisor, for his effective supervision, dedication, availability and professional advice. I extend my gratitude to the lecturers who taught me, thus enriching my research by laying the theoretical grounding of this work.

My sincere gratitude also go to my friends for their positive contribution towards this study. I am also greatly indebted to government officials in the Police Department, who were my respondents for their support and willingness to provide the required information during the fieldwork phase of this study. My appreciation also goes to my classmates, with whom I weathered through the storms, giving each other encouragement and for their positive criticism.

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ACRONYMS AND ABBREVIATIONS

CLOs: Community Liaison Officers

COP: Community policing

CPF: Community Policing Forum

CPU: Contact Community Policing Unit

IIMS: The Integrated Information Management System

USA: United States of America

CPF: Community Policing Forum

CPU: Contact Community Policing Unit

ABSTRACT

Community policing is now a global phenomenon and is indeed a clear departure from traditional policing, that was reactive and incident based, to a problem-solving oriented policing. Government of Kenya implemented community policing as a measure of reducing the gap between the police and the community in order to curb insecurity. However, this policy has not fully realised its key objectives; which are, securing citizens' lives and property and ensuring law and order in the country. The current study therefore sought to establish challenges hindering successful implementation of the community policing initiative in urban areas in Kenya, specifically Kibra Sub-County of Nairobi. The objectives of the study were to assess the extent to which the level of understanding of the basic community policing principles, access to policing resources, structural and administrative weaknesses and socio-cultural challenges that affect the implementation of the community policing programmes. The findings of this study may help the Kenyan Government to assess the performance of community policing strategy in order to solve the security problems facing the country. The study was based on the Normative Sponsorship Theory, Broken Windows Theory and social resource theory and had targeted 7 commanding officers and 12 community policing committee members and 650 regular police officers. Data from the field were coded and presented in tables and graphs. Qualitative data were analysed using content/narrative analysis while quantitative data were analysed using descriptive statistics such as frequencies and percentages. Statistical Package for Social Sciences (SPSS) was used in analysing the data.

The study findings revealed that challenges facing implementation of community policing include low levels of awareness of community policing principles among police officers and members of the community as a result of inadequate training and sensitisation. The study also revealed that access to community policing resources, structural and administrative weaknesses and socio-cultural challenges were the challenges facing the implementation of community policing. The study recommends that the government and non-governmental organisations should provide in-service training for police officers in community policing. Community policing forums should organise more sensitisation meetings for members of the community on community policing in order to build their capacity to effectively participate in community policing initiatives. The government should provide more resources for police officers and community policing forums. The government should facilitate capacity building of police officers and community forums on administration of community policing through training. The government and other stakeholders should be sensitised on communities' social dynamics in order to create more understanding and eliminate mistrust which might negatively affect the implementation of community policing. Since the study was confined to Kibra Sub-county of Nairobi County, a similar study should be replicated to other counties. A similar study should also target county administrators and members of the public.

CHAPTER ONE

INTRODUCTION

This chapter presents the introduction of the study. It comprises of the background of the study, statement of the problem, purpose of the study, research objectives, research questions and significance of the study, limitations and delimitations of the study, the theoretical framework and the conceptual framework of the study.

1.1 Background of the Study

The transition from traditional policing to community policing is now a global phenomenon and is indeed a clear departure from traditional policing, that was reactive and incident based, to a problem-solving oriented policing that is proactive with the community as the cornerstone of policing objectives (Abdulrahaman, 2007). Community policing is a paradigm shift that seeks to focus on constructive engagement with people who are the end users of the police service and renegotiate the contract between the people and the police thereby making the community co-producers of justice and a quality police service. Coquilhat (2008) notes that community policing differs from the traditional policing as it requires the police to share power with residents of communities and critical decisions need to be made at the neighbourhood level. Achieving the goals of community policing therefore requires successful implementation of three essential and complimentary components or operational strategies; which include community partnership, problem solving, and change management.

Community policing emerged in response to a number of factors, including: changing conditions of crime which made reactive policing ineffective; diversifying communities that required more localised responses; and increasing demands for police accountability

(Fielding, 2009). Bottoms (2012) notes that community policing initiatives were successful in areas with lower crime rates and existing community networks, but less so in areas where they were most needed. Some have argued that recent shifts of priorities in the post 9/11 Twin Tower bombing in the USA context have been at the expense of community policing, whilst others insist that counterterrorism initiatives are compatible with community policing principles as intelligence-gathering requires close police-public relations.

In industrialised countries there is a significant focus upon ethnic and racial communities. Across Continental Europe for example, the 'community' is understood almost exclusively in geographic neighbourhood terms. Indeed, community policing has been rebranded as 'neighbourhood policing' in France and Spain. Community policing reforms however, have been stunted by centralised structures and militarised policing, and a culture of local accountability is markedly absent. Indeed, 'the emphasis has been more on being operationally in the community, as opposed to being part of it (Rosenbaum, 2006).

In China, King Wa (2009) noted that there is significant emphasis upon collective responsibility for governance and policing based upon a philosophy of 'for the community and by the community.' Consequently, 'security is maintained through local social and political structures that demand conformity to the collective community and to the state. More recently, China is moving away from this notion of a collective responsibility to a more industrialised, professionalised model of policing. Concepts which are central to community policing, such as 'community cooperation' and 'community consent' are highly subjective and politically malleable. Community policing could conceivably be reduced to the localisation of policing and communication with residents. As a consequence, any police

agency that has ever required officers to become more knowledgeable about crime in a specific neighbourhood or location can lay claim to practice community policing.

According to Davis, Henderson and Merrick (2003), public distrust along with mounting evidence that the police were corrupt, led to the introduction of community policing programs in Brazil. In Rio de Janeiro community policing initiatives are aimed at building civilian confidence in the police in order to improve intelligence gathering and crime fighting. The model involved: foot patrols over geographic areas; the creation of community councils to promote dialogue; the introduction of suggestion boxes in the area to receive anonymous complaints and recommendations. There were however some challenges to the implementation of community policing. Military police administrators were concerned that community policing (COP) activities would detract from the provision of ordinary service and that the autonomy attached to these officers would compromise the hierarchy of command in the institution. Significant socio-economic inequalities within districts and alternative mechanisms of security in the shanty towns (favelas) also hampered community policing efforts. The police suffer from a lack of trust and respect. They are considered to be responsible for many civilian deaths and they are plagued by corruption.

In South Africa, Baker (2002) observed that the police is characterised by politicisation and paramilitary traditions. Community policing was adopted to transform the police, and community-police consultative forums became central aspects of this project. One initiative in Nyanga, Western Cape, emulates the Western style of community policing that emphasises foot patrols. However, due to limited resources, the community became involved in patrols in a way that would have been unthinkable in London. Community policing faces a number of

challenges in South Africa. They include low morale of officials, and a police culture that has placed little value in discretion. Apartheid also limited the ability of some communities to organise effectively and to mobilise the resources they do possess. Non-white residents are also reluctant to serve on forums due to their mistrust of police or because old alliances keep them out. Police and local communities have different expectations and understandings of what community policing was intended to achieve. The mobilisation of the community as a resource for intelligence creates an unbalanced relationship where the community is a tool not a partner. This is in the sense that the community is expected to give information to the police, but the police cannot give information to the community.

According to Zwane (2004), Community Policing was introduced in Uganda in 1989 and has been isolated to specific officers called CLOs (Community Liaison Officers). As part of the community policing initiative, public seminars are organized to educate participants about the role of the police, about how neighbourhood watch programmes conducted and about citizens' rights. CLOs have also strengthened the link between the police and the communities. However, the effectiveness of COP programs in Uganda are limited by poor resources and low wages, leading police officials to extort and accept bribes. There is also inadequate government funding to expand the ranks of CLOs as well as the poor public image of the police due to past oppression and violence (Zwane, 2004).

Since 2003, the Government of Kenya has embraced community policing as a core crime prevention strategy. This was expected to be a crime prevention strategy that was responsive to the needs of the public. This involves combining the efforts and resources of the law enservicement agencies and community members. Community policing facilitates partnership

so that the public can seek assistance from law enservicement agencies. It operates on the premise that crime perpetrators and their accomplices live within the communities in which they unleash crime. The criminals are known to their neighbours and this vital resource can be tapped to reduce crime (Kenya Police Annual Report, 2004). Despite the expected benefits of the strategy in policing and the success in the pilot sites, there are still major obstacles to security reform in Kenya (Ruteere and Pommerolle, 2003). The current study seeks to establish challenges facing the implementation of the community policing in urban areas of Kenya and specifically Kibra Sub-County of Nairobi.

1.2 Problem Statement

Security is a key pillar to socio-economic development and prosperity in every society. However, in Kenyan urban areas this has become elusive as insecurity characterised by terrorist activities, armed robberies, homicides, activities of criminal gangs such as Mungiki and Kamjesh, rape cases and political related violence is on the increase, thus negating the spirit of the development process and attainment of millennium development goals and vision 2030. The situation is further compounded by the fact that the country does not meet the United Nations requirement of "one police officer for every four hundred and fifty people" (www.wiki/Community Policing.org), as the ratio of the police to the population stands at a low level of one police officer for every one thousand one hundred and fifty Kenyans (Kenya Police annual report, 2014). Owing to this limitation, the Government of Kenya implemented community policing as a measure of reducing the gap between the police and the community in order to curb insecurity. However, this policy has not fully realised its key objectives; which are, securing citizens' lives and property and ensuring law and order in the country due to numerous challenges facing the implementation process. The current study therefore sought

to establish the challenges hindering successful implementation of the community policing initiative in urban areas in Kenya, specifically Kibra Sub-County of Nairobi.

1.3 Research Questions

The research questions were:

1. To what extent is the level of understanding of the basic community policing principles a limitation to the implementation of community policing initiatives Kibra Sub-County?
2. To what extent is access to policing resources, a challenge to community policing in the area of study?
3. What are the structural and administrative weaknesses experienced in the implementation of community policing in the area?
4. What are the socio-cultural challenges affecting the implementation of the community policing programme in Kibra Sub-County?

1.4 Purpose of the Study

The purpose of this study was to establish the challenges facing community policing strategy in the urban areas of Kenya, and in Kibra Sub-county of Nairobi in Particular.

1.5 General Objectives of the Study

The general objective of the study was to establish the challenges facing community policing strategy in the urban areas of Kenya, and in Kibra Sub-county of Nairobi.

1.6 Specific Objectives of the Study

The study sought to achieve the following research objectives:

1. To assess the extent to which the level of understanding of the basic community policing principles is a limitation to the implementation of community policing initiatives in Kibra Sub-County of Nairobi, Kenya/
2. To find out the extent to which access to community policing resources impacts on community policing in the area of study.
3. To establish structural and administrative weaknesses experienced by the police in implementing of community policing in the area.
4. To establish socio-cultural challenges affecting the implementation of the community policing programme in Kibra Sub-County.

1.6 Significance of the Study

The findings of this study may help the Kenyan Government to assess the performance of community policing strategy in order to solve the security problems facing the country. This may be achieved by identifying the contributions of the strategy to enhancing the security in the country. The community in general may also benefit from the findings of this study as members may understand their role and contribution in community policing thereby improving their own security. This may also help in eliminating the misconception about the intention of community policing for the concept has not been fully grasped by the common man in the country.

1.7 Scope and Limitations of the Study

The study was limited by the fact that when collecting data, the research was not in a position to control the attitudes of respondents during the study as respondents out of fear of victimization, may have chosen to give socially acceptable responses that may have resulted in the study having inaccurate findings. However the respondents were assured of their privacy and confidentiality so as to increase accuracy of the findings. Secondly, in as much as the study wished to capture views of all stakeholders in the sub-county, it was faced with difficulties in tracking and factoring in the much needed first-hand information from members of the due to logistical challenges.

The scope of the study was confined on the challenges facing the implementation of community policing strategy. Other aspects of community policing were therefore beyond the scope of this study. The study was also confined in Kibra Sub County of Nairobi County and therefore community policing in other sub counties in Kenya are not within the scope of the current study. The study also focused on community policing from the time the policy was introduced in Kenya in 2003 and therefore other forms of community policing before then are beyond the scope of this study.

1.9 Operational Definition of Key Terms

Challenges: Refers to the constraints affecting the effective implementation of community policing programmes.

Community policing: Refers to the law enservicement initiative that involves close collaboration between security agencies and members of the community in joint efforts

towards crime prevention and maintenance of law and order, without forgetting elimination of crime.

Implementation: Refers to the execution of community policing programmes and strategies towards maintenance of security and law and order.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

Despite the numerous milestones achieved through community policing, the implementation of this strategy has not been without challenges due to lack of awareness of basic community policing principles, limited community policing resources, structural and administrative weaknesses and socio-cultural challenges. This has to a large extent hampered the attainment of goals and objectives of this mode of combating crime in the society and maintaining law and order.

2.2 Concept of Community Policing

Globally, community policing is described as a modern-day policing approach in response to the decline in public confidence in the police and increasing indications that police cannot fight crime by themselves (Skogan, 2006; Virta, 2006 and Fridell, 2004). Accordingly, Fleming (2005) believes that policing requires communal involvement both at individual and organisational level outside with law enservicement and beyond the public sector. Community involvement in community policing is crucial in identifying community issues, addressing public fear of crime and increasing police visibility thus encouraging increased trust in police (Smartt, 2006; Joyce, 2006; Virta, 2006).

Skogan (2006) acknowledged that law abiding citizens deserve to participate and contribute towards community policing thus they are involved and support the idea of community policing and the police process comes as a result of stakeholder participation. Community policing not only involves the community members but more specifically incorporates the

police responsiveness to community concerns towards ensuring the full benefits of policing (Skogan, 2006). Community policing involves communal identification of their security needs, which in return makes the police take up the matter seriously even if the problems they define differ from police priorities (Wycoff, 2008). Community policing also determines community needs thus participation is required to identify problems, assist police to drive the solutions, and maintain community ownership of the issues (The Office of Community Oriented Policing Services, 2007). Community policing not only assists the stakeholders in identifying problems, but also in prioritising and finding solutions (Carroll Buracker Associates, 2007).

According to Cordner (2009), there are a number of mechanisms for achieving community engagement, that include systematic and periodic community surveys, community policing fora, community meetings, and meeting with advisory groups and businesses. Skogan and Hartnett (2008) suggest that the public have a great deal informing the police, and that they are grateful for the opportunity to have their voice heard. However, Reno *et al.,* (2008) warns that the type of neighbourhood determines whether the community is good at dealing with their own problems. For example, if the community has more social capacity then they were more likely to deal with their own problems and attend arranged meetings than those without such investment. Crime prevention is central to the concept and ultimate goal of community policing and will have long term benefits (Segrave and Ratcliffe, 2010). Skogan (2006) suggests community capacity to prevent crime will be strengthened by encouraging communities to enhance community safety.

2.3 Overview of Implementation of Community Policing in Kenya

The Kenya police (2014), creates the understanding that community policing works by creating an understanding between the police and the community about their role in crime prevention; supplementing police patrols through private guards and neighbourhood watch groups; providing educational, capacity building, enhancing Kenya Police personnel and members of the community to enable constructive participation in addressing the problems of crime; forming community policing victim support centres and training response teams (units); improving street lighting (security lights) to reduce crime (the use of adopt-a-light programme for the slum population). Moreover, community policing aims at evaluating community policing programmes; giving special attention to vulnerable groups whom include the women, children and the disabled who are crime prone; share responsibility and decision-making as well as sustained commitment from both the police and community, with regard to safety and security needs; encouraged enhancement of accountability of the police to the community they serve; conflict resolution between and within community groupings in a manner which enhances peace and stability; further basing problem solving activities on a consultative approach that constantly seeks to approve responsiveness to identified community needs. Furthermore, participation of all members of the Kenya Police in community policing and problem solving initiatives and ensuring that community policing informs, guides and sustains all policing activities as part and parcel of community policing in Kenya thus it is an all-inclusive activity between community members and the police.

The role of community members towards community policing in Kenya entail the fact that they need to volunteer information on suspicious characters or activities, working closely with the police through Community Policing Forums, helping the police to help you by offering

any kind of support, encourage greater contacts between neighbours. More specifically, the community members support the victims of crime through counselling, safeguarding your own neighbourhoods and hence, security begins with one-self; that is you should be alert always as an individual (Kenya Police, 2014).

Nyaura (2014) notes that in Kenya, the police service is the most perceptible institution of the security sector and its functions impacts on the entire citizenry and therefore, community policing is a new style of policing that is reactive to the needs of local communities; a service multiplier that contributes to conflict management. The role of the police in community policing as stipulated by the Kenya Police (2014), entail the fact that they communicate with the community and give the feedback regarding crime and security information; providing a listen ear and understand public needs; being part and parcel of problem solving towards community satisfaction; being transparent, accountable and effective; carrying out their day today activities and other police duties; providing a platform for the formation of Community Policing Forums. Moreover, the police are encouraged to maintenance law and order in crime prevention strategies, enservicement of the law and order and conducting patrols in their beat areas to ensure that there is enhanced security.

Community Policing Forum (CPF) is a group of people from the Police and different committees (local leaders, residents, and community based organizations) who meet to identify and solve problems in their areas. The Community Policing Forums are established in residential places, business areas and estates near local Police Stations for easy communications and complementary support. The community policing forums play a crucial role in identify the problems that affect a community, providing Contact Community Policing

Unit (C.P.U), Organizing joint sensitization workshops together with C.P.U, Planning and implementing community policing programmes and eventually monitoring and evaluate through the committees formed (Kenya Police, 2014). The joint efforts established in the Community policing forums (CPF) foster strength and unity between the police and the community members.

Nyaura and Ngugi (2014) point out the fact that community policing is an effort between the different security agencies that identifies and solves community problems such as insecurity issues. Their study findings however, indicated that poor working conditions, poor pay, lack of recognition from the public, inadequate working facilities, and poor communication channels were among the major challenges facing private guards. These challenges are similar to that of the police, who live in a deplorable conditions yet they are supposed to protect the general population. Moreover, the police who are faced with these challenges may end up engaging in corruption in order to sustain their families. This in turn affects the core theme of community policing which is to prevent crime. The police may also be lured to collude with the criminals in engaging in crime who are the enemies of community policing.

2.4 Challenges facing Community Policing

The implementation of community policing strategy is faced with numerous challenges. This section presents a reviewed literature of challenges as a result of levels of understanding of the basic community policing principles, access to community policing resources, structural and administrative weaknesses and socio-cultural challenges.

2.4.1 Level of understanding of the Basic Community Policing Principles

Inadequate training among the police has been seen to be lacking towards community policing efforts (BJA, 1994; Office of Community Oriented Policing Services, 2007). Effective community policing requires training for both police personnel and community members. Effective training aids the development of new police attitudes, knowledge, and skills and facilitates reorientation of perceptions and refinement of existing skills. Training must similarly target such misconceptions. Tactics that can help overcome misperceptions about community policing including conducting accurate community needs assessments, involving all the stakeholder in collecting data to develop community policing strategies; assurance of appropriate resources availability for community programs; and finally, evaluating and modifying programs as needed. This will be a pull factors towards community members engaging in community policing.

Ali (2007) revealed that most officers were not trained in the formation of partnerships; nor had experience in organising community involvement or empowering the community. With limited training it was unlikely that police would realise the full potential of community policing. The study suggested that training was often 'short-changed' because community policing is labour intensive. Research by Mastrofski (2006) established that that in the United States recruit training has not been substantially revised to promote community policing techniques. Mastrofski highlights the fact that generally less than one week is devoted for American police officers to learn and function in new police 'thinking roles.' This study was carried out in the USA; a country with different socio-cultural and economic conditions and therefore the present study was necessary to bring out the influence of socio-cultural dynamics on the implementation of community policing in urban areas of Kenya.

In a study by Bureau of Justice Assistance, U.S. Department of Justice (2008), inadequate training among the police was seen to be lacking towards community policing efforts. It was noted that effective community policing requires training for both police personnel and community members as it aids the development of new police attitudes, knowledge, and skills and facilitates reorientation of perceptions and refinement of existing skills. The study recommended that training must similarly target misconceptions about community policing including conducting accurate community needs assessments, involving all the stakeholders in collecting data to develop community policing strategies; assurance of appropriate resources availability for community programs; and finally, evaluating and modifying programs as needed. This will be a positive influence towards community members engaging in community policing.

Patterson (2007) established that community engagement in community policing is vital. Contemporary community policing is based on the notion that all residents should be empowered to enhance their quality of life and prevent or eliminate crime and/or problems that lead to crime. Community members must be recognized for their vital role that they play in accomplishing these goals. Everyone benefits when community members understand the role and function of the police and become active proponents of law enservicement. However, the community members sometimes are not aware of the role played by the police towards enhancing community policing policies. Therefore, the key component of ensuring that community members are aware of community policing is through educating community members about community policing and their role in its implementation (Patterson, 2007). Although the Kenya Police have not been seen to fast track this, there is need to sustain and build initiatives that encourage community participation.

A study by Onyeozili (2008) revealed that inadequate training was a major challenge facing the community policing programme in Nigeria. Members of the public who were interviewed desired to have a police service that is well trained in conflict resolution within the community and demanded that the government comes up with initiatives to create more awareness of community policing style among the people.

This means that there is still the need to sensitize the public through the mass media about this shift in policing focus in Nigeria. This enlightenment of the masses will prepare the mind of the people to accept and work with the police. When the police hear about community oriented policing in the media and from the police, they will be eager to take part in its implementation in the society. With increased acceptance by the people, community oriented policing style will thrive. The best form of awareness will equally come when the people witness changes from the police conduct and operations within their community (Onyeozili, 2008). This study relied on interviews to collect data. The presence of the researcher during interviews would have had some influence of respondents leading to subjective information being given. Interviews also limited the researcher to a smaller sample. Use of questionnaires in the current study led to more objective data and also a larger sample was involved.

Accordingly, community engagement in community policing is vital. Contemporary community policing is based on the notion that all residents should be empowered to enhance their quality of life and prevent or eliminate crime and the problems that lead to crime (Patterson, 2007; Palmiotto, 2000). Community members must be recognized for the vital role they play in accomplishing these goals. Everyone benefits when community members understand the role and function of the police and become active proponents of law

enservicement. However, the community members sometimes are not aware of the role played by the police towards enhancing community policing policies.

2.4.2 Access to Community Policing Resources

A study by Ferreira (2006) about the use and effectiveness of community policing in Central Europe established that among the challenges facing community policing was inadequate resources. It was revealed that community policing departments engaged community policing initiatives with a relatively small number of officers, while the majority of patrol resources are devoted to responding to calls or doing "real police work," as it is described by some still steeped in entrenched approaches. In these departments, traditional criminal justice focused policing remained the dominant culture. Second, the cost of maintaining the community policing unit officers falls on local governments that are not in a position to sustain the increased staffing beyond the mandatory requirements. In cases where staffing levels were sustained, there were no guarantees that the officers will remain devoted to community policing over the long period. In fact, a number of police departments laid off officers because they did not have the funds to continue their employment.

Research by Mammus (2010) established that in Nigeria the major challenge of policing was the manpower shortage, inadequate funding, inadequate logistic support and infrastructure, lack of serviceable information and technological equipment to cover all the areas of the country. Other factors included inadequate manpower (both in strength and expertise), insufficient education and training, inadequate equipment, and poor conditions of service of the average policeman. This study targeted police officers and police stations and therefore did not capture the views of private citizens on availability of resources for community

policing committees. The current study sought views of the communities through the community policing committee members to fill this gap.

Chimera and Likaka (2014) on community policing implementation by security agencies in Njoro Sub-County of Nakuru, Kenya revealed that inadequate information was a challenge to community policing as was noted by 80% of the respondents. Lack of information required to pre-empt crime affected the performance community policing committees. This was caused by lack of communication facilities. This reduced the efficiency of the committees and the community in general, in the sense that it could identify criminals or criminal activities but be unable to communicate. This study relied on interviews to collect data.

In a study by Ruteere and Pommerolle (2007) it was revealed that historically, the community policing unit and the various community police officers in the districts have been severely underfunded. Until recently, all community policing activities were funded out of the general operational budgets, which were themselves very limited and barely covered staffing and fuel costs. It was noted that a small supplementary budget provided by the President's office was well received by the districts; however, there is still an enormous gap between their plans, the funds available and the ability to report on the usage of funds in an accountable and transparent manner. This research relied on document review to obtain data where documents which included reports from government agencies and stakeholder organizations in education were reviewed and analysed. This might have paved a way for biases as some reports may have been compile to fulfill certain objectives and may not have been necessarily accurate. Collecting data from primary sources by the researcher helped fill this gap.

According to Pelser (2009) the challenges of community policing in South Africa established that cars and motor bikes continued to be a challenge, with some sub-counties only having four cars to cover the whole area and to serve all units. Interviews with community police officers routinely show that they have limited access to transportation, which affects their ability to visit communities in a consistent manner. It was noted that the planned expansion of Community Police Councils will need transportation, communication equipment, housing, food allowances, access to training and general human resource support. The true cost of the programme will need to be quantified and then rolled out in a consistent and dedicated manner if it is to be effective for the communities and also motivate the officers responsible. It is unclear whether there was sufficient political support for community policing to secure such funding.

The police participation in crime prevention activities is often constrained by limited resources. For a long period, the police have lacked facilities in ensuring the enhancement of community policing. Dilapidated structures including lack of improved police stations are the order of the day in the police stations. Therefore, the public may lack confidence in the police due to the lack of this facilities. Moreover, the Kenyan government has not done enough to improve facilities that includes the police cells and station facilities in the country. Renovations and funding should be done to improve such facilities. An improved facility entails improved service delivery to the community members thus improved security. Accordingly, there have been attempts to improve the current ailing situation facing the police in Kenya. This is through the implementation of the police reforms. Nonetheless, the government is implementing the police reforms in piece-meal, for example, creation of housing and improved transportation facilities. Therefore, overall provision of much needed

facilities will improve confidence among the community members thus propagate the participation of all stakeholders towards community policing.

2.4.3 Structural and Administrative Weaknesses in Community Policing

Research by Community Policing Consortium (2012) in the USA, revealed that momentous challenges still face the police and communities that want to see their investments in community policing survive and progress. Numerous police agencies have simply overlaid community policing on their traditional policing approaches by creating special units or dedicating full-time patrol officers to that task, while the majority of officers continue with businesses as usual. The addition of 100,000 police officers allowed many departments to continue doing "business as usual" while dipping their toes into new approaches to policing. Fundamental changes in the way they approached their work were not made. This study was carried out in the USA; a country with different socio-cultural and economic conditions and therefore the present study was necessary to bring out the influence of socio-cultural dynamics on the implementation of community policing in urban areas of Kenya.

A National Center of Community Policing study found that three out of four initiatives, community policing was being conducted without the contribution of the community to identify, prioritise and solve problems. It was found that the community policing officers were working independently of the community when identifying and providing solutions to the community issues making the community policing programme ineffective. The second barrier was that community policing officer's performance measures, were based on enservicement type organisational measures rather than their aptitude to build relationships with the community, which resulted in the inability to reward an officer's good work (Bucqueroux,

2007). This study relied mostly of secondary data obtained from educational offices and commission reports. The current study however obtained data from the primary sources.

A study by Polzin (2007) in the State of Michigan identified inadequate strategies as a challenge to community policing. He argued that Police needed to employ change management strategies to successfully implement community policing. Another survey by Carroll, Buracker and Associates Ltd (2007) in the USA showed that the effectiveness of community policing becomes limited when community police operate as specialised units. It was observed that specialised units tended to create an environment of isolation or cause friction between staff. More successful community policing initiatives were found to be those that incorporated a 'whole of organisation' approach. However, the implementation of a 'whole of organisation' approach was often problematic (Cordner, 2009). It was noted that community police officers suffered isolation within the organisation where community policing is delivered through specialist officers (e.g. community constables) or through dedicated units. Working in specialised units was found to lead to difficulties establishing creditability and gaining status amongst colleagues who were still largely driven by law enservicement and criminal justice practices.

According to Wassel and Rajalingam on community police perceptions in East Timor noted that there was a major gap between what was reported as crime and the actual incidents that took place on a day-to-day basis. The Integrated Information Management System (IIMS) where all reported crimes are stored could only record crimes that were forwarded to the Prosecutor General's office. However, in the past year, 60% of all crimes reported by citizens ended up being resolved through community mediation while half of all incidents were never

reported (Wassel and Rajalingam, 2014). Not only does this make it difficult for the police to plan its resource allocation according to crime patterns and trends, but it also makes it difficult to evaluate community policing initiatives to determine their effectiveness in terms of crime reduction. In Manufahi District for example, reports indicated that there had been no crimes for the whole past year. It is clear however that many incidents are resolved at the local level through customary practice or a hybrid of state and informal means. These incidents and their resolution need to be recorded in order to deploy available resources in a consistent manner and to track the effectiveness of community policing for the purpose of reducing crime. Without such collection and analysis of data it was difficult to show whether the new five-year strategy has been effective.

A study by Onwudiwe (2009) on informal policing in Nigeria established that frequent transfer of senior police officers was a challenge to community policing in Nigeria. This was according to 55% of the respondents who strongly agreed to the fact that frequent transfer of senior police officers affected the performance of community policing. It was noted that as the officers got acquainted to their areas of jurisdiction, created a conducive working environment with the policing committees and got to identify and know the criminals, they were transferred to other areas. This acted as a challenge to community policing thus reducing its effectiveness. This study targeted members of the community policing committees and private citizens in a random survey and did not include police officers. Therefore, views of these officers were not capture and as a result the researcher did not present information on how the police perceived members of the community. The current study will include regular police officers to fill this gap.

A global study by Taylor, Fritsch, and Caeti (2008) on core challenges facing community policing identified five major challenges community policing is facing (a) insufficient holistic researches, most evaluations are carried out on specific programmes, (b) general implementation especially by city government, (c) problem of full implementation by, most of what constitute community police remains in paper, (d) involvement of politics, protecting community policing from criticism, and (e) difficulty in determining the intricate relationship between community policing and crime. The challenges identified by Taylor et al (2008) still remain valid today in the Uganda Police Service in addition to poor motivation of Community Liaisons Officers, in terms of promotional opportunities, community policing has suffered due to un-coordinated transfers, no consultation with the general public concerning appropriate time of meetings, no notice required and seasonal preferences are not considered to promote better attendance, lack of provision of guidelines and training materials to Community Liaisons.

In a study by Heald (2009) on reforming Community in Northern Tanzania, interviews with community policing officers in the districts and feedback after the national three-day in-service training programme in each district, indicated a greater need not only for training, but also for simplified instruction. Many officers commented that the lessons were too difficult or too theoretical. Part of this problem stemmed from the fact that the lessons learned in the classroom had little correlation to the tools used on a day-to-day basis. For example, while the training programme introduced house-to-house visits, most districts had no such programme – not even a standardized form to use or a process for entering data. The study recommended that training could be supplemented with an advanced course on community policing for mid-career officers and specialized courses and knowledge such as problem–solving, which all

officers, whether or not they are community police officers, would benefit from at various points in their career. This study relied on interviews to collect data.

Masese and Mwenzwa (2012) noted that possible challenges to community policing were not identified and addressed during the design phase of community policing initiatives. Some of the common organisational barriers included; lack of involvement by police management in the initiative's design, implementation, and monitoring; disagreements about resource allocation and personnel deployment; confusion or disagreement about changes in department systems and structures; middle management indifference; clashes between 'command-and-control' management styles and expanded decision making by line officers and preferential treatment for community police officers. This study targeted police officers and therefore did not capture the views of private citizens. The current study will seek views of the communities through the community policing committee members to fill this gap.

The ratio of the police service has been seen to be greatly affecting community policing efforts. This gap has been filled by the private security industry that has experienced a dramatic increase in growth, and simultaneously greater demand to be involved in crime prevention (Minnaar, 2005; Minnaar and Ngoveni, 2004). Owing to limited financial and human resources, they cannot meet the diverse safety and security needs of the market. Therefore, the private security industry fulfils the security needs which the police are unable to satisfy due to the population at large (Schönteich, 2009 as cited in Nyaura and Ngugi, 2014). In addition, the private security sector has the ability to employ security officers on permanent or part-time contracts, which is impossible in public policing because of strict public service regulations (Schönteich, 1999). Accordingly, the police and the private security

industry needed not to be left alone, therefore, the paper also advocates for the involvement of community members into developing the neighbourhood watches in all estates in the country. Although some have done this especially in Nairobi County (some of the estates such as South B & C), this needs to cut across all counties including residential neighborhood watches just like those formed in the United States of America among other developed nations.

2.4.4 Socio-Cultural Challenges facing Community Policing

Community policing often implies that individuals have common interests, values, integrity, demands and expectations but in practice communities are ambiguous (Skolnick and Bayley, 1988). A study by Segrave and Ratcliffe (2009) established that that community policing in most areas served the interests of the vocal minority and the presence of strong personalities and influential groups which dominated key discussions and used their immense influence to control the direction of an initiative. A study by Herbert (2006) in the USA revealed that among the challenges which limited community participation in community policing initiatives included the ethos of individualism which undermined attempts to work in partnership with police. The study also showed that economically and socially disparate communities were not capable of generating and sustaining themselves as 'communities' under the expectations of the normative ideals of community policing. The conflicting values were also a problem for agencies working together. A study by Skogan (2008) in slovenia noted that community involvement in community policing had not been effective in areas of most need and harder to reach parts of the community that had become excluded in the 'community effort' because they have different interests, values, and expectations.

A survey by Scott and Jobes (2007) in rural Australia noted that there was resistance to community policing within the ranks of security agencies as it is seen as soft policing or 'social work' and 'just politics' due to the involvement from public officials. Some officers did not like civilian influence on operational priorities. The survey established that the belief that traditionally police are 'formally trained and informally socialised' through the bureaucracy of law enservicement undermined community policing and community engagement. It was further established that the police culture was often resistant to change towards community policing for several reasons, including: the potential loss of autonomy; possible diversion of resources from traditional core functions; the community could impose unrealistic programmes; and police 'tough-minded' status could be demeaned. This study targeted security agencies leaving out members of the community. This meant that the researchers did not have the opportunity to give their views on challenges facing the implementation of community policing. The current study included members of the community policing committee to fill this gap.

Research by Young and Tinsley (2008) in rural parts of Namibia established that traditional law enservicement and criminal justice practices created confusion and lack of understanding of what community policing is. It was revealed that the police officers felt that 'solidarity' or 'brotherhood' was important leading to resistance to fully embrace community policing. It was found that police officers developed the need to protect one another against signs of trouble, offence or threat and perceived of danger. This study was carried out in rural parts of Namibia and as a result the findings reflect the implementation of community policing in rural settings. The current study is therefore necessary as it presented the challenges facing community policing in urban areas in Kenya.

Onwudiwe (2009) revealed that in Nigeria, the 'police culture' undermined police-community relationships because police officers viewed themselves as 'crime and disorder experts,' which disadvantaged the community when offering solutions. It was found that the police were doing a good job of engaging with the community for help and support but were still reluctant to share power and decision making with them. The study further noted that the police often unilaterally decided on the terms of engagement for various social problems which disempowered the community and limited its involvement. This study focused on the informal initiatives towards community policing and therefore there was not clear policy of how to engage the community in maintenance of law and order. Therefore the researcher opted to carry out the current study to find out challenges facing a formal community policing framework.

A study by Human Rights Watch (2010) revealed that wide spread corruption in the Nigeria police service was fuelling abuses against ordinary citizens and severely undermining the rule of law in Nigeria on a daily basis. Ordinary citizens who were interviewed stated that most Nigerians are accosted by armed police officers who demand bribes and commit human rights abuses against them as a means of extorting money. The abuses ranged from ordinary arrest and unlawful detention to threats and acts of violence, including sexual assault, torture and even extrajudicial killings (Human Rights Watch, 2010). It was further noted that the police routinely extort money from victims of crimes to initiate investigations and demand bribes from suspects to drop investigations. Corruption in the police is so endemic that it has eroded public trust and confidence they have in the police thus undermining the community policing initiatives. This study failed to give a detailed account of how mistrust between the police and the community was affecting community policing initiatives. This was addressed in the

current study. The study also relied on information gathered from seminars and review of secondary data. The current study used primary data to fill this methodological gap.

A study by Ogadimma (2013) on challenges faced by community-oriented policing trainees in Nigeria established that the essence of community policing training is to prepare and empower police officers to relate better with members of the community in crime prevention and control within the community. It is therefore expected that both the attitude and operational tactics of the police will be affected positively by community policing training. The study however noted that while there were some noticeable change in attitude and conduct of the police after training, many of them failed to exhibit some of the traits they were taught in class while on duty in the street. Though the police respondents claimed to be friendlier to the public after training, some of them did not display courtesy while handling the public. Some members of the public equally claimed that the police in their area have not changed in the way they relate with the people.

The above quotation shows that not all the police officers were ready to reflect their training on their job while on duty. This negative attitude made the people not to trust the police in their community. This uncooperative attitude gave the criminals conducive environment to operate without being reported and apprehended. This study did not examine specific areas of community policies that police officers were trained and therefore it was impossible to identify areas of weakness in the training curriculum. This was addressed in the current study.

A study by Aremu (2009) established that the relationship between police and the community has long been negative and impacted to a large extent by the police service's role as the visible agent of government, tasked with executing both policies of control and suppression,

fuelling distrust and resentment. Efforts by police and community leaders to improve relations have at times been broken down following violent disturbances. As a result some areas have been perceived to be favoured by the police more than others. The persisting mistrust is a clear manifestation that community policing has not been fully realized up to the grass-roots. The community policing committee members are also perceived as police spies as revealed by 90% of the respondents. This implies that the community in general did not trust the community policing committees as it perceives its members as police spies out to gather information on various security aspects and report to them. This study targeted members of the community policing committees and private citizens in a random survey and did not include police officers. Therefore, views of these officers were not capture and as a result the researcher did not present information on how the police perceived members of the community. The current study included regular and administration officers to fill this gap.

A study by Hills (2011) identified a source of challenge to community policing as policing a plural society where inter communal conflict as well as inter religious conflict flourish in Uganda. According to the findings, in a situation like where the community is fragmented in terms of tribe, religion, there was a likely hood of crime and criminality being rampant and the community that was supposed to collaborate to tackle security challenges in collaboration with the police was party to the crime. The study further revealed that in some cases, the police officers were influenced by their tribal and religious orientation which affected their decisions. The study was conducted in the rural parts of Uganda that had experienced various forms of conflicts. Therefore the researcher found it necessary to carry out a study in the urban parts of Kenya to determine challenges facing community policing in this setting.

The police culture that cultivates an aura of secrecy also impedes the implementation of a community policing strategy in Kenya. Openness in the Police service can generate trust and improved relations between the police and the community. Some feel policing cannot be truly effective without such trust (Cordner, 2007 b; Bucqueroux, 2007). Therefore enhanced transparency and openness should be core theme for community policing. Accordingly there are exceptions among community members, although the one obstacle to creating effective partnerships may be a lack of trust between law enservicement and private security (Nyaura and Ngugi, 2014; Nyaura, 2014). Despite considerable discussion about partnerships between the two groups, overlapping missions and the need to work together and the level of trust is reported to be quite low. Another major cause of lack of trust is misinformation and misunderstanding. Often, neither law enservicement nor private security has an accurate understanding of what the other does or can do (Nyaura, 2014).

Okoko (2007) found that there was perceived fear for breach of confidentiality among community members, thus posing as a challenge to community policing as stated by 75% of the respondents. The study established that in some instances, there was breach of confidentiality on members who volunteered information to the police thus causing fear. Consequently, such members of the public could fail to give the requisite security information. The study noted that the postponement of cases forwarded by members of the public or subsequent rejection of some cases by the courts of law led to members of the public losing faith in community policing members and therefore not cooperating in supporting community policing initiatives. The study findings revealed that 60.0% of the respondents interviewed noted that failure to successfully prosecute cases forwarded left the community

demoralized and there was also fear that the suspects could target and harm those who reported them.

In a study by Kiarie (2012), one of the main objectives of the community policing strategy was identified as develop trust and active cooperation with the community. However, as noted in various focus group discussions and numerous interviews both within the police service and outside, community police officers were worried that the trust they had developed with members of the community was being destroyed by inappropriate behaviour from other units in the form of excessive use of service, inadequate investigation skills, lack of follow-up, criminal ties, gambling and corruption (among other issues). Interviews also limited the researcher to a smaller sample. Use of questionnaires in the current study led to more objective data and also a larger sample was involved.

2.5 Summary of the Literature Review

The reviewed literature shows that implementation of community policing is faced with numerous challenges. The researcher however found it necessary to carry out the current study because a number of studies were carried out in foreign countries with different socio-cultural and economic conditions and therefore the present study is necessary to bring out the influence of socio-cultural dynamics on the implementation of community policing in urban areas of Kenya and specifically Kibra Sub-County of Nairobi. Other studies targeted security agencies leaving out members of the community. This means that the researchers did not have the opportunity to give their views on challenges facing the implementation of community policing. Other studies were carried out in rural areas and as a result the findings reflected the implementation of community policing in rural settings. The current study is therefore

necessary as it will present the challenges facing community policing in urban areas. Another study focused on the informal initiatives towards community policing and therefore there was not clear policy of how to engage the community in maintenance of law and order. Therefore the researcher opted to carry out the current study to find out challenges facing a formal community policing framework. Another study failed to give a detailed account of how mistrust between the police and the community was affecting community policing initiatives. Consequently another study did not examine the specific areas of community policing that police officers were trained and therefore it was impossible to identify areas of weakness in the training curriculum. Some studies relied on interviews and focus group discussions to collect data.. Interviews also limited the researcher to a smaller sample. Use of questionnaires in the current study will lead to more objective data and also a larger sample will be involved. Other studies were carried out across different countries and examined diverse education systems and therefore provided general findings on teachers' preparedness to enhance smooth transition. The current study will focus on a region in Kenya and therefore yield more specific information. The study reviewed teacher training programmes in relation to pupils' transitions across all ages in primary schools. The current study will focus on children's transition from ECD to lower primary. Lastly the study relied on document review to obtain data where documents which included reports from government agencies and stakeholder organizations in education were reviewed and analysed. This might have paved way for biases as some reports may have been compile to fulfill certain objectives and may not have been necessarily accurate. Collecting data from primary sources by the researcher will help fill this gap.

2.6 Theoretical Framework

The study was based on the Normative Sponsorship Theory by Tiedke, Freeman, Sower and Holland, (1957) and the Wilson and Kellings; Broken Windows Theory.

2.6.1 Normative Sponsorship Theory

The study was based on the Normative Sponsorship Theory by Tiedke, Freeman, Sower and Holland, (1957). The theory states that a significant number of people have goodwill and that cooperation becomes a necessary factor towards building a harmonious community. It postulates that a community programme will be supported only if it is "within the limit of established standard" to all people (Trojanowicz and Dixon, 1974). Simply it states that, the police cannot achieve any positive transformation without the support of the public. It's important to note here that society is divided into strata and classes, with common interests in some areas and conflicting interests in many fundamental areas. As a result of the inequality in access to societal resources, those who have access to resources will want a change in the structure and this is the basis of conflict in society and thus the death of goodwill. Conflict perspective therefore argued, that the police were not created to 'serve society' or 'people' but to serve some parts of society and some people at the expense of others (Alemika & Chukiouna, 2000).

2.6.2 Broken Windows Theory

Another theory advanced specifically to explain community policing is by Wilson and Kellings; Broken Windows Theory, based on this theory social psychologist and police officers tend to agree that if a window in a building is broken and is left unrepaired; all the rest of the windows will soon be broken, the sign of one broken and unrepaired window send

an indication that nobody cares so another window can also be broken and nothing will happen (Oliver, 2000). According to Pollard in Allender (2004), Kellings and Wilson's preposition is that the moment deliberate discourtesy such as drunkenness, begging, vandalism, disorderly behavior, graffiti, litter are not controlled, an atmosphere is created in which more serious crimes will be committed. Till today, any discussion on community policing always go hand in hand with the broken windows theory (Allender, 2004). However, this theory under scores on the argument that there's order inherent in society and that this order is consolidated by the fact that different structures in society work together harmoniously for the sustenance of society. The police are necessary to ensure that public peace is guaranteed through the maintenance of law and order, therefore the police are friends of the public since they exist for the good of the people.

From a radically different dimension, Wong (2008) offered a different view point called the Social Resource theory that attempts to address three main prepositions, (a) what is the role and function of the police? (b) What is the relationship of the police with the people, and (c) why do people call the police? The social resource theory re-conceived the idea of crime and policing from the angle of the people and not that of the state. From the people's viewpoint, crime is a personal problem resulting from people's unmet expectation, scarcity of resources and police inefficiency. The police in fact are social resources which are supposed to solve the problems of the people. The ultimate purpose of community policing is to ensure better, responsive and responsible efficient and effective police service. The theory is of the people, for the people and by the people, a theory of democratic governance, empowerment, and a theory of self-help (Wong, 2008).

The social resource theory begins from observing that crime represents illegality but only from the state point of view. However, for the people crime represents one of the experiences of life, the theory represents a radical shift in theorizing community policing because it completely gives people the power in fact and made the police influence a social resource, made visible by the state by choosing within the citizens to address societal ills (Wong 2008). This theory overlooks the issue of partnership, in partnership it's a win-win situation, if then community policing is advocating for partnership, then the issue of social resource by the police doesn't arise.

2.7 Conceptual Framework

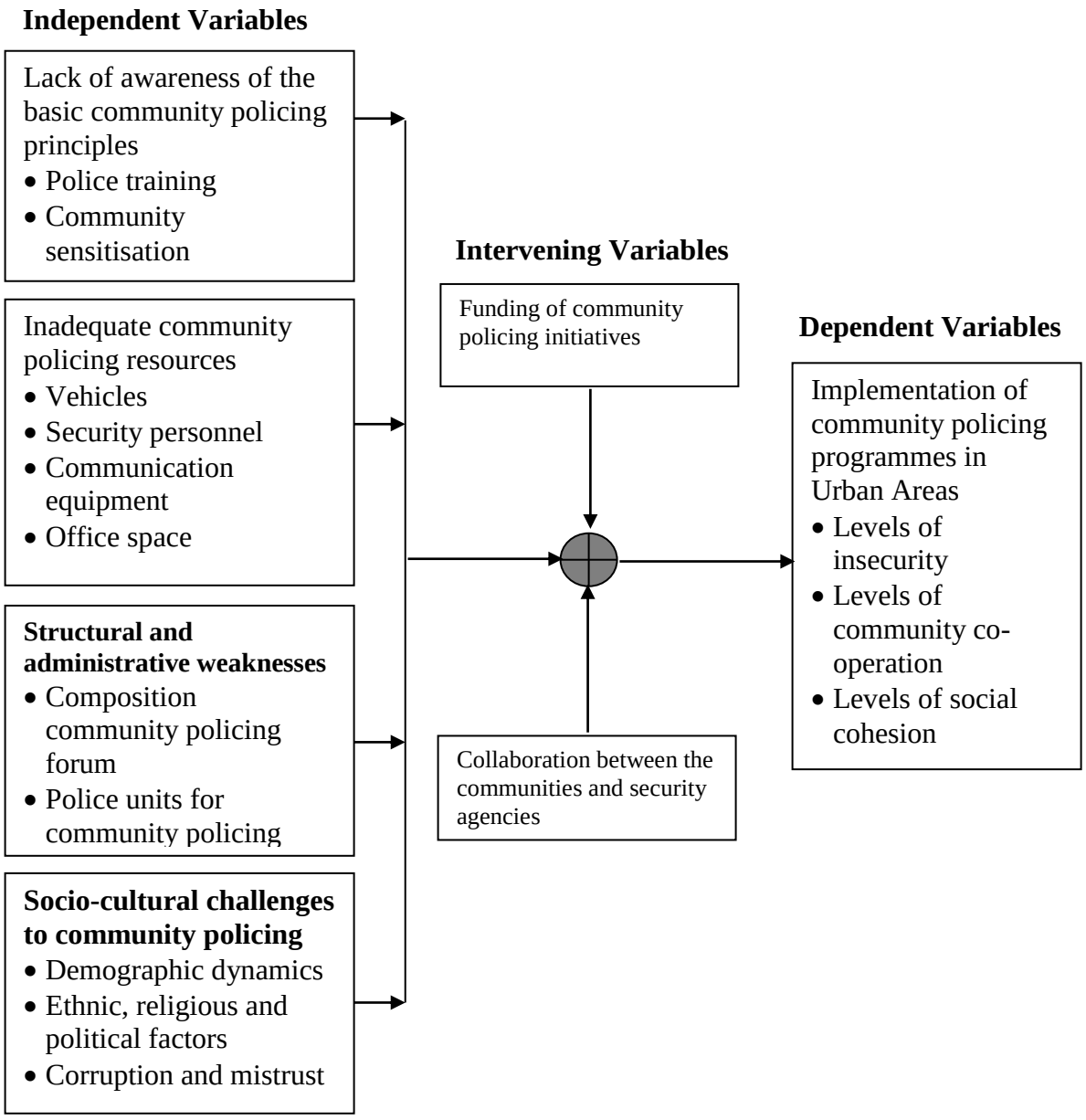

Figure 2.1: Conceptual Framework of the Study

Source: The Researcher (2015)

The conceptual framework presents a summary of the interaction between independent variables and dependent variables. Challenges facing the implementation of community policing are the independent variables and they include, lack of awareness of the basic community policing principles which is measured in terms of police training and community sensitisation, inadequate community policing resources such as vehicles, security personnel, communication equipment and office space, structural and administrative weaknesses in terms of community policing forum composition and police units for community policing and socio-cultural challenges measured in terms of community's demographic dynamics, ethnic, religious and political factors and corruption and mistrust. Depending on the levels of funding of community policing initiatives and levels of collaboration between the law enforcement agencies and communities which are intervening variables, they determine the success or failure of implementation of community policing measured in terms of levels of insecurity, levels of community co-operation and levels of social cohesion which is the dependent variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights the methodology that will be used in collecting and analysing of data in the study. It also presents the research design, target population, sampling procedures and sampling size, data collection methods and data analysis techniques.

3.2 Research Setting/Site

The study was conducted in Kibra Sub-county of Nairobi County in Kenya. The sub county is located to the southwest of the City of Nairobi and includes Kibera Slum and adjoining estates. Kibra is Nubian word meaning 'forest or jungle.' The Sub County covers an area of 12.1 Km^2 with a population 0.8 million with most residents living in the large Kibera Slum. The sub-county is manned by 2 main police divisions namely Kilimani and Lang'ata. The sub county has witnessed a rise in cases of insecurity prompting the government to initiate a street lighting programme as a way of minimising insecurity. The Sub-county was also heavily affected by the 2007 post-election skirmishes that led to deaths and displacement of human population. The researcher therefore found it necessary to examine challenges facing community policing strategy in the area for the purposes of coming with recommendations that may help in enhancing security, law and order and political/ethnic cohesion.

3.3 Research Design

The current study used the mixed methods research design. According to Creswell, a mixed methods research design is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research methods in a single study to understand a research problem. Quantitative methods involve collecting numerical data that can be subjected to

statistical analysis. Examples of data collection methodologies include interviews and questionnaires. In the current study, quantitative data were obtained using closed-ended items of the questionnaires. Qualitative method on the other hand is a type of educational research in which the researcher relies on the views of participants; asks broad, general questions; collects data consisting largely words (or text) from participants; describes and analyzes these words for themes; and conducts the inquiry in a subjective, biased manner (Creswell, 2012). Generally, it involves listening to the participants' voice and subjecting the data to analytic induction (e.g., finding common themes); more exploratory in nature. Examples of data collection methods include interviews, open-ended questionnaires, observations and focus groups discussions. For this study, qualitative data were obtained from interviews and open-ended items in the questionnaire.

3.4 Unit of Analysis

The unit of analysis was the Kenya police department of community policing, Kilimani Division while the unit of observation was the commanding officers, community policing forum members and police officers, chiefs and assistant chiefs.

3.5 Study Population

The study targeted all 7 commanding officers and 12 community policing forum members (Key informants) and 650 target population for regular police officers in the two divisions of Kibra Sub-county of Nairobi County.

3.6 Sample Size and Sampling Techniques

The researcher selected all 7 commanding officers and all 12 community policing committee members (Key informants) making a sub-sample of 19 respondents. The stratified simple random sampling technique was used to select police officers. This sampling technique was ideal for this study as it is used to ensure that no sub-population is omitted from the sample (Gay, 1996). The population was stratified according to category of the police i.e. regular and administration police and the 7 sub-locations in Kibra Sub-County. Creswell (2012) described a stratum as a subset of the population that share at least one common characteristic. The researcher first identified the relevant stratums and their actual representation in the population.

To arrive at the actual sample size from the population in each stratum the researcher used the following formula:

$$n_r = d^2xp$$

Where n_r = required sample size, p = proportion of the population having similar characteristics and d = the degree of precision. The degree of precision (d) is the margin of error that is acceptable. The researcher used the formula to calculate the sample size of police officers in each stratum. For this study, d = 0.31622777 was for determining the sample of regular police officer. This is determined by the proportion of minimum sample size from the target population which for the regular police is 10.0%. According to Gay (1996), a minimum of 10% for large population and 20% for small population is sufficient for reliable findings. According to Craswell (2012), this formula can be used to calculate the sample size based on the sample required to estimate a proportion with an approximate 95% confidence level. Using the formula, the researcher will calculate the sample size in each stratum as shown on Table 3.2.

Table 3.1: Sample of Respondents

Sub-locations	Target population	Sample	Percentage
Kibra Line Saba	93	10	10.7
Sara Ngo'mbe	78	8	10.2
Woodely	102	11	10.7
Mugumo Line	97	10	10.3
Gatwekera	114	12	10.5
Kibra Highrise	62	7	11.2
Soweto	104	11	10.5
Total	**650**	**69**	**10.6**

The sample size of the study was 7 commanding officers, 12 community policing forum members and 69 regular police officers making total sample of 88 respondents.

3.7 Research Instruments

The research instruments included questionnaires and interview schedules. The questionnaires were administered to police officers while the interviews were administered to the commanding officers, community policing committee members and focus group discussions. The questionnaires were ideal for this study as they presented an even stimulus, potentially to a large number of people simultaneously and provided the investigator with a relatively easy accumulation of data (Wellington, 2000). The questionnaires contained both open-ended and closed-ended questions. Each of the questionnaires had two sections.

3.7.1 Questionnaire for Police Officers

This questionnaire had two sections. Section one was used to obtain officers' demographic information such as gender, level of academic, professional qualifications and working experience. Part 2 was used to obtain information based on the objectives of the study.

3.7.2 Interview Schedule

Interview guide was used to interview respondents on the challenges facing the implementation of community policing organised under themes according to the research objectives.

3.8 Pilot Study

A pilot study was conducted prior to the actual research. The researcher selected 10 police officers who were involved in the pilot study. Through piloting, the researcher was able to determine whether there are any ambiguities in any of the items to ensure that the instruments elicit the type of data anticipated to answer the research questions. Those items that failed to measure the variables intended were either modified or discarded. Further, advice was sought from the supervisors who critically examined the items and the instruments.

3.8.1 Instrument Validity

The validity of an instrument represents the degree to which a test measures (Borg & Gall, 1983). To establish content validity, the researcher had the research instruments appraised by the supervisor and the comments made adhered to. To further establish the instruments validity, a sample of 10 police officers was selected to fill questionnaires for pilot study.

3.8.2 Instrument Reliability

Reliability of a research instrument is concerned with the degree to which a particular measure gives similar results over a number of repeated trials (Orodho, 2008). To ensure that the research tools are reliable, they will be pilot tested. Data collection instruments for police officers will be tested to ascertain content reliability. The Cronbach Alpha coefficient was used to check the internal consistency of items in the questionnaires. It was computed with the

help of SPSS 21 program to determine if the items used were reliable. Cronbach reliability coefficient normally ranges between 0 and 1. The reliability value obtained was 0.7 and therefore the instruments were reliable in providing the required information. According to Berthoud (2000), reliability of 0.7 and above is satisfactory for any research instrument.

3.9 Data Collection Procedures

The researcher, after successfully defending the proposal sought for introduction letter from the University to obtained permit from National Council for Science and Technology. Copies of the permit were presented to the Nairobi County Commissioner, Kibra Sub-county Commissioner and Officers in charge for clearance to conduct the study. The researcher then made arrangements on when to visit the police stations and sub-county administration offices under study. The researcher administered questionnaires to the police officers and then held interviews with commanding officers and 12 community policing committee members. The questionnaires were collected after three days to ensure all were returned. All respondents were assured of confidentiality and anonymity.

3.10 Data Analysis Techniques

Data analysis is the process of packaging the collected information in a form that can be understood by the person undertaking the research. Data from the field were coded and presented in tables and graphs. Qualitative data were analysed using content/narrative analysis while quantitative data were analysed using descriptive statistics such as frequencies and percentages. Statistical Package for Social Sciences (SPSS) was used in analysing the data.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis, discussion and interpretation of findings; presented according to the research objectives. The chapter is organised into several sub-sections as discussed below.

4.2. Instrument Return Rate

The researcher administered questionnaires to 69 regular police officers out of which 50 returned dully filled questionnaires which is 72.4% return rate. The researcher also interviewed 5 out 7 commanding offices which 71.4% return rate and 10 out 12 community policing forum members which is 83.3% return rate. The average instrument return was 75.7% which the researcher found to be representative of the sample size.

4.3 Respondents Demographic Information

This section presents information on the demographic information of respondents. It includes their gender, professional qualifications, rank in the police service, length of serve in the police service and length of service in the community policing implementation.

4.3.1Gender of Respondents

Respondents were asked to state their gender on the questionnaire. The findings are as presented on Table 4.1.

Table 4.1: Gender of Respondents

Gender	Frequency	Percentage
Male	34	68.0
Female	16	32.0
Total	**50**	**100.0**

The findings show that 68.0% of respondents were male while 32.0% were female. The findings are an indication that majority of police officers in Kibra Sub-County are male and therefore there is gender inequality in recruitment as well as deployment of police officers. It was therefore likely that community policing could be seen as a male domain thus alienating women. This might undermine the implementation of community policing given that women may have less participation.

4.3.2 Respondents' Professional Qualifications

The researcher sought to establish professional qualifications of police officers who participated in the study. The findings are as shown on Table 4.2

Table 4.2: Respondents Professional Qualifications

Professional qualification	Frequency	Percentage
KCSE Certificate	29	58.0
Diploma Certificate	14	28.0
Bachelors' degree	4	8.0
Masters' degree	3	6.0
Total	**50**	**100.0**

The study findings showed that 58.0% of the police officers were holders of the KCSE certificate followed by 28.0% who had diploma certificates, while 8.0% had bachelors' degrees. It was also found that 6.0% of the officers had attained masters' degrees. The findings are an indication that most police officers are holders of KCSE certificates and therefore have not undergone any further academic training. This might impact negatively on the implementation of community policing as the officers may have limited knowledge in understanding the social dynamics and how to engage members of the community fruitfully, knowledge is power in this case.

4.3.3 Respondents' Rank in the Service

Police officers were asked to indicate their ranks on the questionnaire. The results are as presented on Table 4.3.

Table 4.3: Respondents' Rank in the Police Service

Rank	Frequency	Percentage
Constable	35	70.0
Corporal	5	10.0
Sergeant	5	10.0
Senior sergeant	3	6.0
Inspector	2	4.0
Total	**50**	**100.0**

The results show that 70.0% of the police officers were constables, 10.0% were corporals and sergeants, 6.0% were senior sergeants while 4.0% were inspectors. The findings are an indication that majority of the police officers were constables and therefore were directly involved in policing initiatives including implementation of community policing. Senior police officers were also involved and therefore provided information on the community policing policy formulation and implementation process.

4.3.4 Police Officers' Working Experience

In order to establish police officers' working experience in the police service, respondents were asked to state the number of years they have been police officers. The results are as shown on Table 4.4.

Table 4.4: Police Officers' Working Experience

Length of service	**Frequency**	**Percentage**
Less than 1 years	**5**	10.0
2 to 4 years	3	6.0
5 to 9 years	10	20.0
10 to 14 Years	14	28.0
Above 15 years	18	36.0
Total	**50**	**100.0**

The result on Table 4.4 shows that 36.0% of police officers have worked in the service for more than 15 years, 28.0% had worked for 10 to 14 years, 20.0% had worked for 5 to 9 years, 10.0 % had worked for less than 1 year while 6.0% had worked for between 2 to 4 years. The findings are an indication that majority of police officers had worked in the police service for a substantial period of time and therefore were adequately conversant with aspect of community policing and the accompanying challenges.

4.3.5 Police Officer Working Experience in the Community Policing Unit

In order to access police officers awareness of challenges facing the implementation of community policing, the researcher asked officers to state how long they have worked in the community policing programme. The results as shown on Table 4.5.

Table 4.5: Police Officers' Working Experience in the Community Policing Unit

Length of service	Frequency	Percentage
Less than 1 years	10	20.0
2 to 4 years	14	28.0
5 to 9 years	18	36.0
10 to 14 Years	6	12.0
Above 15 years	2	4.0
Total	**50**	**100.0**

The study findings show that 36.0% of police officers had worked in the community policing programme for between 5 to 9 years, 28.0% for 2 to 4 years, 20.0% for less than 1 year, 12.0% for 10 to 14 years while 4.0% for more than 15 years. The study findings show that most of the police officer have worked under the community policing programme for between 1 to 9 years; a period within which the programme was initiated. It was however noted that there has been community policing for quite a while although it was informal in nature.

4.4 Levels of understanding of Basic Community Policing Principles

The first objective of the study was to establish levels of awareness of community policing principles among police officers and members of the community. The results are as discussed in the successive sub-sections.

4.4.1 Training in Community policing

In order to find out the police officers levels of awareness of basic community policing principles, the researcher asked them to state whether they have received special training in community policing. The findings are as highlighted on Table 4.6.

Table 4.6: Training in Community Policing

Police officers that have been trained	**Frequency**	**Percentage**
Have received training	24	48.0
Have not received training	26	52.0
Total	**50**	**100.0**

The findings show that 48.0% of the police officers said that they have received training on community policing while 52.0% said they have not. Those who had not been trained noted that it was due to lack of facilities and that in most cases no such initiative had been done. It was noted that this kind of training was implemented for the administration police officers and not much for regular police officers. This shows that most police officers are yet to be trained on community policing and therefore this was a challenge to community policing.

When asked to mention areas of training in which they were trained, respondents listed training on the meaning and characteristics of community policing, aspects of the legal framework of community policing, objectives of community policing, general principles of community policing, activities under community policing, establishing and maintaining partnership with the community and Strategies to promote co-operation among stakeholders. They were also trained in ways of enhancing democratic policies and openness, functions of

county policing authorities, problem identification and resolution, individual fundamental rights and freedoms, building sustainable confidence and mutual trust among actors and prevention of crime and violence and reduction of public fear of crime. This was based on a prescribed curriculum on community policing.

4.4.2 Impact of the Training on Community Policing

In order to establish how effective the training was in enhancing community policing, the researcher asked police officers who were trained to state how the training has impacted on the implementation of community policing initiatives. The results are as presented on Table 4.7.

Table 4.7: Impact of the Training on Community Policing

Area of Training	Frequency	Percentage
Understanding of the concept of community policing	23	95.8
Enhanced sustained co-operation among stakeholders	22	91.6
Understanding of the legal framework of community policing	21	87.5
Enhanced knowledge on objectives of community policing	21	87.5
Enhanced officers' capacity to plan for activities under community policing	20	83.3
Enhanced partnership with the community	18	75.0
Enhanced knowledge on general principles of community policing	17	70.8
Gained knowledge on functions of county policing authorities	17	78.0
Gained understanding of individual fundamental rights and freedoms	16	66.6
Enhancing democratic policies and openness	15	62.5
Gained knowledge on problem identification and resolution	12	50.0
Gained more knowledge on prevention of crime and violence and reduction of public fear of crime	11	45.8
Gained understanding on building sustainable confidence and mutual trust among actors	10	41.6

The study findings show that 95.8% of police officers said that community policing training had enhanced their understanding of the concept of community policing. It was also found that 91.6% of the officers said the training had enhanced their ability to sustain co-operation among stakeholders while 87.5% said it had enhanced their understanding of the legal framework of community policing and knowledge on objectives of community policing. The study findings also showed that 83.3% of the officer said the training had enhanced officers' capacity to plan for activities under community policing, 75.0% said they gained knowledge

on the functions of county policing authorities, 70.8% said they gained understanding of individual fundamental rights and freedoms and enhancing democratic policies and openness, 66.6% said they gained knowledge on problem identification and resolution while 62.5% said they had gained more knowledge on prevention of crime and violence and reduction of public fear of crime. The findings further show that 41.6% of the officers said they gained understanding on building sustainable confidence and mutual trust among actors. The findings are an indication that training in community policing is critical in ensuring effective implementation of community policing. It can therefore be noted that the fact that a high number of police officers are yet to undergo this training is an impediment to the implementation of this noble initiative.

4.4.3 Community Policing Sensitization Meetings

In order to establish levels of understanding of basic community policing principles among members of the public, the researcher asked police officers to state the number of community sensitization meetings they have organized. The findings are as presented on Table 4.8.

Table 4.8: Community Policing Sensitization Meetings

Number of community sensitization meetings	Frequency	Percentage
1 to 2	5	10.0
3 to 4	12	24.0
4 to 5	10	20.0
More than 5	23	46.0
Total	**50**	**100.0**

The result on Table 4.8 show that 46.0% of the officers said that they had organized more than 5 community sensitization meetings on community policing. It was also noted that 24.0% of the officers had organized these meetings between 3 to 4 times, 20.0% for 4 to 5 times while 10.0% had had such meetings between 1 to 2 times. The findings are an indication that forums have been organized to sensitise the community members on community policing. It was however noted from the interviews with community forum members that this does not translate to the number of times an individual has been sensitized as these meetings are organized in different areas targeting different individuals. There is therefore need for additional sensitization using different strategies to reach most members of the community.

Members of the community were sensitised on basic aspects of community forum including individual and collective rights and freedoms, the legal framework of community, how report crime to the authorities. The sensitisation also included general principles of community policing, activities under community policing, establishing and maintaining partnership with the security agencies and prevention of crime and violence and reduction of public fear of crime.

4.4.4 Challenges due to Citizens' levels of understanding of basic community policing principles

The study sought to establish challenges facing community policing due to citizens levels of understanding of the basic community policing principles. The results are as presented on Table 4.9.

Table 4.9: Challenges due to Citizens' levels of understanding of basic community policing principles

Statement	SA	A	UN	D	SD
	%	%	%	%	%
Lack of awareness of crime prevention strategies is a challenge to community policing	12.0	58.0	8.0	14.0	8.0
Lack of awareness on the types of crimes in a challenge to community policing.	0.0	12.0	12.0	48.0	28.0
Lack of awareness on how to preserve evidence in a challenge to community policing.	28.0	40.0	6.0	20.0	6.0
Lack of awareness on how to present evidence is a challenge to community policing.	18.0	38.0	16.0	20.0	8.0
Lack of awareness on how to report crime is a challenge to community policing.	18.0	28.0	14.0	38.0	2.0

The study revealed that most police officers feel that the community's lack of awareness of crime prevention strategies is a major challenge facing community policing as cited by 12.0% who strongly agreed and 58.0% who agreed against 8.0% who strongly disagreed and 14.0% who disagreed. The explanation given was that in most cases, residents fail to notice suspicious characters in their midst and only come out when the crime has already been committed. It was also noted that there was a tendency of residents to report criminal cases to village headmen and not directly to the police leading to slow response.

The study also showed that police officers feel that community's lack of awareness on the types of crimes is not a major challenge facing community policing in Kibra Sub-County as cited by 28.0% of officers who strongly agreed and 48.0% who disagreed against 12.0% who agreed with the statement. It was explained that there was common occurrence of similar crimes such as robbery, pick pocketing, rape and domestic violence and therefore community members were very much aware of these crimes.

The study also noted that community's lack of awareness on how to preserve evidence was a major challenge facing community policing as cited by 28.0% officers who strongly agreed and 40.0% who agreed against 6.0% who strongly disagreed and 20.0% who disagreed. Officers in their explanation cited cases of tempering with crime scenes making it hard for detectives to use finger prints to identify culprits and lack of awareness of what should be done to preserve evidence in cases of rape as sometimes victims rush to take bath and wash clothes before heading to stations to report.

The study also identified Community's lack of awareness on how to present evidence as a challenge facing community policing as cited by 18.0% of officers who strongly agreed and 38.0% who agreed against 20.0% who strongly disagreed and 8.0% who disagreed. Low literacy levels in communities were cited as part of the reason why individuals found it difficult to testify in courts of law leading to self-incrimination in a number of cases.

The study also identified community's lack of awareness on how to report crime as a challenge facing community policing as cited by 18.0% of officers who strongly agreed and 28.0% who agree against 38% who strongly disagreed and 2.0% who disagreed. It was found that in a number of cases especially rape, victims reported to close members of the family who in turn participated in the cover up of such cases. It was also noted that at times cases were reported without adequate evidence leading to the dismissal of many cases on technical grounds.

These findings concur with Patterson (2007) who established that community engagement in community policing is vital. Contemporary community policing is based on the notion that all residents should be empowered to enhance their quality of life and prevent or eliminate crime

and the problems that lead to crime. Community members must recognize their vital role that they play in accomplishing these goals. Everyone benefits when community members understand the role and function of the police and become active proponents of law servicemen. However, the community members sometimes are not aware of the role played by the police towards enhancing community policing policies. Therefore, the key component of ensuring that community members are aware of community policing is through educating community members about community policing and their role in its implementation policies (Patterson, 2007).

Onyeozili (2008) noted that inadequate training was a major challenge facing the community policing programme in Nigeria. Members of the public who were interviewed desired to have a police service that is well trained in conflict resolution within the community and demanded that the government comes up with initiatives to create more awareness of community policing procedures among the people.

4.4.5 Challenges due to Officers' levels of understanding of basic community policing principles

The researcher also sought to establish challenges facing community policing as a result of police officers' levels of understanding of basic community policies. The findings are as presented on Table 4.10.

Table 4.10: Challenges due to Officer' levels of understanding of basic community policing principles

Statement	SA	A	UN	D	SD
	%	%	%	%	%
Police officers' knowledge on levels of strategies in formation of partnerships with the community is a challenge to community policing	40.0	46.0	4.0	6.0	4.0
Police levels of knowledge of the socio-cultural dynamics of communities is a challenge to community policing	10.0	32.0	8.0	36.0	14.0
Police levels of knowledge in conflict resolution methods is a challenge to community policing	18.0	36.0	18.0	20.0	8.0
Police understanding of its role in community policing is a challenge to community policing	12.0	22.0	18.0	36.0	12.0

The findings show that Police officers' lack of knowledge on levels of strategies in formation of partnerships with the community is a challenge to community policing as cited by 40.0% of officers who strongly agreed and 46.0% who agreed against 6.0% who strongly disagreed and 4.0% who disagreed. It was explained that pre-service training of police officers was majorly aimed at separating officers from ordinary citizens as a result graduating officers lacked capacity in formation of partnerships with communities. This was compounded by mistrust between citizens and police officers.

The study also noted that police levels of knowledge of the socio-cultural dynamics of communities is a challenge to community policing as cited by 10.0% officers who strongly agreed and 32.0% who agreed against 14.0% who strongly disagreed and 36.0% who disagreed. It was noted that officers deployed to urban areas who grew up mainly in rural areas had difficulty coming to terms with urban cultures and therefore had difficulties working with urban residents in community policing.

The study established that police levels of knowledge in conflict resolution methods is a challenge to community policing as cited by 18.0% officers who strongly agreed and 36.0% who agreed against 20.0% who strongly disagreed and 8.0% who disagreed. The explanation given was that in most cases, officers serving under the community policing programme had little time to acclimatise to different communities due to frequent transfers from one station to another or from one policing unit to the other. It was also explained that police officers' have not been adequately trained on counselling and psychological issues and as result they saw their role as that of law enforcement and not conflict resolution.

The study findings showed that most police officers do not view the police's lack of awareness of the role of the police in community policing as a challenge as cited by 12.0% officers who strongly agreed and 22.0% who agreed against 12.0% who strongly disagreed and 36.0% who disagreed. The explanation given was that police officers undergo training on how to engage the community during policing in their pre-service training. It was however noted that this concepts are not utilised fully leading to challenges being experienced in community policing.

These findings concur with BJA, (1994); Office of Community Oriented Policing Services, (2007) and Sadd and Grinc (1996) who noted that inadequate training among the police has been seen to be lacking towards community policing efforts Effective community policing requires training for both police personnel and community members. Effective training aids the development of new police attitudes, knowledge, and skills and facilitates reorientation of perceptions and refinement of existing skills. Training must similarly target such misconceptions. Tactics that can help overcome misperceptions about community policing

including conducting accurate community needs assessments, observing all the stakeholders in collecting data to develop community policing strategies; assuring appropriate resources are available for community programs; and finally, evaluating and modifying programs as needed are recommended. This will positively influence community members in engaging community policing.

A study by Duman, Ali (2007) revealed that most officers were not trained in the formation of partnerships; nor had experience in organising community involvement or empowering the community. With limited training it was unlikely that police would realise the full potential of community policing. The study suggested for the training which was often 'short-changed' because of the fact that community policing is labour intensive. Research by Mastrofski (2006) established that in the United States recruit training has not been substantially revised to promote community policing techniques. Mastrofski highlights the fact that generally less than one week is devoted for American police officers to learn and function in new police 'thinking roles.'

In a study by Bureau of Justice Assistance, U.S. Department of Justice (2008), inadequate training among the police was seen to be lacking towards community policing efforts. It was noted that effective community policing requires training for both police personnel and community members as it aids the development of new police attitudes, knowledge, and skills and facilitates reorientation of perceptions and refinement of existing skills. The study recommended that training must similarly target misconceptions about community policing including conducting accurate community needs assessments, including all the stakeholders in collecting data to develop community policing strategies; assuring appropriate resources are

available for community programs; and finally, evaluating and modifying programs as needed. This will be a pull factors towards community members engaging in community policing.

4.5 Access to Policing Resources

The second objective of the study was to establish challenges facing community policing in urban areas as a result of access to community policing resources. The findings are as discussed under the following sub-sections.

4.5.1 Resources Available for Community Policing

The researcher asked respondents to list resources available for community policing in urban areas in Kenya. The findings are presented on Table 4.11.

Table 4.11: Resources Available for Community Policing

Resources available for community policing	Frequency	Percentage
Vehicles	26	52.0
Communication equipment	13	26.0
Special offices	2	4.0
Additional Personnel	3	6.0
Special departments	0	0.0

The findings on Table 4.11 show that 52.0% of the officers noted that they had vehicles assigned for community policing. The findings also show that 26% of the officers said they had communication equipment while 6.0% said they had additional personnel. Only 4.0% said they had special offices. The findings are an indication that police officers have access to

patrol vehicles and communication equipment. However, commanding officers who were interviewed noted that there were no specific vehicles assigned for community policing but officers were using vehicles assigned to other policing initiatives given that there was no clear line separating community policing from other forms of policing. The same was for communication equipment.

4.5.2 Access to Resources Challenges

Respondents were asked to state their position on listed challenges facing community policing in terms of access to community policing resources. The results are as presented on Table 4.12.

Table 4.12: Challenges as a result of access to Community Policing Resources

SA = Strongly Agree A= Agree UN= Undecided D= Disagree

SD= Strongly Disagree

Statement	**SA**	**A**	**UN**	**D**	**SD**
	%	**%**	**%**	**%**	**%**
Motor vehicles is a challenge facing implementation of community policing	28.0	36.0	12.0	24.0	0.0
Office space is a challenge facing the implementation of community policing	20.0	34.0	14.0	24.0	8.0
Personnel is a challenge facing the implementation of community policing	32.0	32.0	12.0	18.0	6.0
Communication equipment is a challenge facing community policing	18.0	40.0	18.0	18.0	6.0

The findings on Table 4.12 show that inadequate vehicles is a challenge facing implementation of community policing as cited by 28.0% of officers who strongly agreed and 36.0% who agreed against 24.0% who disagreed. It was noted that due to inadequate vehicles, the police had difficulties when responding to emergencies in the community. Commanding officers noted that in some cases the vehicles available could only cover certain areas leaving other areas unattended. Members of the community forum who were interviewed noted that in most cases in case of emergencies, vehicles were not available for timely response forcing them and even police officers to hire the services of motorcyclists (boda bodas).

The study also revealed that inadequate office space is a challenge facing the implementation of community policing as cited by 20.0% officers who strongly agreed and 17.0% who agreed against 8.0% who strongly disagreed and 24.0% who disagreed. It was revealed that lack of office space made it impossible for officers to handle community policing initiatives as a separate entity. It also presented a challenge on where cases arising from community policing could be separately handles. Members of the community forum also noted that they had difficulties in conducting meetings as they had nowhere to meet. It was also a challenge to community members and they lacked a place to meet for information sharing.

The study findings further revealed that community policing was facing challenges as a result of inadequate personnel as cited by 32.0% officers who strongly agreed and 32.0% who agreed against 6.0% who strongly disagreed and 18% who disagreed. The findings revealed that due to inadequate personnel, officers found it difficult to respond to community needs. One officer noted that:

> "Implementation of community policing has meant that we are now receiving plenty of reports from the public which is overwhelming since we do not have enough officers to respond."

It was also stated by the commanding officers that the same officers were also required to participate in other forms of policing especially with the increase in crime rates. This almost leaves no officer to attend to community needs.

The study also revealed that inadequate communication equipment is a challenge facing community policing as cited by 18.0% officers who strongly agreed and 40.0% who agreed against 6.0% who strongly disagreed and 18.0% who disagreed. The commanding officers during the interview noted that there was no special communication equipment for community policing. Members of the community forum also lamented the fact that they did not have any communication equipment and ended up using their mobile phones for communication which was costly. They also complained that the police hotlines were in most cases off or were so busy thus hampering communication. The commanding officers noted that the communication equipment available was only meant for police officers and therefore could not be used to share information with members of the public.

These findings concur with Ferreira (2006) who noted that on the use and effectiveness of community policing in Central Europe established that among the challenges facing community policing was inadequate resources. It was revealed that community policing departments engaged community policing initiatives with a relatively small number of officers, while the majority of patrol resources are devoted to responding to calls or doing "real police work," as it is described by some still steeped in entrenched approaches. In these

departments, traditional criminal justice focused policing remains the dominant culture. Second, the cost of maintaining the community policing unit officers falls on local governments that are not in a position to sustain the increase in staffing beyond the mandatory requirements. In cases where staffing levels were sustained, there were no guarantees that officers will remain devoted to community policing over the long period. In fact, a number of police departments laid off officers because they did not have the funds to continue their employment.

Research by Mammus (2010) established that that in Nigeria the major challenge of policing was the manpower shortage, inadequate funding, inadequate logistic support and infrastructure, lack of serviceable information and technological equipment to cover all the areas of the country. Other factors included inadequate manpower (both in strength and expertise), insufficient education and training, inadequate equipments, and poor conditions of service of the average policeman.

A study by Chimera and Likaka (2014) on community policing implementation by security agencies in Njoro Sub-County, Nakuru, Kenya revealed that inadequate information was a challenge to community policing as was noted by 80.0% of the respondents. Lack of information required to pre-empt crime affected the performance of community policing committees. This was caused by lack of communication facilities. This reduced the efficiency of the committees and the community in general in the sense that one could identify criminals or criminal activities but fail /and/or ignore to communicate.

In a study by Ruteere and Pommerolle (2007) it was revealed that historically, the community policing unit and the various community police officers in the districts have been severely underfunded. Until recently, all community policing activities were funded out of the general operational budgets, which were themselves very limited and barely covered staffing and fuel costs. It was noted that a small supplementary budget provided by the President's office was well received by the districts; however, there is still an enormous gap between their plans, the funds available and the ability to report on the usage of funds in an accountable and transparent manner.

4.6 Structural and Administrative Weaknesses

The third objective of the study was to establish challenges facing community policing as a result of structural and administrative weaknesses. The results are as presented in successive sub-sections.

4.6.1 Availability of a Community Policing Forum

The researcher asked respondents to state whether there is a community forum for community policing in their area. Their responses are as presented on Table 4.13.

Table 4.13: Availability of a Community Policing Forum

Response	**Frequency**	**Percentage**
Available	46	92.0
Not available	4	8.0
Total	**50**	**100.0**

The results show that 92.0% of the police officers reported that there are community forums for community policing while 8.0% said there was none. The findings are an indication that there are community forums constituted to implement community policing initiatives in Kibra Sub-county. According to the members of the community forum who were interviewed, the community forum comprises of the assistant chiefs, one representative from each of the government policing, representative of the county government and ten members appointed taking into account of gender, area, ethnic, youth and people living with disability.

According to the community policing forum members, the functions of this committee is to address the felt needs of the community in their areas of jurisdiction, increasing understanding between communities and government policing agencies and the community about their role is security; enhancing dialogue between communities and government policing agencies; enhancing policing through education and capacity building of members of the community to enable constructive participation in addressing issues of security and/or enhancing of accountability of the government policing agencies to the community they serve.

Other functions included training community emergency response teams; improving environmental design to reduce crime; giving special attention to vulnerable groups especially women and children and people with disabilities; sharing responsibility and decision-making as well as sustained commitment from both government policing agencies and the community, with regard to safety and security needs; resolving conflict between and within community groupings through dialogue to enhance peace and stability and basing problem solving activities on a consultative approach that constantly seeks to approve responsiveness to identified community needs.

4.6.2 Challenges facing the community Policing Forum

The researcher asked police officers to list the challenges they faced when working with the community policing forum. The findings are as shown on Table 4.14

Table 4.14: Challenges facing the community Policing Forum

Challenge	Frequency	Percentage
Expertise in security issues	41	82.0
Sectoral differences among members	36	72.0
Co-operation in community policing	33	66.0
Personal interests overriding community interests	28	56.0
Reporting from the forum	25	50.0
Slow response to community policing initiatives	23	46.0

N = 50

The study findings show that 82.0% of the police officers said they encountered challenges when working with the community forum as most members lack expertise in security issues. It was also found that another challenge was as a result of sectoral differences among members, 66.0% cited lack of co-operation in community policing, 56.0% cited personal interests overriding community interests, 50.0% cited inadequate reporting from the forum while 46.0% cited slow response to community policing initiatives. The findings are an indication that the major of administrative challenges facing community policing were lack of capacity of the community forums to implement community policing initiative. The same sentiments were shared by commanding officers who observed that it was difficult to work

with community forums because of the fact that appointment of the members was done to satisfy sectoral interests at the expense of knowledge of the task at hand.

4.6.3 Structural and Administrative Weaknesses in the Community Policing

Respondents were asked to indicate their position on the statements provided on the challenges facing community policing as a result of structural and administrative weaknesses. The findings are as presented on Table 4.15.

Table 4.15: Structural and administrative weaknesses in the community policing

Statement	**SA**	**A**	**UN**	**D**	**SD**
	%	**%**	**%**	**%**	**%**
Use of special vigilante groups (Nyumba Kumi) is a challenge to the implementation of community policing	20.0	34.0	10.0	22.0	14.0
Special meetings with members of the community (Barazas) is a challenge to the implementation of community policing.	16.0	22.0	18.0	28.0	16.0
Special police hotlines is a challenge to the implementation of community policing.	24.0	36.0	8.0	14.0	18.0
Special police unit for community policing is a challenge to the implementation of community policing.	26.0	30.0	14.0	16.0	14.0
Collaboration among security agencies is a challenge to the implementation of community policing.	20.0	36.0	14.0	22.0	8.0
Setting up of additional police posts in communities is a challenge to the implementation of community policing.	26.0	34.0	4.0	14.0	22.0

The study findings revealed that lack of proper use of special vigilante groups (Nyumba Kumi) is a challenge to the implementation of community policing as cited by 20.0% officers who strongly agreed and 34.0% who agreed against 14.0% who strongly disagreed and 22.0% who disagreed. Commanding officers during the interview noted that most of the vigilante

groups comprised of individuals with little knowledge of basic principles of community policing and therefore ended up being involved in human rights violations. Community forum members noted that there were high turnover rates in the vigilante groups which serviced them to keep training new members of these groups and as a result delaying the implementation of community policing.

The study also revealed that inadequate use of special meetings with members of the community (Barazas) is a challenge to the implementation of community policing as cited by 16.0% of officers who strongly agreed and 22.0% who agreed against 16.0% who strongly disagreed and 28.0% who disagreed. Commanding officers noted that most of these meetings were poorly attended as residents demanded to be given allowances for attendance and therefore were not effective in mobilising the whole community towards community policing initiatives. Community forum members on the other hand noted that such meetings were often hijacked by politicians and other interest groups making the agenda to deviate from community policing. Commanding officers complained that in some cases such meetings were convened without a clear agenda.

The study further noted that inadequate use of special police hotlines is a challenge to the implementation of community policing as cited by 24.0% of officers who strongly agreed and 36.0% who agreed against 18.0% who strongly disagreed and 14.0% who disagreed. The commanding officers noted that members of the community did not have the hotline numbers as most of them were not keen to note them down. They also noted that sometimes officers tended to use the hotlines for personal use. Members of the community forum also concurred with these sentiments but added that it was because the community members are often

frustrated when they cannot get in touch with the officers through police hotlines as the lines were ever busy or off most of the time making many of them to disregard their use.

The results of the study also established that lack of a special police unit for community policing is a challenge to the implementation of community policing as cited by 26.0% of officers who strongly agreed and 30.0% who agreed against 14.0% who strongly disagreed and 16.0% who disagreed. Commanding officers who were interviewed noted that the few officers under their command were also required to carry out other forms of policing making it difficult for them to balance and in most cases this was at the expense of community policing. Members of the community forum complained that in most cases when need arose, they were informed that officers were not available as they had been deployed on other assignments such as guarding certain installations and events.

It was also established from the findings that inadequate collaboration among security agencies is a challenge to the implementation of community policing as cited by 20% officers who strongly agreed and 36.0% who agreed against 8.0% who strongly disagreed and 22.0% who disagreed. Commanding officers noted that due to the differences in the chain of command between regular and administration police services, it was difficult to mobilise the two services in community policing initiatives. They also viewed community policing as the responsibility of the administration police given that they were closely with the chiefs. This also affected the sharing of intelligence between these services. There was also inadequate sharing of information between the police and private security guards as the police viewed these guards as inferior and ill-trained. Members of the community forum also complained that it was not clear which police service to work with in community policing.

Lack adequate police posts in communities was found to be a challenge to the implementation of community policing as cited by 26.0% of officers who strongly agreed and 34.0% who agreed against 22.0% who strongly disagreed and 14.0% who disagreed. Commanding officers noted that the number of police posts available was not adequate in covering the vast region. They noted that this was made worse due to inadequate communication equipment and means of transport. Members of the community forum complained that the police canteens that had been set up were mostly left unattended and that most of them had even been closed down.

A study by Polzin (2007) in the State of Michigan identified inadequate strategies as a challenge to community policing. He argued that Police needed to employ change management strategies to successfully implement community policing. Another survey by Carroll, Buracker and Associates Ltd (2007) in the USA showed that the effectiveness of community policing becomes limited when community police operate as specialised units. It was observed that specialised units tended to create an environment of isolation or cause friction between staff. More successful community policing initiatives were found to be those that incorporated a 'whole of organisation' approach. However, the implementation of a 'whole of organisation' approach was often problematic (Cordner, 2009). It was noted that community police officers suffered isolation within the organisation where community policing is delivered through specialist officers (e.g. community constables) or through dedicated units. Working in specialised units was found to lead to difficulties establishing creditability and gaining status amongst colleagues who were still largely driven by law enservicement and criminal justice practices.

A study by Wassel and Rajalingam on community police perceptions in East Timor noted that there was a major gap between what was reported as crime and the actual incidents that took place on a day-to-day basis. The Integrated Information Management System (IIMS) where all reported crimes are stored could only record crimes that were forwarded to the Prosecutor General's office. However, in the past year, 60.0% of all crimes reported by citizens ended up being resolved through community mediation while half of all incidents were never reported (Wassel and Rajalingam, 2014). Not only does this make it difficult for the police to plan its resource allocation according to crime patterns and trends, but it also makes it difficult to evaluate community policing initiatives to determine their effectiveness in terms of crime reduction. In Manufahi District for example, reports indicated that there had been no criminal activities at all over the past year. It is clear however that many incidents are resolved at the local level through customary practice or a hybrid of state and informal means. These incidents and their resolution need to be recorded in order to deploy available resources in a consistent manner and to track the effectiveness of community policing in reducing crime. Without such collection and analysis of data it was difficult to show whether the new five-year strategy has been effective.

A study by Onwudiwe (2009) on informal policing in Nigeria established that frequent transfer of senior police officers was a challenge to community policing in Nigeria. This was according to 55% of the respondents who strongly agreed to the fact that frequent transfer of senior police officers affected the performance of community policing. It was noted that as the officers got acquainted to their areas of jurisdiction, created a conducive working environment with the policing committees and got to identify and know the criminals, they were transferred to other areas. This acted as a challenge to community policing thus reducing its effectiveness.

A global study by Taylor, Fritsch, and Caeti (2008) on core challenges facing community policing identified five major challenges that community policing is facing (a) insufficient holistic researches, most evaluations are carried out on specific programmes, (b) general implementation especially by city government, (c) problem of full implementation since most of what constitute community police remains in paper, (d) involvement of politics, protecting community policing from criticism, and (e) difficulty in determining the intricate relationship between community policing and crime.

4.7 Socio-cultural Challenges

The fourth objective of the study was to find out the socio-cultural challenges facing the implementation of community policing in Kibra Sub-County. The findings are as discussed in the following sub-sections.

4.7.1 Socio-Cultural Challenges

Respondents were asked to indicate their position on the statements provided on the challenges facing community policing as a result of socio-cultural challenges. The findings are as presented on Table 4.16.

Table 4.16: Socio-Cultural Challenges

SA = Strongly Agree A= Agree UN= Undecided D= Disagree

SD= Strongly Disagree

Statement	SA	A	UN	D	SD
	%	%	%	%	%
Over population characterised by informal settlements of slums is social challenge facing community policing	30.0	40.0	8.0	16.0	10.0
High rate of crime is a challenge facing community policing	20.0	34.0	10.0	16.0	20.0
Wide range of crimes is a challenge facing community policing	32.0	36.0	10.0	6.0	16.0
High poverty level is a challenge facing community policing	16.0	38.0	12.0	20.0	14.0
It is challenging to implement community policing in ethnically, politically or religiously polarised regions	48.0	32.0	0.0	10.0	10.0
Corruptions is a major challenge to the implementation of community policing	28.0	38.0	14.0	16.0	4.0
Mistrust between the police and the community is a challenge to community policing	34.0	30.0	4.0	12.0	20.0

The study findings revealed that over population in the area of operation characterized by informal settlements or slums is social challenge facing community policing as cited by 30.0% of officers who strongly agreed and 40.0% who agreed against 10.0% who strongly disagreed and 16.0% who disagreed. During the interviews' commanding officers noted that high population density especially in informal settlements makes is hard to profile members of the community for policing purposes. They noted that criminals often disappear into these areas since it is very difficult to be tracked down. Commanding officers further noted that high population density leads to increased community security needs which in the end overwhelm the community policing programme.

High rate of crime is a challenge facing community policing as cited by 20.0% of officers who strongly agreed and 34.0% who agreed against 20.0% who strongly disagreed and 16.0% who disagreed. Members of the community policing forum noted that there have been increased criminal incidences making their work extremely difficult. The same sentiments were shared by commanding officers who noted that crime has been on the increase in urban areas with terrorism related crimes being added to the long list of common criminal activities.

Wide range of crimes is a challenge facing community policing as cited by 32.0% of officers who strongly agreed and 36.0% who agreed against 16.0% who strongly disagreed and 6% who disagreed. The commanding officers explained that with time and technological advancement, crime continues to become more sophisticated and therefore more challenging. They called for capacity building of police officers and members of the community through training and provision of resources. The same sentiments were shared by members of the community policing forum.

The study also established that high poverty level is a challenge facing community policing as cited by 16.0% officers who strongly agreed and 38.0% who agreed against 14% who strongly disagreed and 20.0% who disagreed. Community policing forum members who were interviewed noted that due to high poverty rates, it was difficult for them to find volunteers to participate in community policing initiatives as most of them demanded for payment for their services. Most community members preferred to engage in income generating activities rather than participate in community policing.

The study also found that it is challenging to implement community policing in ethnically, politically or religiously polarised regions as cited by 48.0% of officers who strongly agreed

and 32.0% who agreed against 10.0% who strongly disagreed and 10.0% who disagreed. Commanding officers in the interviews noted that some communities were not cooperative in the event that their members have been implicated in crimes. It was also noted that at times, pursuance of certain cases led to tension between communities especially when the parties involved were from different tribes of religious backgrounds. Members of the community policing forum noted tribal and religious affiliation negatively affected the operations of forum in community policing.

The study findings further revealed that corruptions is a major challenge to the implementation of community policing as cited by 28.0% of officers who strongly agreed and 38.0% who agreed against 4.0% who strongly disagreed and 16.0% who disagreed. Members of the community forum noted that in most cases police officers demanded for bribes before acting on cases presented to them. Members of the community were also often compromised or bribed in order to withhold information from security agencies.

The study finally revealed that mistrust between the police and the community is a challenge to community policing as cited by 34.0% of officers who strongly agreed and 30% who agreed against 20.0% who strongly disagreed and 12.0% who disagreed. Members of the community policing forum noted that due to human rights abuses committed by police officers over time, members of the public had little faith in police officers and in some instances took the law into their own hands. They also noted that previous cases where the police officers supervised over demolition of houses led to mistrust towards police officers. Involvement of the police and community forum members in the recent operation against illicit brews had also fuelled mistrust with members of the community.

A study by Herbert (2006) in the USA revealed that among the challenges which limited community participation in community policing initiatives included the ethos of individualism which undermined attempts to work in partnership with police. The study also showed that economically and socially disparate communities were not capable of generating and sustaining themselves as 'communities' under the expectations the normative ideals of community policing. The conflicting values were also a problem for agencies working together. A study by Skogan (2008) in slovenia noted that community involvement in community policing had not been effective in areas of most need and harder to reach parts of the community that had become excluded in the 'community effort' because they had different interests, values, and expectations. These studies were carried out in the USA and Slovenia.

A survey by Scott and Jobes (2007) in rural Australia noted that there was resistance to community policing within the ranks of security agencies as it is seen as soft policing or 'social work' and 'just politics' due to the involvement of public officials. Some officers did not like civilian influence on operational priorities. The survey established that the belief that traditionally police are 'formally trained and informally socialised' through the bureaucracy of law enforcement undermined community policing and community engagement. It was further established that the police culture was often resistant to change towards community policing for several reasons, including: the potential loss of autonomy; possible diversion of resources from traditional core functions; the community could impose unrealistic programmes; and police 'tough-minded' status could be demeaned. This study targeted security agencies leaving out members of the community. This means that the researchers did not have the

opportunity give their views on challenges facing the implementation of community policing. The current study will include members of the community policing committee to fill this gap.

Research by Young and Tinsley (2008) in rural parts of Namibia established that traditional law enservicement and criminal justice practices created confusion and lack of understanding of what community policing is. It was revealed that the police officers felt that 'solidarity' or 'brotherhood' was important leading to resistance to fully embrace community policing. It was found that police officers developed the need to protect one another against signs of trouble, offence or threat and perceived danger. This study was carried out in rural parts of Namibia and as a result the findings reflect the implementation of community policing in rural settings. The current study is therefore necessary as it will present the challenges facing community policing in urban areas in Kenya.

A study by Onwudiwe (2009) revealed that in Nigeria, the 'police culture' undermined police-community relationships because police officers viewed themselves as 'crime and disorder experts,' which disadvantaged the community when offering solutions. It was found that the police were doing a good job of engaging with the community for help and support but were still reluctant to share power and decision making with them. The study further noted that the police often unilaterally decided on the terms of engagement for various social problems which disempowered the community and limited its involvement. This study focused on the informal initiatives towards community policing and therefore there was not clear policy of how to engage the community in maintenance of law and order. Therefore the researcher opted to carry out the current study to find out challenges facing a formal community policing framework.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study conclusions and recommendations arrived at, as well as suggestions for further research.

5.2 Summary of the Findings

Government of Kenya implemented community policing as a measure of reducing the gap between the police and the community in order to curb insecurity. However, this policy has not fully realised its key objectives; which are, securing citizens' lives and property and ensuring law and order in the country. The current study therefore sought to establish challenges hindering successful implementation of the community policing initiative in urban areas of Kenya, specifically Kibra Sub-County of Nairobi. This was achieved through a critical analysis of the level of understanding of the basic community policing principles, access to policing resources, structural and administrative weaknesses and socio-cultural challenges affecting the implementation of the community policing programmes. The study is significant as the findings may help the Kenyan Government to assess the performance of community policing strategy in order to solve the security problems facing the country. The study was based on the Normative Sponsorship Theory, Broken Windows Theory and social resource theory and targeted 7 commanding officers and 12 community policing committee members and 650 regular police officers police officers. Data from the field were coded and presented in tables and graphs. Qualitative data were analysed using content/narrative analysis while quantitative data were analysed using descriptive statistics such as frequencies and percentages. Statistical Package for Social Sciences (SPSS) was used in analysing the data.

The first of study objective was to establish levels of awareness of the basic community policing principles among police officers and members of the community. The findings established challenges facing implementation of community policing which included; low levels of awareness of community policing principles among police officers and members of the community as a result of inadequate training and sensitisation of the police and community members. It was revealed that there was lack of awareness of crime prevention strategies, awareness on the types of crimes, lack of awareness on how to preserve evidence, lack of awareness on how to present evidence and lack of awareness on how to report crime. It was revealed that police officers' lacked of knowledge on formation of partnerships with the community and the socio-cultural dynamics of communities. The study further established that police had limited knowledge in conflict resolution methods and had limited awareness of their role in community policing.

The second objective was to establish challenges facing community policing in relation to access to community policing resources. The findings revealed that inadequate vehicles assigned to community policing was a challenge facing implementation of community policing which made it difficult for officers to respond to emergencies in the community. Inadequate office space was also identified as a challenge which made it impossible for officers to handle community policing initiatives as a separate entity. It was also a challenge to community members since they lacked a place to meet for information sharing. Inadequate personnel and communication equipment was also a major challenge.

The third objective was to establish challenges facing the implementation of community policing as a result of structural and administrative weaknesses. It was found that community

policing forums lacked capacity to implement community policing initiatives. Other challenges were in form of lack of proper use of special vigilante groups, inadequate use of special meetings with members of the community, inadequate use of special police hotlines, lack of a special police unit for community policing, inadequate collaboration among security agencies and lack adequate police posts in communities.

The last objective of the study sought to examine socio-cultural challenges facing the implementation of community policing in Kibra Sub-County. The challenges identified included over population in the area of operation characterized by informal settlements/ slums, high rate of crime, wide range of crimes, high poverty levels, ethnic, politically or religious polarisation, corruption and mistrust between the police and the community.

5.3 Conclusion of the Study

The study findings show that the implementation of community policing in Kibra Sub-County is faced with numerous challenges which are impeding the realisation of the programmes objectives which are to enhance collaboration between security agencies and members of the community in crime prevention and maintenance of law and order. It was found that low levels of awareness of basic community policing principles among police officers and members of the community as a result of inadequate training and sensitisation, inadequate access to community policing resources, structural and administrative weaknesses and socio-cultural challenges were major challenges facing the implementation of community policing in Kibra Sub-County. The findings support the Normative Sponsorship Theory by Tiedke, Freeman, Sower and Holland, (1957) as successful implementation required goodwill of members of the community and law enforcement officers. This makes critical for police

makers to ensure that community policing in implemented in a way that addresses community needs and is in line with social norms of the community. Wilson and Kellings; Broken Windows Theory in also supported by the findings as it calls for intervention measures to restore community social order.

5.4 Recommendations of the Study

Based on the findings of the study, the following recommendations were made:

i. The government and non-governmental organisations should provide in-service training for police officer in community policing in order to enhance their understanding of communities and strategies to promote more collaboration in community policing.

ii. Community policing forums should organise more sensitisation meetings for members of their community on community policing in order to build their capacity to effectively participate in community policing initiatives.

iii. The government should provide more resources for police officers and community policing forums in order to enhance smooth operations in community policing.

iv. The government should facilitate capacity building of police officers and community forums on how to effectively administer the implementation of community policing through training in management of community policing.

v. Police officers and members of the community policing forum should be sensitised on their role in community policing in order to eliminate misunderstandings that may prevent smooth implementation of community policing initiatives.

vi. The government and other stakeholders should be sensitised on communities' social dynamics in order to create more understanding and eliminate mistrust which might negatively affect the implementation of community policing.

5.5 Suggestions for Further Research

The study makes suggestions for further research in the following areas:

i. Since the study was confined to Kibra Sub-county of Nairobi County, a similar study should be replicated to other counties.

ii. A similar study should also target county administrators and members of the public.

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APPENDICES

APPENDIX ONE

QUESTIONNAIRE FOR POLICE OFFICERS

This questionnaire is part of a research examining the challenges facing implementation of community policing in urban areas in Kenya. Please respond to all questions by filling in the blank spaces or ticking the spaces indicated by brackets [√] as is appropriate. For complete confidence, **DO NOT WRITE YOUR NAME** anywhere on the questionnaire.

Section A: Interviewees' Demographic Information

1. Please indicate you gender Male ☐ Female ☐
2. Age _____
3. Please indicate your highest professional qualifications?

   Certificate ☐ Diploma Certificate ☐

   Bachelors' degree ☐ Masters' degree ☐

   Any other (Specify).....

   .....
4. What is your rank in the police service?.....
5. For how long have you worked as a police officer?

   Less than 1 years ☐ 2 to 4 years ☐ 5 to 9 years ☐

   10 years to 14 Years ☐ Above 15 years ☐
6. For how long have you worked as a police officer?

   Less than 1 years ☐ 2 to 4 years ☐ 5 to 9 years ☐

   10 years to 14 Years ☐ Above 15 years ☐
7. For how long have you performed community policing duties?

   Less than 1 years ☐ 2 to 4 years ☐ 5 to 9 years ☐

   10 years to 14 Years ☐ Above 15 years ☐o

Section B: Levels of understanding of Basic Community Policing Principles

4. Have you received any training on community policing? Yes ☐ No ☐
5. If Yes, in what areas were you trained?.....

   .....
6. If yes, how long did the training take?.....

7. How has the training assisted in the implementation of community policing?.....
   .....
   .....
8. If No, explain why you have not been trained.....
   .....
   ……..
9. How many times have you participated in the sensitization of the community in community policing matters?.....
   .....
   .....
   Which aspects of community policing did you sensitise them on.....
   .....
   .....
10. Kindly indicate the extent to which you agree with the following statements concerning Levels of understanding of the basic community policing principles in Kibra Sub-County. Use Scale of (SA – Strongly Agree, A – Agree, Un – Undecided, D – Disagree and SD – Strongly Disagree).

Statement	**SA**	**A**	**UN**	**D**	**SD**
Citizens' levels of understanding of basic community policing principles					
Lack of awareness of crime prevention strategies is a challenge to community policing					
Lack of awareness on the types of crimes in a challenge to community policing.					
Lack of awareness on how to preserve evidence in a challenge to community policing.					
Lack of awareness on how to present evidence is a challenge to community policing.					
Lack of awareness on how to report crime is a challenge to community policing.					
Lack of awareness of community security needs is a challenge facing community policing					
The community's knowledge levels of strategies in formation of partnerships with the police is a challenge to community policing					

Statement	SA	A	UN	D	SD
Police levels of understanding of basic community policing principles					
Lack of awareness of provisions in the Bill of rights is a challenge to community policing					
Lack of awareness of the penal code is a challenge to community policing					
Lack of awareness of community security needs is a challenge facing community policing					
Police officers' knowledge levels of strategies in formation of partnerships with the community is a challenge to community policing					
Police levels of knowledge of the socio-cultural dynamics of communities is a challenge to community policing					
Police levels of knowledge in conflict resolution methods is a challenge to community policing					
Police understanding of its role in community policing is a challenge to community policing					

11. Please explain how the above mentioned challenges affect the implementation of community policing

(a) Community's lack of awareness of crime prevention strategies.....

.....

.....

(b) Community's lack of awareness on the types of crimes

.....

.....

(c) Community's lack of awareness on how to preserve evidence

.....

.....

(d) Community's lack of awareness on how to present evidence

.....

.....

(e) Community's lack of awareness on how to report crime

.....

.....

(f) Community's lack of awareness of community security needs

.....

.....

(g) Community's lack of awareness of the role of the police in community policing

.....

.....

(h) The community's knowledge levels of strategies in formation of partnerships with the police

.....

.....

(i) Police levels of knowledge of the socio-cultural dynamics of communities

.....

.....

(j) Police levels of knowledge in conflict resolution methods

.....

.....

(k) Police understanding of its role in community policing

.....

.....

12. What do you suggest should be done to enhance levels of awareness of basic community policing principles?.....

……

.....

.....

Section B: Access to Policing Resources

13. Please indicate the resources you are using in community policing?

Vehicles	☐	Special offices	☐
Additional Personnel	☐	Special departments	☐
Communication equipment	☐		

If other (Specify).....

…….

14. (a) Are there any missing resources, which could have assisted the police to improve community policing in the area? Yes ☐ No ☐

    (b) If Yes name them.....

    .....

    .....

15. Kindly indicate the extent to which you agree with the following statements concerning access to policies resources in the community policing initiative in Kibra Sub-County. Use Scale of (SA – Strongly Agree, A – Agree, Un – Undecided, D – Disagree and SD – Strongly Disagree).

Statement	**SA**	**A**	**UN**	**D**	**SD**
Inadequate vehicles is a challenge facing implementation of community policing					
Inadequate office space is a challenge facing the implementation of community policing					
Inadequate personnel is a challenge facing the implementation of community policing					
Inadequate communication equipment is a challenge facing community policing					

16. Please explain how each of the opinions you have state above is affecting the implementation of community policing.

    (a) Inadequate vehicles.....

    .....

    .....

    (b) Inadequate office space.....

    .....

    .....

    (c) Inadequate personnel.....

    .....

    .....

    (d) Inadequate communication equipment.....

    .....

    .....

17. What do suggest should be done to improve the provision community policing resources?

.....

.....

Section C: Structural and Administrative Weaknesses in the Implementation of Community Policing

18. (a) Do you have a community policing forum in your area? Yes No

(b) If, please describe the composition of this community policing forum in terms of:

Number of members.....

.....

Gender.....

.....

Professional background.....

.....

Sectoral composition.....

.....

Ethnic composition.....

.....

Political affiliation.....

.....

Regional composition.....

.....

Any other specify.....

.....

(c) Please list the key functions of this forum in community policing.....

.....

.....

.....

(d) Please list the challenges facing the community policing forum in your community when implementing the community policing programme.....

.....

.....

19. (a) Pleased list types of community policing in Kibra Sub-County

- Use of special vigilante groups ☐
- Use of special meetings with members of the community (Barazas) ☐
- Use of foot patrols by the policy ☐
- Use of special police hotlines ☐
- Use of special police unit for community policing ☐
- Collaboration with other among security agencies ☐
- Collaboration with Faith Based Organisations ☐
- Collaboration with Community Based Organisations ☐
- Setting up of additional police posts in communities ☐
- Collaboration with learning institutions ☐
- Collaboration with elected leaders ☐
- Any other (Specify).....

.....

.....

(b) Kindly indicate the extent to which you agree with the following statements concerning structural and administrative weaknesses in the community policing initiative in Kibra Sub-County. Use Scale of (SA – Strongly Agree, A – Agree, Un – Undecided, D – Disagree and SD – Strongly Disagree).

Statement	**SA**	**A**	**UN**	**D**	**SD**
Lack of proper use of special vigilante groups (Nyumba Kumi) is a challenge to the implementation of community policing					
Inadequate special meetings with members of the community (Barazas) is a challenge to the implementation of community policing.					
Inadequate use of foot patrols by the police is a challenge to the implementation of community policing.					
Inadequate use of special police hotlines is a challenge to the implementation of community policing.					
Lack of a special police unit for community policing is a challenge to the implementation of community policing.					
Inadequate collaboration among security agencies is a challenge to the implementation of community policing.					

(b) Please list the challenges facing each of the above listed types of community policing.

Use of special vigilante groups.....

.....

.....

Use of special meetings with members of the community (Barazas).....

.....

.....

Use of foot patrols by the policy.....

.....

.....

Use of special police hotlines.....

.....

.....

Use of special police unit for community policing.....

.....

.....

Collaboration with other among security agencies.....

.....

.....

Collaboration with Faith Based Organisations

.....

.....

Collaboration with Community Based Organisations.....

.....

.....

Setting up of additional police posts in communities.....

.....

.....

Collaboration with learning institutions.....

.....

.....

Collaboration with elected leaders.....

.....

.....

20. What do you suggest should be done to eliminate the structural and administrative weakness in the community policing?.....

.....

.....

.....

Section E: Socio-cultural challenges

21. Kindly indicate the extent to which you agree with the following statements concerning socio-cultural challenges facing community policing in Kibra Sub-County. Use Scale of (SA – Strongly Agree, A – Agree, Un – Undecided, D – Disagree and SD – Strongly Disagree).

Socio-cultural challenges	**SA**	**A**	**UN**	**D**	**DS**
Over population is social challenge facing community policing					
High rate of crime is a challenge facing community policing					
Wide range of crimes is a challenge facing community policing					
High poverty level is a challenge facing community policing					
Inter communal or inter religious conflict in the areas is a challenge facing community policing					
Wealthy individual do not actively participate in community policing					
It is challenging to implement community policing in ethnically, politically or religiously polarised regions					
Corruptions is a major challenge to the implementation of community policing					
Mistrust between the police and the community is a challenge to community policing					

22. Please explain how each of the opinions you have state above is a challenge to community policing.

    Presence of institutions like schools, colleges, churches and mosques.....

    ……

    .....

    Inter communal or inter religious conflict

    ……

    .....

    ……

.....

Over population is social challenge facing community policing

……

.....

High rate of crime is a challenge facing community policing

……

.....

Wide range of crimes is a challenge facing community policing

……

.....

Existence of commercial centres is a challenge facing community policing

……

.....

Existence of informal/slums is a challenge facing community policing

……

.....

High poverty level is a challenge facing community policing

……

.....

Presence of influential personalities is a challenge facing community policing

……

.....

Presence of strong and vocal representatives is a challenge facing community policing

……

.....

Presence of strong lobby groups

……

.....

Presence of key installations/institutions e.g. government offices

……

.....

Communalism tendency

……

.....

Poor police culture

……

.....

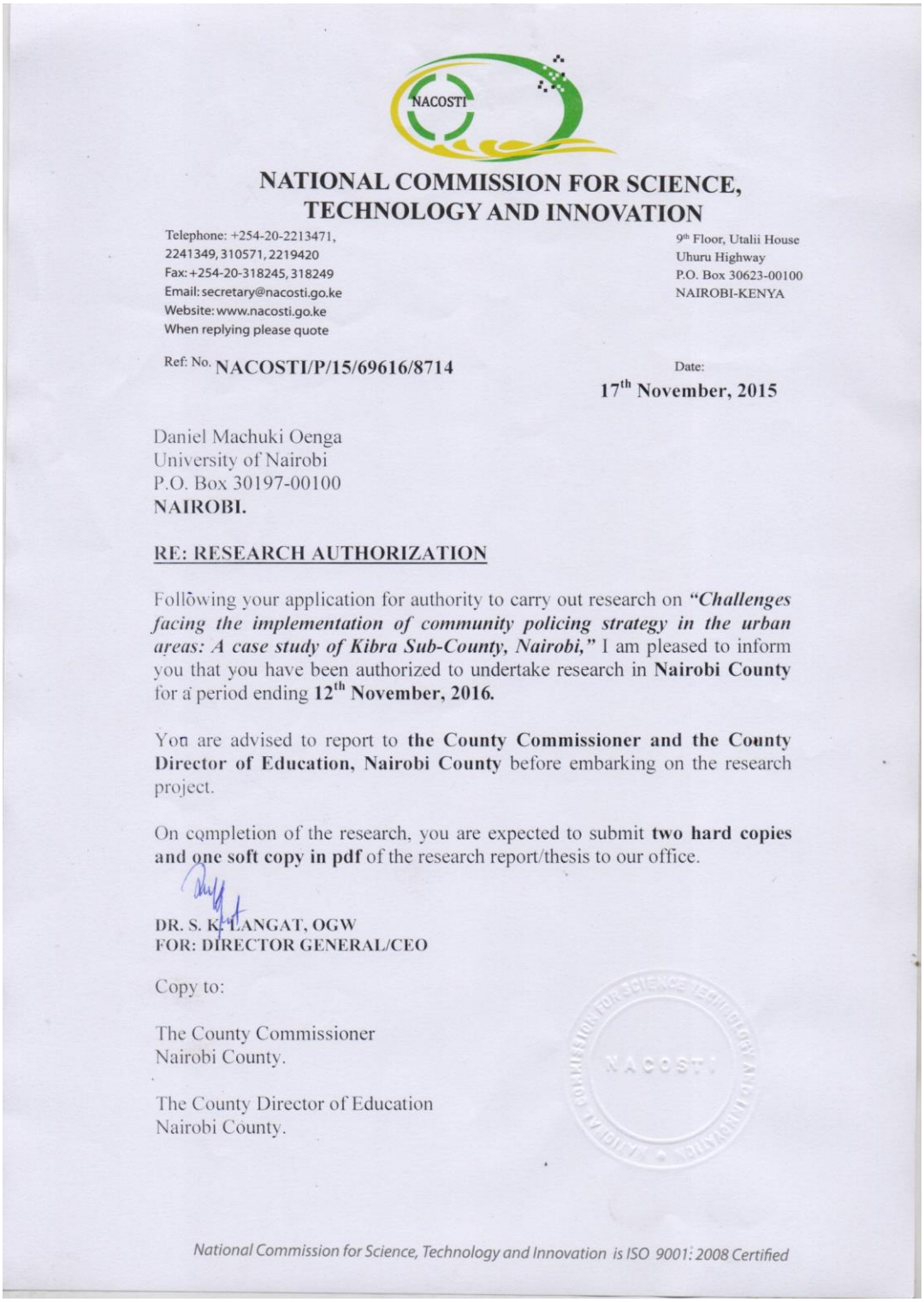
APPENDIX TWO

INTERVIEW GUIDE FOR COMMANDING OFFICERS AND COMMUNITY POLICING FORUM MEMBERS

1. In what ways are levels of understanding of the basic community policing principles among security agencies and the community a challenge to the implementation of community policing in Kibra Sub-County? **(Probe for adequacy of training of security agencies, levels of community sensitization and the role of county administration, police service and community policing committee on awareness creation).**
2. In what ways is access to policing resources a challenge to the implementation of community policing in Kibra Sub-County? **(Probe for availability and adequacy of vehicles, stationary, communication equipment, security personnel, funding, office space and office equipment).**
3. How is structural and administrative weaknesses a challenge to the implementation of community policing in Kibra Sub-County? **(Probe for community policing strategies and their effectiveness as well as challenges facing use of these strategies).**
4. What are the socio-cultural challenges facing the implementation of community policing in Kibra Sub-county? **(Probe for challenges as a result of residential setting i.e. slums, commercial setting and up market residential areas; political dynamics, tribal dynamics, religious dynamics, poverty levels, literacy levels, crime levels etc).**

APPENDIX THREE

LETTER OF AUTHORISATION



NACOSTI

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471, 2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

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

Ref: No. **NACOSTI/P/15/69616/8714**

Date: **17th November, 2015**

Daniel Machuki Oenga
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Challenges facing the implementation of community policing strategy in the urban areas: A case study of Kibra Sub-County, Nairobi,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **12th November, 2016.**

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

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

DR. S. K. LANGAT, OGW
FOR: DIRECTOR GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

APPENDIX FOUR

RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. DANIEL MACHUKI OENGA
of UNIVERSITY OF NAIROBI, 30176-100
nairobi,has been permitted to conduct
research in *Nairobi County*

on the topic: *CHALLENGES FACING THE IMPLEMENTATION OF COMMUNITY POLICING STRATEGY IN THE URBAN AREAS: A CASE STUDY OF KIBRA SUB-COUNTY, NAIROBI*

for the period ending:
12th November,2016

Permit No : NACOSTI/P/15/69616/8714
Date Of Issue : 17th November,2015
Fee Recieved :Ksh 1000

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation

CONDITIONS

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

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 7234

CONDITIONS: see back page