

**IMPACT OF COMMUNITY POLICING ON SECURITY IN NAIROBI COUNTY:  
CASE STUDY OF RUAI DIVISION 2000 – 2015**

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## DECLARATION

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

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## **DEDICATION**

This work is dedicated to God who is my strength and to my family members; my wife, Emily Wanjiru and children, Antony Njuguna and Joan Wagaki, my late mother Zipporah Wagaki, my late father, Jeremiah Njuguna Ndirangu (Kiboya) and friends for their contribution to my academic journey.

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Glory is to Almighty God.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>BAF</b>	- Business Advocacy Fund
<b>DFID</b>	- Department for International Development
<b>GOK</b>	- Government of Kenya
<b>KEPSA</b>	- Kenya Private Sector Alliance
<b>KNBS</b>	- Kenya National Bureau of Statistics

## ABSTRACT

The main purpose of this study was to assess the impact of community policing on security in Nairobi County using a case study of Ruai Division. The specific objectives of this study are; to assess the relationship between community policing and crime rate, to determine whether community policing has increased citizen involvement in promoting security and to find out the views of the citizens on how community policing has influenced Citizen-Police relations. Community policing was officially launched on 27<sup>th</sup> April, 2005 and over ten years of its survival, there still continue to exist strong pockets of resistance from community members who think it is a waste of time to partner with police. This poses the question if community policing was meeting its initial objectives of reducing crime or not.

The study established that the awareness of community policing in Ruai had increased. 75% of the respondents felt that community policing was successful therefore the program had created an impact that was desired in Ruai while 73.4% said that the program was successful in reducing crime rate amid 63% of the respondents who agreed that community policing contributed to citizens-police relations. However 60.4% disagreed that police involve community members to participate in implementation of community policing. It was established that the community leaders, National Police Service, and citizens were positive about community police while the business community were moderate, in contrast the, non-governmental organizations and religious leaders were negative concerning some elements of the program.

The study used mixed method design to obtain quantitative and qualitative data. Data was collected using questionnaires and structured interviews. Purposive sampling technique was used to select respondents from National Police Service; community leaders, religious leaders, business community, non-governmental organization and citizens, were selected using maximum variation sampling. The study recommended that the management of National Police Service and all stakeholders improve on their performance and create the requisite synergies to achieve better security results in the future. In addition Nation police service urgently operationalises the National Police Service Act No. 11 of 2014 so that community members can effectively engage with police otherwise citizens will never own the program.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Community policing has become the preferred model of policing in most parts of the world. Many countries in Europe, United State of America, and Africa have implemented it because it is able to address insecurity and other emerging issues which are of concern to people and their governments.

In 2005, the National Police Service in Kenya adopted community policing through an initiative aimed at enhancing security to the citizens (National Community Policing Policy, 2014). It seeks to; improve relationships, raise the level of trust among the practitioners, promote accountability, and appeal for partnerships and collaboration between the police and the community in management of the local security (Mackenzie, 2009).

Critics of community policing have argued, however, that increases in the discretionary power of field officers may result in increase in abuse of citizens (Mastrofski, 1988). Even some of the advocates of community policing caution that it may not be possible to establish community policing in departments that have failed to establish sufficient integrity in the police culture (Goldstein, 1987). This is the culture the police inherited from the colonial masters, a culture that was coercive and autocratic to intimidate the citizen to comply with the colonial rule and the Queen's ordinances, which were oppressive and inhuman (Goldstein, 1987). This perceptions by the community have painted the police a permanent image of oppression and hostility, the phobia that still haunt the citizens until today.

Traditional policing techniques are inadequate in addressing the current trends of crime; for example motor patrols, which allow police officers to cover large areas in a short time, separated officers from community, and enabled officers to avoid personal relations with citizens. Car patrol officers cannot study and understand the routines in the neighborhood as carefully as their foot beat counterparts. As noted by Bayley (1989) the shift and patrol rotations designed to deter officers from colluding with corrupt and criminal individuals also deprived officers an opportunity to establish relationships with responsible citizens who could be holding valuable sources of intelligence. This denies police officers operating in an area, to gain familiarity and crucial knowledge of crime within that jurisdiction hence decreasing chances of police coming up with innovations of policing and providing an adequate substitute for crime prevention in that jurisdiction (Bayley 1989).

Community-based crime prevention involves facilitating and encouraging efforts by the community taking protective steps on their own behalf. It emerges out of the realization that

the first line of defense against crime is the potential victims, but not the police (Bayley 1989). The basic philosophy of community crime prevention is that citizen familiarity and social interaction play a vital role in detecting, preventing, and reporting criminal behavior (Mukherjee 1987). Community policing has been credited for; effectively facilitating countering gang activities, drug peddling, street crime, groups' disorder and movements, and burglary as reported by police, which have been possible due to information received from members of the community (Mackenzie & Henry, 2009).

Most of Africa nations have domesticated community policing program as practiced in developed countries like America and Britain; however the strategy differ from nation to nation depending on the country's' historical back ground (Spuy & Röntsch, 2008). For instance, Nigerian community policing have made impact on the context and structures of policing by transforming the military leadership and paramilitary setting. Furthermore, their policing programs are decentralized to the neighborhoods level, thus enhancing accessibility, ease contact, efficient cooperation with grass root communities, engaging in tactics that target specific problems identified by the whole community, working in partnership with other private organizations, and continually evaluating their strategies (DFID -Nigeria, 2010).

After South Africa transformed to democracy from apartheid, a good number of the police that served under apartheid remained working, therefore making it critical to introduce community policing as a means of legitimizing and offering oversight to the police service (Spuy & Röntsch, 2008). The key to this approach was to establish dynamic partnerships between the public and the police through which community safety issues and crime can be equally dealt with. This approach is almost similar with the Ruai model however it is important to find out whether it has an impact.

Community policing in Kenya was launched as a national programme by Former President, Mwai Kibaki on 27<sup>th</sup> April 2005 at Ruai Police Station. In his speech, Kibaki noted that existing community policing initiatives had succeeded in reducing crime and directed that lessons learnt and experiences gathered in these pilot programmes “be vigorously and systematically rolled out to other parts of the country” (GOK, 2005). Since then community policing initiatives have been introduced in various parts of the country. Subsequently the Kenya Police and Administration Police have trained their officers in community policing.

An evaluation of community policing conducted in Nairobi in December 2007 revealed widespread occurrence of petty crime, burglary, muggings and substance abuse, crime against women and children especially in low income areas. In addition, residents felt inadequately served by law enforcement agencies and in most cases, they were unwilling to report crime as they doubted the police willingness to act confidentially. On the other hand, the report revealed that the relations between the police and citizens were poor (Kenya Private Sector Alliance, 2008).

## **1.2 Statement of the Problem**

The overall objective of the National Community Policing Program launched on 27, April, 2005 at Ruai Police Station was to increase security by involving community members to work in partnership with police to identify security priorities and policing methods suitable for their communities (GOK, 2005). Despite the introduction of Community Policing, the Kenya Police Crime Report (2007) rated Nairobi as one of the most insecure regions in Kenya. Issues such as robbery, carjacking, burglary, and house break-ins, among others had become rampant within its regions. Moreover, the Kenya National Bureau of Statistics (2013) report indicated increase in crime rate countrywide; from 69,484 in 2007 to 83,853 in 2012. Nairobi recorded the highest crime rate of over 11,000 in 2012 followed by Eastern, Central, Coast, North Eastern, Rift Valley, Nyanza and Western Provinces (KNBS, 2013).

Community policing is based on the understanding that criminals live in the society and are known to members of society. Community members are, therefore, in a position to play a crucial role in fighting crime by reporting criminals to the police or showing solidarity in reducing crime (GOK, 2005). In Ruai, community policing has been in existence for over ten years. However, there still exist strong pockets of resistance from community members who think it is a waste of time to partner with police. This poses the question if community policing was meeting its initial objectives of reducing crime or not. Therefore, this study seeks to determine whether community policing has an impact on security in Ruai Division after the program was introduced.

### **1.3 Research Questions**

This study therefore seeks to answer the question; to what extent does community policing influence security in Ruai Division? Specific questions include:-

- i. What is the connection between crime rate and community policing?
- ii. Does community policing contribute to citizen involvement in promoting security in Ruai Division?
- iii. What impact has community policing had on Citizen-Police relations?

### **1.4 Objective of the study**

The general objective of the study was to assess the impact of community policing on security in Nairobi County using a case study of Ruai Division.

The following specific objectives informed and guided the entire study:

- i. To assess the relationship between community policing and crime rate
- ii. To determine citizens' perception on whether community policing has increased citizen involvement in promoting security in Ruai Division
- iii. To find out the views of the citizens on how community policing has influenced Citizen-Police relations

### **1.5 Justification of the Study**

This study seeks to increase information about community policing since the establishment of the program in Ruai Division between year 2000 and 2015. Information gathered would benefit the police officers as the lead agents of the program since the findings could help in understanding the role of community policing in maintenance of security in Ruai Division.

Therefore, this study is important because it provides insights into whether community policing program in Ruai Division is creating the impact intended or not.

At the policy level, information gathered from this study would assist policy makers, stakeholders, and the management of National Police Service in making decision and taking action that would strengthen the community policing programs improve security in Ruai and

Nairobi in general. The information also, will enlighten policy makers and security managers on areas they need to improve to enhance security in the city and elsewhere.

At the operational level, police officers will benefit from the findings of this study to increase their understanding of community policing and the benefits of the program in enhancing security and creating synergy in fighting crime and other related security challenges. Additionally, member of the community would benefit from this study in that, they will be informed on how their participation and working closely with other government organs would improve security within the area. Finally, this study will make academic contribution in the field of performance and especially in the security sector. Demonstrating the effects of community policing would reveal the performance of the program, stakeholders, and community members in the attainment of set objectives.

### **1.6 Scope and Limitation of the Study**

This study sought to assess the impact of community policing on security in Ruai. The study was conducted within Ruai Police Division which is approximately 99.3 sq km and 50km East of Nairobi central business district. The study sought response from members of the public, the police, religious leaders, representatives from non-governmental organizations, as well as business community. The major limitation encountered was un-cooperative respondents who found difficulties in understanding the significance of the research. To overcome this, the researcher took upon himself to clarify areas that respondents required interpretations

### **1.7 Definition of Terms**

**Community policing**-According to the NPS Act (2014), community policing means the approach to policing that recognizes voluntary participation of the local community in the maintenance of peace and which recognizes that police need to be responsive to the communities and their needs, its key element being joint problem solving, while respecting the different responsibilities the police and the public have in the field of crime prevention and maintaining order. In the context of this study, community policing is a security related program that links the respective authorities with members of the community, either to participate in decision making or provide crucial information. It is based on the principle that crime is predominantly local in nature and policing is not a matter of the police alone.

**National Security-** According to the constitution of Kenya 2010 Article 238 (1) national security is the protection against internal and external threats of Kenya's territorial integrity and sovereignty, its people, their rights, freedoms, property peace stability and prosperity, and other national interests. In the context of this study, security is the extent to which there are reduced insecure activities such as crime through the involvement of community and police interventions. It also involve protecting people against attack and danger etc

**Citizen-Police Relations-** According to Sroufe, et al. (2000), it is sum total of attitudes and behaviors between police and the communities they serve. They can range from positive to negative in general or with respect to particular things police do. In the context of this study, citizen-police relations are the existing interactions among the stakeholders that enable them to communicate, obtain feedback, convey security related information, solve community problems, and participate in planning and decision making regarding security issues.

**Police Station-** According to the NPS Act (2014), means a place designated by the Inspector-General, as a Police Station under section 40 of the NPS Act. In the context of this study, police station is a place where security services can be accessed with ease and at the local level.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter discusses both empirical and theoretical literature on community policing and security, the role of community policing in reducing crime rate, citizen involvement in community policing, and community policing and citizen-police relations. Also, the theoretical framework, conceptual framework, and study hypothesis are presented.

### **2.2 An overview of community policing and security**

Despite critics of how problematic community policing is, Kucukuysal & Beyhan (2011) argued that community policing has become the most popular and demanding policing technique among law enforcement agencies. To date, many countries have implemented community policing with the aim of combating insecurity in society. As described by Sherman (2001), community policing rely on public information as a means of enforcing their mandate as they continuously encourage society members to bring in information that would lead to enhancing safe environment. On the other hand, the nature of security is when calmness, zero tolerant of criminal activities, and social stability among community members are attained (Denney & Jenkins, 2013). According to Bayley (1986), the number one facilitator of enhancing security is the public whom through the community policing program, members are encouraged to take necessary measures as the possible victim. Bayley further argues against the ratio of police officers to that of citizens in that, instances of police officer to be in all places at the same time its' unrealistic, thus the need for community members to embrace community policing.

Kenya has not been left behind in adopting and implementing a community policing structure. Although the current guideline exists in draft form, the National Community Policing Policy (2014) aims at “establishing an active partnership between the police and the communities they serve for purposes of realizing safer communities.” In addition; the model sought to increase communication between the law enforcers and the community, improve transparency, accountability, as well as upholding the fundamental rights of an individual (GOK, 2014). The contentious issue brought about by the community policing programs is how successful it has been in enhancing security, especially in Kenya.

Countries such as the United States were among the first to adopt the community policing hoping that police would work together with the community to realize, prioritize, and solve

problems emanating within the sub-divided regions (Kucukuysal & Beyhan, 2011). The country had to undergo both political and institutional reforms for the program to penetrate. For many years now, the United States continues to record success in community policing as a result of a decentralized system of policing that has enabled each town to have its own police department (Denney & Jenkins, 2013). This model may be related with the Kenyan system of “*Nyumba Kumi*” which according to the 3<sup>rd</sup> Draft Guidelines on Community Policing (2014) describe it as anchored policing at the household level which includes estates; manyatta, streets, market center, and villages among others.

Study findings have revealed that community policing has an influence of enhancing security within an area. Factors such as reduced fear of crime; low levels of anti-social behavior and social disorder, high levels of public satisfaction with the police, increased community engagement and willingness to solve problems, as well as enhanced police satisfaction with their job, are attributed to effective implementation of the community policing programs (Mackenzie & Henry, 2009).

Information sharing has also been enhanced as police and respective community elders, and those in charge of security, feeling it is their duty to speak up and share information that is related to their security. A good example is an initiative by Birmingham Police Department to implement a sustained crackdown on an open-air drug market in a minority neighborhood with the support of community members. This was facilitated by a tip notified by community members in advance and enlisted their involvement at critical stages of the process (Mackenzie & Henry, 2009). This has also been observed in Kenya, especially in the 2015 countrywide illicit brew crack down whereby members of the community informed law enforcers on the premises where the products were being sold and accessed.

Another advantage of community policing according to Smith (1994) is that it should reduce excessive force. Smith points out:

Even though community policing exhibit huge promises in reducing both violent encounters between police and general public on top of the overall incidence of extreme force, when mutual relationship is embraced by both community members and police each will struggle to maintain it hence hostility reduced on both side of divide therefore police will not find the reason to use force or violence, community on other hand will not resist the police officer.

This is a clear indication of how community policing brings about cooperation and mutual relations among the relevant parties. Arguably, the use of force or violence is likely to repel community members from actively relating with respective authorities.

For effective implementation of community policing, Mackenzie & Henry (2009) point out that the elderly, the youth and young people should be involved in the security management processes. They argued that involving the young generation would help address juvenile delinquency that may develop to serious problems later in life. Moreover, the elderly members are well placed to mentor the youth and train them on the important role they can play in enhancing a secure and safer environment for their members. Likewise, a report by the Bureau of Justice Assistance (1994) emphasizes on the core component of community policing that is facilitating partnership not only as the main drivers of the program, but also as enhancers of quality of life and continuous feedback. In achieving all these; resources such as police agency, active government and private involvement, citizen's participation, the business community, and the neighborhoods involvement must be brought together and their capacity enhanced (Bureau of Justice Assistance, 1994). Despite the implementation of the community policing in Kenya and increased crime rate, it is the objective for this study to establish empirical evidence to demonstrate the existing relationship between the community policing and security within Ruai Division, Nairobi County.

### **2.3 Community Policing and Crime Rate**

Among other objectives, the adoption of community policing focuses more on reducing crime rates within societies, which impacts negatively on their socio-economic development. According to Denney & Jenkins (2013) the practice attracts public support as a means of ensuring long term sustainability in relation to entrusting security responsibility to each members of the community and ensuring safety, security, and justice is enhanced. As defined by Henry & Lanier (2001), "crime is the inverse of desired behavior by an individual or group of people." They argue that may range from homicide, rape, murder, burglary, assault, public disturbance, among others (Henry & Lanier, 2001). According to a report by the Kenya National Bureau of Statistics (2013), most convicted criminal cases range from rape, defilement, incest, sodomy, assault, abduction, disturbance, among others. In Ruai, cases of robbery, theft, and house break-ins have been on the rise and continue to haunt community member.

The introduction of community policing was the turning point as criminal activities have reduced significantly in areas such as the United States and United Kingdom (Kalunta-Crumpton, 2009; Barlow & Barlow, 2009). The police benefit from community policing in terms of getting intelligence information, community members accrued their benefits in terms of having a secured and safety environment (Denney & Jenkins, 2013). Similarly, the government increases its support and resources within the program as the result of the feedback the program attracts, while the business community are said to increase their role in investing within a certain area thus facilitate economic development (Denney & Jenkins, 2013).

Study findings have related the influence of community policing to increased feelings of being safer by community members and reduction in fear of criminal activities. In Chicago, Skogan (2006) revealed that community policing has reduced community's fear of crime comparing to 1994 findings of those feeling 'unsafe or very unsafe' to manageable percentage in 2003. Mazerolle, et al. (2003) argues that achieving ultimate no crime rate is challenging than reducing the levels of disorder through community policing. In Australia, the community policing has been credited for effectively countering gang activities; drug peddling, street crime, group disorder and movements, and burglary as reported by police, which have been possible due to information received from members of the community (Mackenzie & Henry, 2009).

Over twenty years now, the Tanzania '*Nyumba Kumi*' initiative has been applauded for successfully mitigating social conflicts among communities, contributing towards patriotism, nationalism and '*nduguisim*' among communities (Atta-Asamoah, 2015). A study by Cross (2013) on the effectiveness of community policing in Tanzania revealed positive outcomes of the programs after they were introduced. Crime before community policing was introduced was very high compared to when it was introduction. The focus on Ruai therefore is to establish whether similar occurrence would be reflected.

In 1984, Botswana Police Service embraced partnership with the community and other stakeholders and partners. Partnership was introduced through the formation of Crime Prevention Committees on the realization that traditional policing strategies were no longer effective in addressing crime. Community Policing programmes in Botswana includes: Neighborhood watch (Exchange of telephone number), Business watch – sharing of

information, Anti-stock theft schemes, Domestic violence programmes, Youth anti- crime programmes, Community policing clusters (New concept), a popular local TV programme (Itshereletse) (Ransley, 2009).

#### **2.4 Community Policing and Citizen Involvement**

The adoption of community policing has propelled institutional reforms as new structures are put in place to facilitate community participation in the program. According to Denney & Jenkins (2013), United States had to undertake both political and institutional reforms as a means of facilitating decentralization of police divisions and increasing community capacity to participate in security management. Traditionally; methods used by police were characterized by foot patrol, investigating cases privately, and showing less or no corporation with the public in terms of sharing information, currently, the reform era of policing has empowered community members to actively participate in preventing crimes (Carter, 2000). In Kenya things were not different, the clamour for reforms was to overhaul the authoritarian values and brutal policing approaches which were inherited from colonial government and had contributed to high levels of community mistrust, and poor police image therefore by incorporating community members in key decision making and participation in security matters through community policing the reforms gained momentum.

Furthermore, community policing has brought about development of policies and procedures that insist on community-based problem solving techniques (Carter, 2000). Australia also has made a milestone by putting in place infrastructure within the community policing programs that introduced a National Reassurance Policing Program and the Problem-Orientated and Intelligence-led Policing bringing together communities in tackling insecurity (Mackenzie & Henry, 2009). These policies have enabled members of the community to address emerging problems that fit their level such as conflicts, family misunderstandings, juvenile delinquency, carrying out local crime mapping, recommend day to day security actions, among others (Denney & Jenkins, 2013), thus enhancing active community participation.

The Community Policing Policy (2014) in Kenya prescribes two main parties to community policing; the National Police Service, and members of the community. The guideline further states that communities are to be organized in committees or forums at village or sub-location level to discuss issues regarding their security welfare and provide their recommendations to

respective state officers. In one hand, police officers are the implementers of the strategies while community members participate to air their security concerns and actions required (Community Policing Policy, 2014). Based on the 3<sup>rd</sup> Guidelines on Community Policing (2014), community heads within the *Nyumba Kumi* initiative are empowered to resolve boundary disputes at the local level; devise methods to promote ‘Jua Jirani Wako’ (Know your neighbor) within the area, resolve ethnic differences, cattle rustling issues, promote education of security cluster, and recommend ways of enhancing security within communities among other roles.

The existence of these structures and their facilitation and support by the government; state police, the community, relevant stakeholders, and donors is not reflective especially in comparison of the crime rate within Nairobi County. The community policing has been structured such that the community and the law enforcement agencies cooperate with each other in the management of insecurity and addressing the crime rate.

A number of countries in African have embraced community policing as a possible solution to escalating crime which are very elusive to tradition and reactive approach methods applied by particular African governments. In Malawi before the program was implemented, citizens consultative structures were established that were based, either by modification or integration, on existing recognized structures. This intended to put together traditional authorities and confirmed systems of administration of justice used. The public and police consultative structures that were believed to address security matters and safety, had to operate from the grass-root point through to a national coordinating and steering system (Abuga, 2015).

Based on best practice from South Africa, Malawi introduced its own model of community-based policing station, which became the testing ground and benchmark for the development of community-based policing and its incremental implementation. This police station received national and international recognition for its pioneering work. Learning from other African countries, in particular South Africa and Malawi, has positively contributed to the development of community policing in Kenya (Saferworld, 2008).

## **2.5 Enhancing Citizen-Police Relations through Community Policing**

Having demonstrated the adoption of community policing, by governments and the implementation by community members, “have mainly been seen as a medium for rebuilding citizens-police relations and trust to facilitate more accountable and peaceful societies” (Denney & Jenkins, 2013). Moreover, the authors argue that the aim of the community policing is to “improve police responsiveness, restore community confidence in the police and ensure adherence to professional standards and human rights.” According to Yuille (2012), citizen-police relations takes a form of understanding citizens demand when requesting for information or assistance by police officers and in response, they offer the necessary assistance up to the clients’ satisfaction. In other words, there has to be a mutual relationship between the two parties for them to record satisfaction. The police on one hand benefit from the information shared, interpret it, and ensure they deliver their mandate as required while the citizens share relevant information and obtain assistance to their satisfaction; hence both parties get exposed to a secure environment.

An evaluation study of the effectiveness of the National Reassurance Policing Program in Australia by Tiffin, et al. (2006) revealed that fifteen percent of the public increased their confidence to the police citing that they “were doing an excellent job in combating crime”. A similar study in Chicago demonstrated high public confidence across ethnic groups (Whites, Latinos, and African-Americans), with the whites recording the highest confidence to the role of police within the community policing, followed by the African-Americans and lastly the Latinos (Slogan 2006). What is advocated is for communities to wash away their ethnic identity and address insecurity as a communal issue that affects everyone globally. On the other hand, Silver & Miller (2004) established a positive relationship between community satisfaction with police and informal social control. Rather than the previous authoritarian means of administering security measures, community policing has brought about corporation and sharing between the community and the law enforcement agencies, thus enhancing their relations.

In Uganda, a community policing pilot project was created out of the community dissatisfaction with police performance in the face of growing theft of electrical goods in the late 1980s in Old Kampala Police Division, which had assumed political overtones. During the pilot phase, community policing was expected to improve citizen -police relations,

provide community with crime deterrence tips, and a crusade to campaign for the use of marking desirable goods. Community policemen were identified, provided with bicycles, and sent out as patrol officers. Later the program was rolled out in the entire country (Spuy & Röntsch, 2008). These outcomes are keen for this study to establish whether the findings can be replicated in Ruai Division, which has over ten years implementing the community policing program.

## **2.6 Theoretical framework**

This research is rooted in contingency theory by Lawrence and Lorsch. The authors have shown in their empirical research that “environments that are different place different requirements on institutions”. They completely emphasize on the environment marked by vagueness and hasty alteration in technological and market setting as environments that present unusual demands, equally negative and positive, than fairly stable environments (Lawrence and Borsch, 1967). Essentially, contingency theory suggest that performance outcome of an entity are a product of the fit between the unit’s internal environment and external arrangements. Furthermore, according to contingency theory organizations are more flourishing when the plan of their processes and structures are internally consistent and fit, or match, their ecological demands. Meaning a fit should be maintained between an organization and its surroundings overtime. An excellent fit between them means superior level of efficiency and performance (Lawrence & Borsch, 1967). The contingency viewpoint seem to be relevant to the study of police institution adjusting to community policing pretty well given that its intention is clear that an excellent fit; brings good outcome; a poor fit between the societal setting, the existing structures and strategic organization of policing; produce poor outcomes.

Donaldson (1995) argues that to find a most favorable fit, institutions have to be able to modify both operations and organization goals. For example, the characteristics of the task environment (e.g. predictable and stable versus confused) are likely going to influence institutional arrangements for resources administration and ongoing operations. As suggested by Jiao (1998, p. 294), community policing require police institutions to broaden their scope and roles of the police to engage in more proactive actions. The fundamental philosophy of community policing suggest that the task of the police is not only enforcing laws and prevention of crime. Police also must provide community services in cooperation with



citizens as well as maintain order. Some essential premises of contingency theory should help understand central issues for implementing successful community policing programs.

As a contemporary theorist, Scott (2002) pointed out two assumptions proposed by Galbraith (1973) that underlies contingency theory, and adds a third one himself. The three assumptions mentioned below constitute the central premises of the contingency theory and can be utilized to address the problems that are encountered in the implementation of community policing programs:

- (i) There is no one best way to organize;
- (ii) Any way of organizing is not equally effective;
- (iii) The best way to organize depends on the nature of the environment to which the organization relates

The theory is guided by the universal proposition that organizations whose interior features best fit the demands of their environments will attain the most excellent adaptation

The number one assumption challenges the long-established view that certain universal principles and rules can be applied to institutions in all times and places. In policing, it is frequently assumed that community policing has some guidelines that are obligatory to a successful community policing agenda. It may be correct for the innermost philosophy of community policing, like increasing collaboration between the public and police and promoting community participation in law enforcement. Nonetheless, it is a known inaccuracy that all procedures and guidelines of a program can be consistently applied regardless of place and time. Assumption number two challenges the conventional understanding of the earlier economists that the structures of an organization are not related to organizational performance. These days, it is held that organization profile is connected to organization performance. Within community policing, however, significance of institutional structure is time and again overlooked or underestimated. A successful program regularly requires definite changes in the institutional structure of police departments, for instance “flattened hierarchies and decentralized decision making”. Adams et al. Recommend that two fundamental changes are required in community policing: First, change that occurs in the expectations and behaviours of a policeman which will enhance the public involvement and police- citizen’s relationship.

Secondly, restructuring of police organization resources away from crime rate control. This means extra emphasis on problem-solving efforts, street patrols, and greater freedom to officer. The last assumption is important because it explain a number of factors that lead to



## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

This chapter discusses the research design, study area and population, sampling procedures, data collection procedures, and data analysis that were used in this study.

### **3.2 Research Design**

The researcher used a mixed method design which applies both qualitative and quantitative methods to collect and analyze information. Qualitative data provided pertinent and precise information concerning the current status of the phenomena while quantitative data were used to show the correlations between the independent and the dependent variables.

### **3.3 Study Area and Population**

The study area was Ruai Division in Nairobi County. Ruai was considered fit for this study because of the increasing settlement in the form of new homes in the area as well as its transformation into an urban area. Thus, urbanization and increased population would lead to insecurity in the area. This area is appropriate for this study to assess the role of community policing on security. Considering community policing had been adopted in the area and was deemed as an appropriate approach to combat insecurity.

Since community policing aims at incorporating all members of the society in addressing insecurity, the target population of the study consisted of the National Police Service who are the major implementers of the programme; community leaders, religious leaders, business community, citizens and non-governmental organizations who are involved in security matters.

### **3.4 Sampling Techniques**

The study applied purposive sampling technique which enabled the researcher to use his judgment to select cases that were best and which enable him to answer the research question(s) and meet the research objectives. The structure of community policing program was used to identify and place respondents into each category. Currently, the program is mainly run by the National Police Service; community leaders, religious leaders, business community, non-governmental organization, and citizens who formed the sample of the groups as shown in table 3.1 below. The current structure of the population of Ruai area does not classify members into set categories; therefore, the researcher used a maximum variation

sampling technique to enable the researcher to categorize the heterogeneous population into categories that describe and explain the key stakeholders.

**Table 3.1: Study Population and Sample Size**

<b>Community policing</b>	<b>Total population</b>	<b>Sample size</b>
National Police Service	100	15
Community Leaders	66	20
Religious Leaders	50	15
Business Community	50	15
NGO's	10	3
Citizens	100,000	25
Total	100,276	93

From the above table, the researcher used a sample size of 93 respondents. From each category, On the other hand, the number of the respondents used was ideal to gather important facts and information concerning the research topic.

### **3.5 Data Collection Techniques**

The researcher used both primary and secondary data to interpret the study. Primary data was obtained using structured questionnaires. The questionnaires had both closed and open- ended questions. On the other hand, secondary data was obtained from document or sources such as books, academic journals, and newspapers. This helped the researcher refer and compare data findings in the past and the present as well as how different regions perceive the community policing program and their influence on security.

The researcher administered the questionnaires to participants and allowed them to retain the tool for a period of seven days, after which, completed questionnaires were collected. However, the researcher offered assistance to respondents who wished to be guided in completing the questionnaires. Returned questionnaires were assessed to ensure questions were accurately answered and they met the objectives of the study.

### **3.6 Data Analysis**

Both qualitative and quantitative data were coded and cleaned to ensure information was well captured and related to the study variables. The researcher used the Statistical Package for Social Sciences (SPSS) and Excel to compute both descriptive and inferential statistics such as mean, percentages, and correlations. Analyzed data was then summarized in tables, pie charts, and graphs. Qualitative data was interpreted using content analysis.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

In this chapter the demographic and education as well as the respondents who have heard and considered community policing successful in Ruai Division have been addressed. The impact of community policing is also assessed in regard to the relationship between community policing and crime rate, on whether community policing has influenced citizen-police relations and the respondents views on whether community policing has increased citizen involvement in promoting security in Ruai Division.

### 4.2 The Response Rate

**Table 4.1: Response rate of selected respondents by stakeholders**

Sample population from Ruai Division		Frequency	Valid Percent	Cumulative Percent
Valid	National Police Service	9	14.06	14.06
	Community Leaders	11	17.19	31.25
	Religious Leaders	7	10.94	42.19
	Business Community	11	17.19	59.38
	Non-Governmental Organizations	3	4.69	64.07
	Citizens	23	35.94	100.00
	<b>Total</b>	<b>64</b>	<b>100</b>	<b>100</b>

The study did find it essential to understand the response rate of the respondents. This was important as it gave the data for analysis. Figure 4.1 above indicates that 68.82% of the respondents participated in the study meaning that, they answered and returned the questionnaires which were also used to analyze the findings of the study. Only 31.18% of respondents did not participate in the study either because they were unreachable or they did not return the questionnaires.

### 4.3 Respondents Age Distribution

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

Age group of the respondents		Frequency	Valid Percent
Valid	18-29 Years	10	15.63
	30-40 Years	18	28.13
	41-50 Years	9	14.06
	Above 51 Years	27	42.19
	<b>Total</b>	<b>64</b>	<b>100</b>

The data in table 4.2 above indicated that a large number of respondents were 51 years and above. Age of the respondents was one of the most vital characteristics in understanding their views concerning community policing and diversity of issues bedeviling the program; by and large, age indicates level of maturity of individuals in that sense age becomes more important to examine the responses.

### 4.4 Respondents' Level of Education

**Table 4.3: Distribution of respondents by Education qualifications**

Education level of respondents		Frequency	Valid Percent
Valid	Primary	6	9.4
	Secondary	19	29.7
	Diploma	14	21.9
	University	18	28.1
	Post Graduate	7	10.9
	<b>Total</b>	<b>64</b>	<b>100</b>

It can be concluded from table 4.3 above that by and large the respondents were progressive in education with 61% having a post-secondary education. This characteristic was important since it denoted the respondents' personal attitudes, knowledge, and propensity to handle the questionnaire with diligence as well as giving independent responses.

#### 4.5 Respondents who have heard about community policing in Ruai Division

**Table 4.4: Whether participants have heard about community policing in Ruai**

Response	Frequency	Valid Percent
No	5	7.8
Yes	59	92.2
<b>Total</b>	<b>64</b>	<b>100</b>

It is evident from the results displayed in table 4.4 above that majority of the respondents in Ruai division have heard about community policing at rate of 92.2%. This is a clear demonstration that majority of the respondents understand the role of community policing program and are familiar with its outcomes. It is also true that a small number of respondents have not heard about the program comparatively, this affirms that community policing level of awareness among majority of Ruai Division residence is high. However, there are still gaps that require to be worked on to meet a threshold level of 100 percent probably by increasing sensitization programs, public campaigns, advocacy and activities geared towards improving the awareness by the stakeholders

#### 4.6 Respondents Perceptions on Successfulness of Community Policing

**Table 4.5: Respondent who considered community policing successful in Ruai Division.**

Response	Frequency	Valid Percent
No	16	25.0
Yes	48	75.0
<b>Total</b>	<b>64</b>	<b>100.0</b>

Respondents were also asked whether community policing has been successful in Ruai Division. The results shown in table 4.5 above, indicate that majority of the respondents (75%) agreed. This is evident, that community policing has an impact and the program is supporting residence to fight insecurity in Ruai division. Nevertheless, the findings of those who disagree (25%) was still significant, which could be interpreted that some sections of the Ruai Division continue to experience insecurity despite the implementation of community policing in the area making it necessarily for stakeholders to put more effort in strengthening the program within those areas.



As a matter of fact during the interviews some police officer were asked to comment on absorption of community policing in Ruai since the program was being implemented by their own institution as the leading agency. Surprisingly despite the awareness being high as illustrated in table 4.4 the police officers admitted that absorption was not as expected as members took time to understand their roles in the program .On the other hand some officer confirmed that half of the community was for and the other half against the program. Some areas had absorbed the program while others came to the realization of the importance of community policing when the area was hit by crime, the case was more compounded particularly if the police services were unfairly distributed where some areas received more attention than others. Another observation was that the program was seen to be well-organized among older people than the youth who had little understanding for community policing likewise the same state was seen in table 4.2 where adults between the ages of 41 and above had high rate of response. The action by the youths could also be explained by the fact that the majority of the older people are owners of properties and wealth in the area as a result they own the program whereas the young men have nothing to lose hence lack of interest in the program.

Further interviewees were asked to gauge their contribution towards enhancing security, this was to indicate the extent the program was performing and varying responses were received for example some said their participation was good because they attended all security meeting while others said their efforts were average, due to time constrains subsequently reducing participation. These discrepancies could have been the reason why 25% disagreed that the program was successful. However those respondents who endorsed were high, at a rate of 75 percent moreover giving their reasons as being very active in meetings and participating in decision making as well as providing the necessary information.

Equally certain fundamental tenets of contingency theory can assist to explain why some areas in Ruai Division are experiencing insecurity despite the impact of community policing. Lawrence & Lorsch (1967) the authors of the theory stated in their research that “different environments place different requirements on organizations”. Meaning community policing if applied uniformly poses a threat to its success in some areas because it is subject to various characteristics and attitudes encountered in the environment for its adaptation according to the theory. After all one assumption of the theory states that ‘there is no one way of doing

things' the truth is residents of Ruai Division have different backgrounds, orientation and differing opinions despite sharing a common environment on that account, individuals who make a society grasp things differently and have varying priorities, obviously that on its own might bring varying results due to exact environmental features of leadership and characteristics of the people living in those areas, that also may help to understand why some areas will succeed and others will not despite sharing geographical landscape.

In describing the program some participants said that it was useful, however as it evolves the morale of the players was reducing because of different shape the program advocates are taking in driving the concept. Why was it happening this way? First the program was to operate in a police station under the stewardship of the officer commanding the police station initially when it was launched in 2005 later in 2013 the program was moved to the office of the area chief under '*Nyumba Kumi*' initiative with a parallel leadership denying the original plan and design advocates an opportunity to share experiences and lesson learnt, that action brought a lot of confusion, duplication and leadership competition to a point of stagnation giving rise to resistance from community in some areas. Over and above the respondents enumerated numeral challenges underlying the program a larger number mention corruption among police officers, police work with questionable characters in the community while others stated that criminals are released before justice is done or investigations are complete which lower morale among the residents supporting the program.

The suggestion that comes out for improvement from the participants was that; a clear line of reporting should be put in place; more training of the players on the concept; '*Nyumba Kumi*' initiative should be made mandatory and strengthened; policing volunteers should be increased to cater for the growing population; reform the provincial administration and the police to increase their participation and support community policing activities.

On the challenges that were a threat to the program the interviews brought out inadequate funding, tenure of office bearers and of members who serve in the program, lack of skills and training of citizens and lack of trust.

#### **4.7 The Impact of Community Policing on Crime Reduction**

The study sought to assess the impact of community policing on the level of crime within Ruai Division. The main indicators that were used included; whether crime data has gone

down due to community policing, whether crime reporting has improved due to community policing, whether fear of crime has reduced due to community policing, and finally whether the levels of social disorder have decreased due to community policing. The charts and tables below illustrate those findings.

**Table 4.6: Ruai police station crime baseline data**

<b>Ruai Police Station Crime Data 1998 to 2015</b>							
<b>Before community policing was introduced 1998 to 1999</b>				<b>After introduction and before community policing launch 2000 to 2005</b>		<b>After community policing launch 2006 to 2015</b>	
Offences	Category	Total crime data	Crime data per year	Total crime data	Crime data per year	Total crime data	Crime data per year
Robbery	Robbery	63	31.5	126	21	196	19.6
	Robbery with violence	60	30	98	16.3	217	21.7
	Carjacking	11	5.1	12	2	10	1
	Robbed of Vehicles	14	7	6	1	18	1.8
Breaking	House breaking	65	32.5	160	26.6	152	15.2
	Burglary	16	8	12	2	10	1
	Other Breaking	15	7.5	48	8	88	8.8
Stealing	Theft of Stock	35	17.5	79	13.1	60	6
	Handing stolen goods	4	2	7	1.1	14	2.3
	Stealing from person	3	1.5	2	0.3	7	1.1
	Stealing from tenants	5	2.5	1	0.1	15	1.5
	General stealing	93	46.5	257	42.8	333	33.3
Homicide	Murder	12	6	12	2	74	7.4
	Manslaughter	2	1	1	0.1	5	0.5
	Abortion	3	1.5	4	0.6	4	0.4
Homicide	Rape	14	7	8	1.3	35	3.5
	Defilement	30	15	42	7	61	6.1
	Assault	70	35	135	22.5	253	25.3
Social disorder	Creating disturbances	83	41.5	145	24.1	186	18.6
	Affray	32	16	114	19	154	15.4
	Drinking & disorderly	75	37.5	94	15.6	198	19.8
	Illicit brews	33	16.5	67	11.1	102	10.2
	Child abuse	13	6.5	18	3	17	1.7
	Possession	88	44.4	110	18.3	139	13.9
Theft & vandalism	Theft of vehicles	13	6.5	9	1.5	12	1.2
	Theft of motorcycles	-	-	-	-	8	0.8
	Theft from vehicles	15	7.5	5	0.8	6	0.6
	Vehicle parts theft	5	2.5	7	1.1	7	0.7
	Stealing by servant/tenants	77	38.5	108	18	127	12.7
	Bags & phone snatching	21	10.5	9	1.5	44	4.4
Damages	Malicious damages	42	21	30	5	90	9
Economic crime	Obtaining by false pretense	36	18	11	1.8	64	6.4
	Fraud/forgery	10	5	16	2.6	14	1.4
Other	Penal code offences	55	27.5	194	32.3	157	15.7

The Ruai baseline data above represents two variables, that is, crime and social disorder the others are not included because they are not classified and therefore currently have no value in the police formation. The baseline data is the basis upon which this study assesses the

extent to which community policing has influenced crime rate in Ruai since 1998. The data in table 4.6 however show a significant crime rate drop since community policing was introduced in Ruai. Figures in the table indicate that crime was very high between 1998 and 1999 as compared to the years after community policing was introduced and more so after the program launch in 2005. Judging from the baseline data above, we can conclude that community policing have made an impact on security in Ruai Division, Nairobi County.

**Table 4.7: Impact of Community Policing on Crime rate**

Stakeholders	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Total
Citizens	1 4.3%	4 17.4%	8 34.8%	7 30.4%	3 13.0%	23 100.0%
Non-Governmental Organizations	0 0.0%	1 33.3%	1 33.3%	1 33.3%	0 0.0%	3 100.0%
Business Community	1 9.1%	2 18.2%	2 18.2%	1 9.1%	5 45.5%	11 100.0%
Religious Leaders	2 28.6%	1 14.3%	1 14.3%	2 28.6%	1 14.3%	7 100.0%
Community Leaders	0 0.0%	1 9.1%	0 0.0%	5 45.5%	5 45.5%	11 100.0%
National Police Service	0 0.0%	2 22.2%	2 22.2%	2 22.2%	3 33.3%	9 100.0%
Total	4 6.3%	11 17.2%	14 21.9%	18 28.1%	17 26.6%	64 100.0%

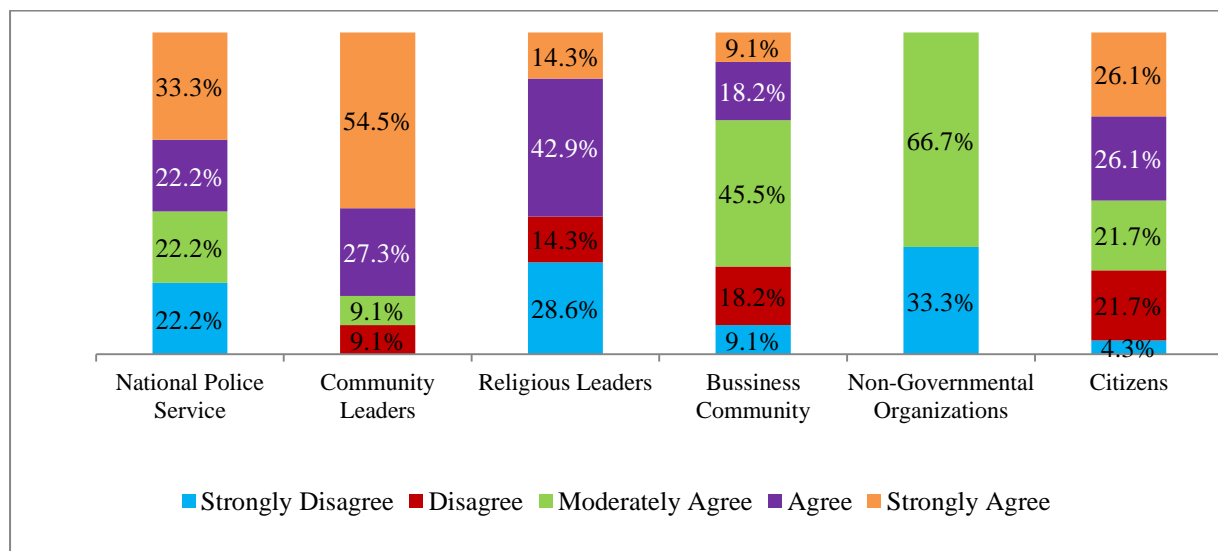
The data table 4.7 indicates that some respondents (26.6%) had a strong opinion that community policing was the cause of crime data going down while others had an average view at (28.1%). Whereas several moderately concurred (21.9%) that ‘crime rate have gone down due to community policing’ in Ruai Division overall (24%) of the respondents disagreed.

As illustrated in the data, it can also be argued, on the basis of the contingency theory, whose assumption is that, different environments respond differently to circumstances meaning that the variations in rating as shown by the aggregate totals of endorsement in each category of table 4.7 above, that is, community leaders (91%); citizens (78.2%) National Police Service (77.7%), business community (72.8%), non-governmental organizations (66.6%) and religious leaders (57.2%) was as a result of each stakeholder level of understanding and value system. This portrays a pattern that depicted the level of performance in the lead agency “the

police” verses the program perhaps measured through the lenses of reforms, human rights and corruption by the non-governmental organizations and religious leaders who have been critique of police way of doing things. While the stakeholders rating most likely was based on apprehension of offenders and low crime incidences in their neighborhoods.

Prior to introduction of community policing in Ruai crime data was quite high as shown in the baseline table 4.6 above for example, average crime data per year for the period 1998 to 1999 was 31.5 while at the same time for the years between 2000 and 2015 dropped to 20.1 meaning that crime rate had dropped by 11.4. This is a significant drop and a clear testimony that community policing had an impact in Ruai Division. As a matter of fact those who have lived in the place long told sad stories of how residents moved out of the area in mass between 1998 and 1999 and how there was no freedom of movement in the late hours of the night due to self-imposed curfews. It is evident from the baseline that crimes like robbery with violence; stealing, carjacking, house breaking, and malicious damages, among others, were very common. After introduction of the program the situation changed drastically and crime declined. The ripple effect was that people came back to Ruai and after the national launch of community policing that took place at Ruai police station in April, 2005, the area has become the neighborhood of choice for the middle class which can also be seen from the level of developing and settlements in the area.

**Figure 4.1: Impact of Community Policing on Crime Reporting**



Crime reporting is a very useful exercise in police department because it informs the policies, operations and help in planning police response. The National Police Service relies on crime

data to establish the kind of resources needed and the type of security infrastructure required to fight insecurity, which is, not limited to police stations; human resource, vehicles, guns e.t.c. Through community policing citizens can be encouraged to report crimes and provide intelligence that is very crucial to support police work. As members of community begin to survey the neighborhood more carefully and discover what to report, the crimes numbers reported might rise though the real crime incidence might drop or remain the same. However crime reporting also is potentially risky because it entails costs and sometime rogue officers are widely thought to solicit bribes from those accused in return for information about their accuser.

In this study it is evident from figure 4.1 that (90.9%) of the respondents under community leaders category, agreed that community policing was working well and that people are more willing to communicate with the police and assist them in identifying perpetrators. The National Police Service, who are the beneficiary of crime reports as well as the custodian of reporting infrastructure 'toll-free' agreed at (77.7%) and praised community policing on crime reporting saying it allows for ongoing monitoring of crime at neighborhoods and makes it easier for them to identify hot spots and crime trends. 73.9% of the citizens agreed that there was substantial gain since the program was introduced as petty crimes have reduced as a result of reporting suspicious persons at the neighborhoods. In reference to the baseline (table 4.6) under general stealing category, petty crimes are on decline since 1998.

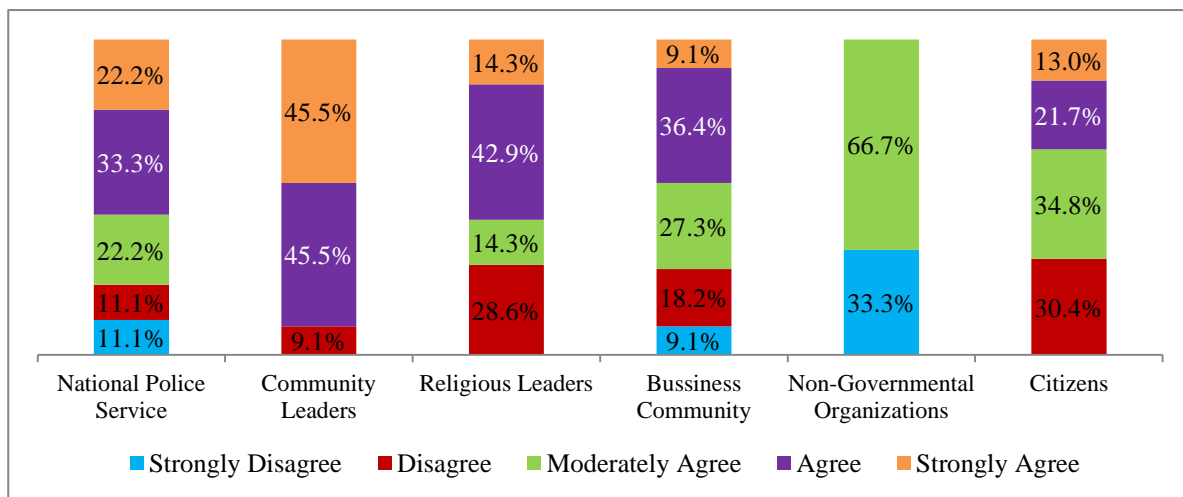
According to the business community (72.8%) agreed, non-governmental organization (66.7%) respondents moderately agreed and religious leaders (57.2%) approved that community policing had offered a reasonably safe option to report criminal activities because previously the report office was not reliable. Popular opinions among the stakeholders were that the protocol of reporting and giving feedback in existing police structures was not friendly. This program has opened an opportunity that in the past was denied to those people who fear retaliation. According to three categories of stakeholders using technology for taking minor crime reports will allow police officers to devote less time to filling out reports, consequently freeing them to deal with more pressing issues.

In response to the interviews a police officer explained how mobile phones have increased the rate of reporting since community leaders didn't have to travel all the way to a police station. Some citizens said that they were confused about what to share and what not to, because when they use their mobile phones to call the police officers, this would set up an

investigation stage which consumed all the airtime thus making the whole idea unattainable. This could be the reason why non-governmental organization strongly disagreed (33.3%) arguing that internet or text messages would have been the solutions rather than burden to the community.

The respondents were quick to point out during the interviews that communities were happy when police hold community policing meetings intended for sharing information because vital and useful intelligence surfaced. If such vital information is acted upon we would proactively address insecurity in the area. More so if in the same meetings feedback is given community would feel appreciated and they would be encouraged to attend future meetings.

**Figure 4.2: Impact of Community Policing on Fear of Crime**



Fear of crime occurs when residents sense there is an increase of crimes in their jurisdiction . Fear of crime to the vulnerable members of society is as troubling as real crime. Fear is one premise of terrorism, and it is often used effectively.

Although we don't have a baseline on fear of crime in police records, generally crime data in table 4.6 show a decline in crime rate since the introduction of community policing meaning lower crime and less fear. Therefore it would be argued that fear of crime has reduced in Ruai Division as (91%) community leaders agreed. Community policing mean bringing police services closer to the citizens thus increasing the feeling of safety which was evident in this study. 77.7% of the National Police Service respondent affirmed this position.

Police presence in the neighborhood helps reduce fear within the community a practice that business community, at an aggregate of (72.8%), religious leaders (71.5%), and citizens at

(69.5%) concurred. Although community policing premise is based on both the police and the community working together to identify, prioritize and solve contemporary crime challenges in an area such as fear of crime the non-governmental organization moderately agree (66.7%) and (33% ) strongly disagreeing. This could mean that there were other factors that are associated with fear of crime like the land issues which are not in police purview to solve and perhaps need urgent government attention.

**Table 4.8: Impact of Community Policing on Social Disorder**

Stakeholders	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Total
Citizens	2 8.7%	6 26.1%	7 30.4%	5 21.7%	3 13.0%	23 100.0%
Non-Governmental Organizations	0 0.0%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	3 100.0%
Business Community	5 45.5%	0 0.0%	2 18.2%	3 27.3%	1 9.1%	11 100.0%
Religious Leaders	0 0.0%	2 28.6%	1 14.3%	3 42.9%	1 14.3%	7 100.0%
Community Leaders	1 9.1%	1 9.1%	1 9.1%	5 45.5%	3 27.3%	11 100.0%
National Police Service	0 0.0%	1 11.1%	3 33.3%	3 33.3%	2 22.2%	9 100.0%
Total	8 12.5%	13 20.3%	14 21.9%	19 29.7%	10 15.6%	64 100.0%

Social disorder invites more disorder, gradually breaking down community standards and weakening social controls to a point where in due course criminal invasion becomes inevitable. Dumping rubbish anywhere is a worrying concern because it attracts street children and gangs roaming about under the pretext of collecting valuables, later becoming a nuisance and a security risk in the area. Moral decay and social disorder are security issues that must be dealt with decisively to proactively prevent crime. From the crime baseline data table 4.6 obtained at Ruai police station crime like creating disturbances, drinking and disorderly and illicit brewing were high but as time went by due to community policing the rate had come down . Table 4.8 shows that (88.8%) of the respondents in National Police Service had agreed that community policing has reduced social disorder in Ruai Division followed by community leaders at (81.9%); religious leader at (71.5%), citizens at (65.1%) and business community at (54.6%) who supported the statement while non-governmental organizations at (100% disagreed) totally opposing that community policing has reduced social disorder in the area.



Over the years, non-governmental organizations have evaluated the police from the perspective of human rights, accountability, and transparency, common good and natural justice. Of late there has been a shift to police reforms due to police brutality and allegation of extra-judicial killings. Obviously the culture of force and cruelty would cause a lot of fear in the society thus from this point of view the non-governmental organization would be expected to give a poor rating.

**Table 4.9: Impact of Community Policing on Crime**

	Crime Data	Crime Reporting	Fear of Crime	Social Disorder	Total	Percentage
Strongly Disagree	4	7	3	8	22	8.6%
Disagree	11	9	13	13	46	18.0%
Moderately Agree	14	15	16	14	59	23.0%
Agree	18	16	20	19	73	28.5%
Strongly Agree	17	17	12	10	56	21.9%

In table 4.9 above participants echoed an optimistic voice that community policing was successful in crime reduction in the area. On average three out of the four variables of crime 49 out of 64 respondents (76.6%) agreed that ‘crime data had gone down due to community policing while only 15 respondents (23.4%) who disagreed with the statement. Although others may argue that factor like increase of police numbers recruited into the force, technology and a heavy budget support allocation might have an impact in crime reduction.

In the literature review a study carried out in Chicago by Skogan (2006) discovered that community policing had reduced community’s fear of crime by 15%, comparing to 1994 findings of 41% feeling ‘unsafe’ despite the police strength and economic state of the area. The crime baseline from Ruai police station show the same results, that after introduction of community policing crime has reduced across in a wide range of offenses.

In Ruai it is clearly demonstrated by table 4.9 where 48 out of 64 respondents concurred that crime reporting has improved due to community policing while fear of crime has reduced as confirmed by 75% of the respondent showing proof that most of the resident no longer treat crime as a deterrent to freedom of speech or association. Fighting social disorder may in fact be more useful than fighting crime in the ‘assumption’ that it escalate to serious crime as one of the interviewee underscored. Prospective offenders imagine from these manifestations of social disorder that the area residents are uninterested to what happen in the neighborhood.

Unwilling to intervene when a crime is being committed or confront strangers and report suspicious persons to police have been addressed through community policing as 43 out of 64 respondents (67.2%) approved that the vice have reduced in Ruai Division.

On a scale of 1 – 10 stakeholders and police were asked to assign a score and describe their rating on community policing in line with reducing insecurity in Ruai Division as shown in tables 4.10 and 4.11 below.

**Table 4.10 Police officers scores on community policing reducing insecurity**

<b>Respondents/Interview</b>	<b>Score</b>	<b>Remarks</b>
National Police Service	9	Areas where community policing has been embraced the program was effective
	4	Very few people come to report information to relevant bodies
	8	Community members show high cooperation when required
	10	There is high willingness of community members to reduce crime
	3	Areas where implementation of community policing is reluctant, people hold information rather than share

**Table 4.11 Stakeholders scores on community policing on reducing insecurity**

<b>Respondents/Interview</b>	<b>Score</b>	<b>Remarks</b>
Community Leaders; Citizens, Business community, Religious Leader, Non- Governmental Organizations	7	Community are willing to participate and police officer offer necessary support
	7	The program is well supported
	9	The program has really reduced crime compared to previous years.
	5	We expect improvement if all community members embrace the program
	4	The willingness of police officers is low

A ten point scale was used to assess the level of agreement or disagreement of National Police Service and other stakeholder that is community leaders; citizens, business community, religious leader, non-governmental organizations and assigned a score to express their opinion on how community policing was performing in line with reducing insecurity in Ruai Division. In their own discretion describe the reason why they have given the score. For

example in table 4.10 above, the National Police Service assigned a score of 9 to the statement that community policing was reducing insecurity in Ruai however they described that it was effective in areas where community policing program was embraced. The summary of the responses are captured in tables 4.10 and 4.11 above showing the score assigned and remarks. The responses were scored in such a way that a response indicative of strongly agreed was given the highest score of 9 or 10 and that with lowest score that is strongly disagreed, given 1 or 2 score.

#### 4.8 Community policing increase Police- Citizen Relations

The study assesses the extent to which community policing influences citizen-police relations in Ruai Division. Using the following indicators: that whether police officers treat citizens with respect as they perform their duties; whether the police officers interact freely with citizens, whether citizens feel contented when they see a police officer, and finally whether police officers are welcoming and ready to assist citizens whenever possible. The outcome is shown in table 4.12 here below.

**Table 4.12: Police Officers treat Citizen with Respect as they perform their duty**

Stakeholder	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Total
National Police Service	1 11.1%	1 11.1%	0 0.0%	4 44.4%	3 33.3%	9 100.0%
Community Leaders	0 0.0%	1 9.1%	6 54.5%	2 18.2%	2 18.2%	11 100.0%
Religious Leaders	2 28.6%	2 28.6%	2 28.6%	1 14.3%	0 0.0%	7 100.0%
Business Community	3 27.3%	0 0.0%	7 63.6%	1 9.1%	0 0.0%	11 100.0%
Non-Governmental Organizations	2 66.7%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	3 100.0%
Citizens	2 8.7%	4 17.4%	7 30.4%	5 21.7%	5 21.7%	23 100.0%
Total	10 15.6%	9 14.1%	22 34.4%	13 20.3%	10 15.6%	64 100.0%

When there is respect and a relationship established between the police and the residents, members of the community are regularly forthcoming with useful information and potential intelligence leads, based on trust, and built rapport. Calls for service may increase due to a more “open” line of communication where citizens have much to gain if they work side by side and exchange ideas with police. On the other hand police appreciate the role of citizens

treating them with dignity, respect, and refrain from offensive or threatening language to foster a conducive working environment.

The police command size and proximity can sometimes create barriers between the police and those they serve resulting to strained relations. A good example is how police officers live. They stay with their families in police lines where most members of the public do not have access thus separating police from the rest of the community for that reason the interface with communities is poor. One interviewee commented,

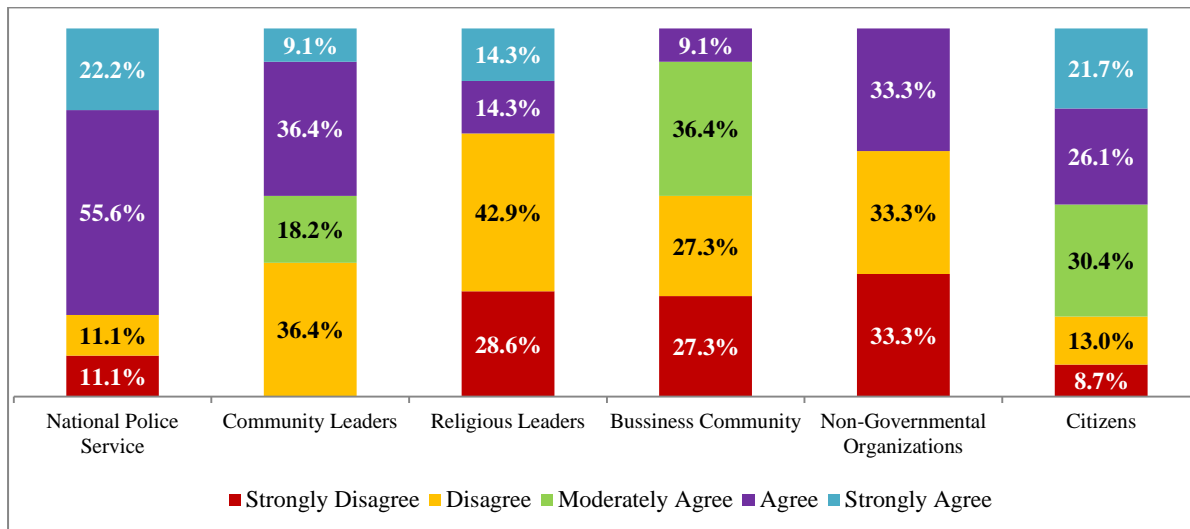
For police to restore genuine respect they must foster an atmosphere of collaboration, teamwork and mutual respect to the people they serve and they must not only respect, but also protect the rights guaranteed to every citizen by the Constitution.

Community policing has created a window for the police to make up for the losses to the extent that trust and confidence is restored. Table 4.12 shows that majority of the participants in community leaders category (90.9%) agreed and National Police Service (77.7%) agreed that police officers treat citizens with respect when delivering their services. To a considerable extent, the progress that has been made, from citizens' point of view at ((73.8%) was owing to community policing since it provided a forum for consultation.

Business community respondents at (72.7%) saw a conditional relationship that seek equally to resolve problems and to prevent crime based on mutual respect, collaboration and cooperation while religious leaders (57.2%) concurred however, they pointed out that police should not use excessive force when effecting arrests and they should apply essential values which distinguish the sector as one that respects the sanctity of life.

Non-governmental organizations were in the leading list of institutions which completely disagreed at (100%) that police officers treat citizens with respect when delivering services in Ruai Division. Non-governmental organizations has been playing advocate for police reforms and targeting critical areas like human rights and extra judicial killings which the police have fallen short compared to international standards.

**Figure 4.3: Police Officers interact freely with Citizens**

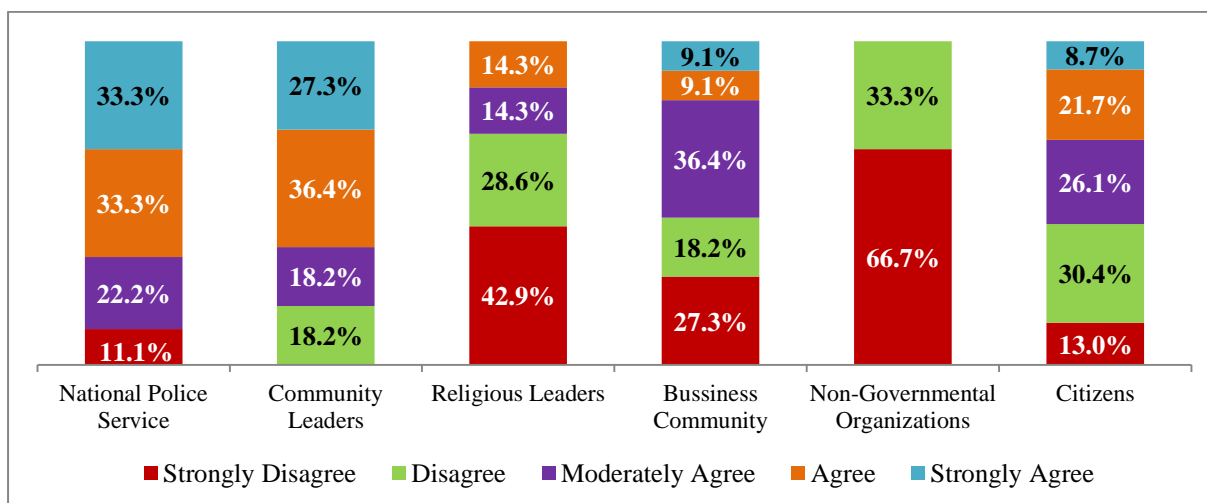


In assessing whether police officers interact freely with citizens, as illustrated in figure 4.3 above majority of the respondents in National Police Service category agreed (77.8%). When every opportunity is being sought to penetrate the youth to counter radicalization and terrorism, interacting freely go a long way in bringing resident closer, so as to align the police service with international principles. With the intention that if citizens are treated fairly and with respect, they are most likely going to co-operate, follow instructions and comply with demands.

The Ruai police have tried to make this a reality through community policing with an endorsement of 78.2% from citizens'. Developing sustainable ties with citizens is more important than once believed, it has confirmed that interaction with the community might influence the officer's moral and attitude toward their work and communities they served in addition, it may motivate the officers to be creative and discover solution to complex problems. Moreover religious leaders at (71.5%) believed, it allows members to reason together. Non-governmental organizations at the rate of (66.9%) felt that; interacting freely gave officers who are new to an area an opportunity to know community members and there after perhaps exploit the contacts and obtain valuable information about perpetrators and their criminal activities.

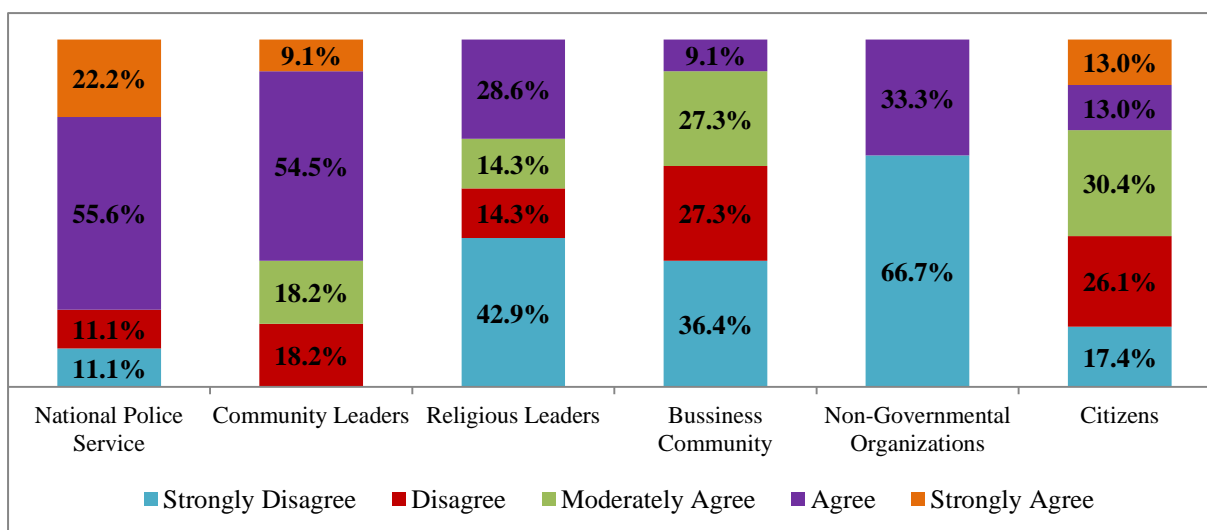
Accessibility and interaction between members of the community and the police reduce hostility among them and open a more robust relationship according to community leaders at 63.7%, all the same business community at 54.6% concurred expounding that the window opened by community policing has brought a new thought of integration and cohesion among the players in developing local solutions.

**Figure 4.4: Citizens feel contented when they see a Police Officer**



It is a known fact that citizens who are contented with the police are less likely to fear police for harassment, also they are likely to collaborate with the police, and even less likely to commit crime. It is also common that the old people are contented with police than the youth and the youth are more likely to run away when they see the police than the aged. The police service to the common man indicator was satisfaction in the community. The extent of happiness for the neighbourhood was manifested in the way police were received and made contact with residents during patrols. Majority of the National Police Service, community leaders, religious leaders, business community, and citizens expressed contentment with seeing policemen. Non-governmental organizations however expressed a contrary opinion.

**Figure 4.5: Police Officer are welcoming and ready to assist whenever possible**



If police are welcoming and pay attention to victims of crime, they demonstrate their concern and care for the community. When they take extra steps to assist and protect those who have

security problems, they demonstrate that justice has been served. Welcomeness matters, particularly from a police officer point of view because it is an indication of willingness to treat a member of community well. The action may result to individuals learning to trust and partner with the police to deal with issues of crime.

The welcoming practice is a sign of friendship in contrast to penalizing actions and reflect a commitment to helping citizen and also applies to principles of equal service delivery to all persons in the community irrespectful of their status. It is a critical area because how individuals are treated by police, affects how individuals view themselves and their standing in the entire chain of reciprocity. Police officers should avoid making mistakes during the course of duty. They should also be enabled by their seniors to render assistance to the residents when required. With an aim of ensuring every part of thier job in the time allotted is properly covered to earn trust from the public

In the literature review, other countries have shown that the police could be very successful at their jobs if they got community approval and assistance in their actions without resorting to force or severity of law. It is in the public domain that police cannot control fear ,social disorder and crime without the support and voluntary collaboration of the people. Therefore there is need for police to be welcoming and offer assistance where possible. As shown from the figure 4.5 above community leaders (81.8%), National Police Service (77.8%) and business organization (63.7%) overwhelmingly agreed that police officer are welcoming and offer assistance. The citizens and religious leaders moderately agreed. Non-governmental organization opinion was that, the police were not welcoming and offered no assistance at all.

**Table 4.13: Community policing boosts Citizen-Police relations in General**

	Police Respect citizen	Police Interact freely	Police are friendly	Police assist when possible	Total	Percent
Strongly Disagree	10	9	12	14	45	18%
Disagree	9	15	14	13	51	20%
Moderately Agree	22	13	15	13	63	25%
Agree	13	18	14	18	63	25%
Strongly Agree	10	9	9	6	34	13%

In general, majority of the respondents agreed that community policing boosts citizen-police relations hence creating a significant impact among the players. Relationship is an important feature of human dignity because it creates trust that brings about ownership and fosters the common good of the adapted program to enable mutual cooperation. However the police

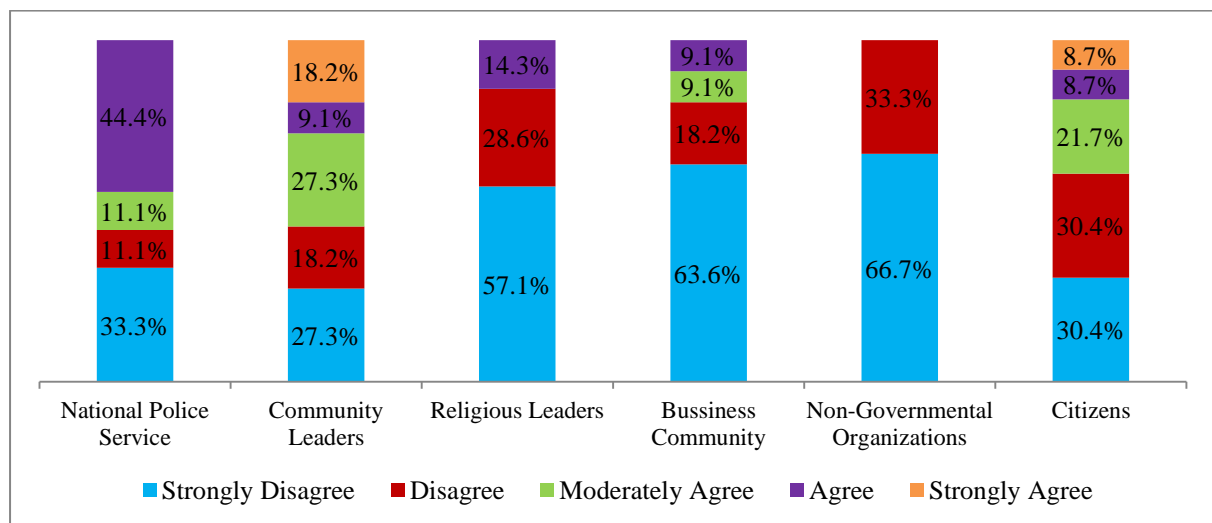
institution in the country has been trying to rebrand, change attitude and improve on public relation because of the contempt that the citizens hold towards them.

Across all the stakeholders interviewed 63 out of 64 respondents agreed to the idea that community policing has boosted the citizen-police relationship as shown in the table 4.13 above. Those who were interviewed said that if frequent barazas between the community, police, and other relevant stakeholders were strengthened the relationship can be well structured and meaningful to achieve intended goals, further the Police officers should be trained on how to be courteous while interacting with the community to build a sustainable relationship. The issue of police vetting to ensure they uphold work ethics, professionalism, and human dignity emerged while majority of interviewee suggested that motivation by the government through resource allocation, capacity building, and favorable compensation for work done was very key to members of public as well as police.

#### 4.9 Community policing contribute to citizen involvement in promoting security in Ruai Division

The study sought to assess whether community policing contributes to citizen involvement in promoting security in Ruai Division. The main indicators that were used included; whether the National Police Service involves citizens when preparing work plan, whether the police invites citizens to participate in their other programs, whether the standard operation procedures of the police recognize citizens' role in community policing, and finally whether police on foot patrol often enquire citizen security needs when they are on their beats. The findings are illustrated in Figure 4.6 here below.

**Figure 4.6: National Police Service involves citizen when preparing work plan**

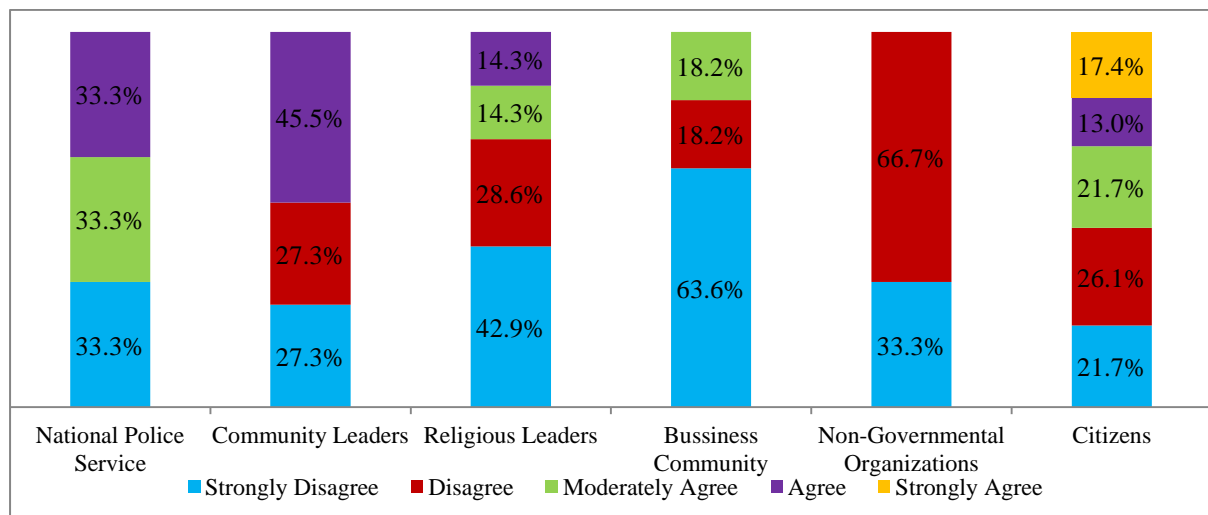




Lack of involvement may lead to some of the most perplexing and serious problems faced by community. When community members and police work together they are able to identify with each other and what they do on daily basis and also insulate and encourage camaraderie among residents so that whatever they do is in solidarity. community that have harsh crime problems or that have complexity in establishing a strong security neighborhood plan may not benefits as promptly as compared to the well organized neighborhood. Through community policing program, police engage with residents in a friendly, personal, and open manner. This helps in gaining their confidence, trust, and respect. Where the public was involved in policing issues, they had a sense of ownership and pride in promoting safety and security in their neighbourhoods.

Police officers often feel that there is community apathy and lack of willingness to be aggressively involved in policing. Involvement requires a genuine intention, personal interest, and commitment to the parties concerned which have not been forth coming in Ruai. Majority of the respondent were of the opinion that the police don't involve them when preparing their work plan. As shown in the figure 4.6 above non- governmental (100%), religious organizations (85.7%) and business community (81.8%) overwhelmingly felt that the police don't involve them. the citizen (60.8%), National Police Service (55.5%) and community leaders (54.6%) moderately disagreed on being involved by the police in preparing their work plan.

**Figure 4.7: Police involve citizens in other programmes**



Police have many programs that they carry out within their organization. For example recruitment, foot patrol, sports, social programs and neighborhood watch programs. If community policing is functioning as expected the programs are supposed to be receiving

community support and membership to bring cohesion and integration. The police tradition is defined; through training, rules and regulations, standard operation procedures and code of conduct, protocol, ranking, hierarchy, and discipline.

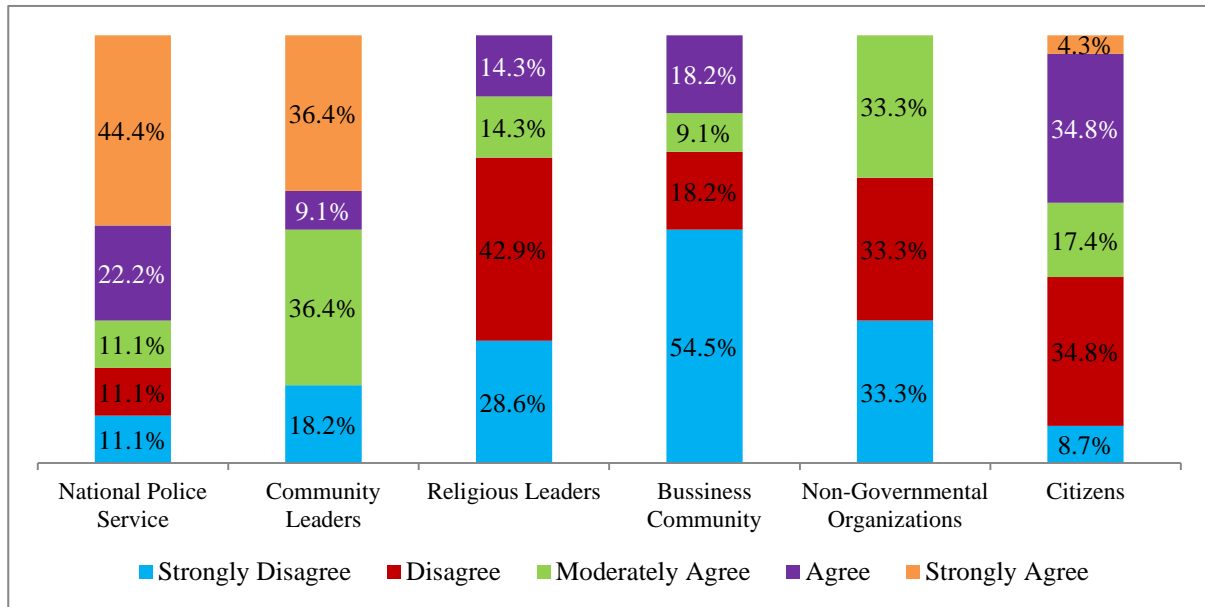
To a larger extent forces organization behavior influences their life, nevertheless, police are established by statutes, and members are subject to a range of statutory controls. The paramilitary model stresses an unquestioning obedience to authority and a rigid rank structure where orders in the organization come about via vertical channels and are based on adherence to a strict chain of command that is why police desire to live in autonomy. However community policing is seeking to change this paradigm during this era of reforms and make police services democratic, transparent and demilitarized to the extent that citizens have a say in policing matters and participate effectively. The principles of good governance regime in police force, judging from where we have come from, can only be achieved incrementally as radical changes have been resisted vigorously.

We must appreciate that we are progressively making some inroads by mainstreaming human rights and gender. Currently the police officers are allowed to join institution of higher learning and also civilians can deliver lectures in police colleges which are transformative by nature and bring attitude change in the police force.

What appeared a mirage in police force sometime back, today is a reality, police are able to invite citizens during end year parties and even during their children birth day. Community policing meeting are taking place at police station and neighborhoods patrols are carried out with full knowledge and participation of communities.

During police recruitments citizens and religious leaders are invited to oversight and validate though not sure to what extent. As shown in figure 4.7 above majority of the respondents were not in agreement to the fact that police officers invited citizens to participate in their other programs. Non-governmental organizations at (100%), business community (81.8%), and religious leaders (71.5%) strongly disagreed that they were invited to participate in other programs. National Police Service (66.6%), community leaders at (54.6%), and citizens (52.1%) moderately agreed. Some of the respondents expressed optimism of better things in future. Currently the police during their beat, occasionally team up with the neighborhood watch group and they patrol together. This has helped to end perennial mistrust between police and residents.

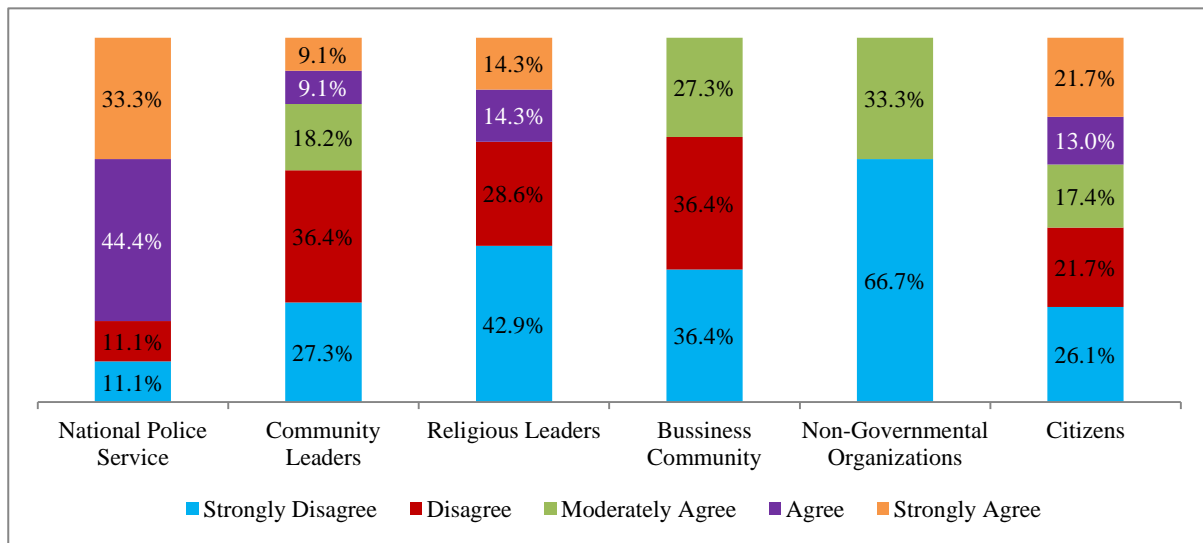
**Figure 4.8: The standard operation procedures of the police recognize citizen role in community policing**



In nation police service Act No. 11A of 2011 community policing is entrenched and its objective, structures, and roles elaborated, additionally the police standard operation procedures recognize citizen important function in the program. The Act has also created a County Policing Authority, whose mandate is implementation of policies, guideline development, training members of community policing within the county and preparing county community policing reports and submit them to the cabinet secretary in the ministry.

This has not been fully realized due to bureaucracy and other obstacles that have emerged due to competition on different arms of law enforcement agencies. This is due to their appetite to share on the resource involved. Every department is positioning itself to be the lead implementing agency to the detriment of policy formulation and lack of interest in actualizing the police Act. As shown from the figure 4.8 above majority of community leaders (81.9%), National Police Service (77.1%), business community (72.7%), and religious leaders (71.5%) agreed that the standard operation procedures of the police recognize citizen role in community policing. However the non-governmental organizations who are critical of the police disagreed (66.6%).

**Figure 4.9: Police on foot patrol often enquire citizen security needs**



Foot patrol increases police visibility and make the street free from fear. This improves the accessibility of uniformed men and women generally reducing chances of crime and social disorder to occur. Community gets a sense of satisfaction when they spot police on foot patrol. Generally this is seen as method of gathering intelligence and proactively targeting criminals immobilising them hence making the neighbourhood safer.

Foot patrol and community engagement are the most appropriate way of being effective in crime management. Reason being criminals are a product of the public and leave among the community as they commit crime while on the other hand police have the ability to deal with criminals and ensure justice is done. When police jointly patrol the neighbourhood in collaboration with community members, they understand the area better, know people and may receive tips that will lead them to criminal handouts. Foot patrols not only increase police presence within communities but also acts as a deterrent and improve public reassurance and trust in policing. In the assessment of whether police on foot patrol often enquire citizens' security needs is shown by figure 4.9 above. National Police Service (77.7%), business community (72.8%), and religious leaders at (71.5%) agreed that police-citizen contact, and close foot patrols were pivotal parts of community policing. The citizens (52.1%) moderately disagreed, citing that the police do not enquire of their security needs. Majority of the respondents from the non-governmental organization (66.7%) and community leaders at (63.7%) strongly disagreed stating that most of foot patrol officers release criminals before they arrive at the police station. They also suspect that most of them seek economic rent hence the strategy needs close monitoring.

**Table 4.14: Community policing contribute to citizen involvement in promoting security**

	Police Involve Citizen	Police invite citizens	Police recognize citizens role	police enquire from citizens	Total	Percent
Strongly Disagree	26	22	14	19	81	31.6%
Disagree	15	15	15	16	61	23.8%
Moderately Agree	10	11	12	10	43	16.8%
Agree	9	12	14	9	44	17.2%
Strongly Agree	4	4	9	10	27	10.5%

Sustainability of a program requires a continuous atmosphere of empowerment, involvement of stakeholders and consistent effort at every rank of the organization. Community policing is not different to the National Police Service. Although due to the challenges in security sector and their complexity and dynamic in nature community involvement for a successful resolution is paramount.

Proactive deterrent of crime is a much more sensible approach given the dismal record of reactive, scenario driven policing. The traditional model of dealing with crime has been seriously flawed and compromised. Therefore an effective resolution of a criminal incident is a concerted team effort. It requires tremendous communication, cooperation, and coordination from the first responder through prosecution and must include investigator, victims, witnesses, and other resources within the community. Therefore community policing has the ability to mobilize this kind of support cooperatively with their constituent neighborhoods and other stakeholders resulting in a more positive impact on security

Although in Ruai police station there was no baseline data for this particular area. Generally the overall score on whether community policing contribute to citizen involvement in promoting security in Ruai Division demonstrated that majority of the respondents disagreed as shown in table 4.14 above. In particular, 55% disagreed with 45% agreeing that community policing contributed to citizen involvement in promoting security in Ruai Division.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

### **5.1 Introduction**

This study aimed to find out the impact of community policing on security in Ruai Division. Key indicators included; to assess the relationship between community policing and crime rate, to determine the extent community policing contributes to citizen involvement in promoting security in Ruai Division, and finally to study how community policing has facilitated citizen-police relations. This chapter therefore presents the summary of the study, conclusions, recommendations, and areas for further research.

### **5.2 Summary of the study**

The adoption of community policing as the preferred model of policing was in response to enhance security services to the citizens. The program of community policing is accredited with improving relationships, raise the level of trust among the practitioners, promote accountability, and appeal for partnerships and collaboration between the community and the police in management of the area security. Since its launch in 2005, the initiatives have succeeded in reducing crime and facilitated adequate training of the Kenya Police service and Administration Police Service department that constitute National Police Service to ensure smooth implementation of the program.

Community policing is lauded by politicians, National Police Service and in most of security annual reports as one of the most winning elements of the ongoing police reform programme that can contribute immensely to crime management efforts albeit known obstacles of its implementation. From a police and community perspective, success is indicated by higher rate of reducing crime rate as endorsed by 73.4% of the respondents in the study. By sharing and delegating responsibility for security to organized residents, Ruai police reduced their workload and the strain placed on the scarce police resources, in addition that increased awareness of the program in the area at a rate of 92.2% while those respondents who felt that community policing was successful at a rate of 75%, meaning the program had created an impact that was desired in Ruai.

The program was valued by community for having reduced crime data and providing a forum to discuss local security issues which had not previously been available at 76.6%, while others concurred at 75% that crime reporting have improved in Ruai. Community policing was largely credited by residents with having improved their personal security, property and

insulating them from criminals due to citizens solidarity against the vices hence reducing fear of crime as indicated by 75% of the respondents who agreed that the situation have improved While 67.2% demonstrated that micro management of security at ten houses have reduced social disorder substantially.

Community policing is value based and involves long term institution change. The program is social science in action and results not smoke and mirror, to be successful, each member must be committed to his or her role and exhibit certain kind of operational principle and behaviours in the performance of their duties to deliver services to the public as in the case of Moses, Jethro and Nehemiah. This hold true for each position from Inspector General of National Police Service to the patrol officer on the street and everyone else in between. From community perspective the partnership involves strictly examining what police do, for what reason, how they do it and if it actually makes sense to continue doing it given the limited achievement of the past. In addition success for community policing is dependent upon the degree to which citizens are involved in the process, if police are committed to the program, they must build ownership because the program relies heavily on community input from average citizens.

Overall rate of those who disagreed that police involve them at all was 60.4%. It was evident that, the respondents at 64% felt that National Police Service was not involving citizens in preparing a work plan and as a result community members were randomly involved only when police wanted to achieve something. Participants demonstrated their dissatisfaction at a rate of 57.8% stating that police officer does not invite citizens to participate in their other programs and when they do so they have vested interest but not about the program. Foot patrol not only increase police presence within communities, acting as a deterrent, and improving public relations but as to whether police on foot patrol officers enquire about citizens security needs when on patrol 54.6% strongly disagreed and disagreed that take place. Surprisingly, a majority of the respondents 54.6% agreed that the standard operation procedures of the police recognize citizens role in community policing meaning the community is aware that police Act exist what is needed is to operationalize it to the full benefit of the program and the stakeholders.

A successful prevention and detection of crime strategy depends to a greater extent on synergy and creative relationship between the community and the police. Fundamentally;

prerequisite of community policing, the upgrading of police-community relations, toward an integrative relationship, that is, raising the level and quality of interaction between the police, residents, and existing community organizations to produce a safer environment is justified.

Historically poor relationships between the police and the public which existed characterized by mutual hostility, conflict, and extreme distrust has been a formidable obstacle to the successful implementation of community policing. Moreover systematic factors within the police organization impede effective community policing, however once there is a good citizen-police relations, police have a clear perceptive of the community concerns, and citizens are inclined to report criminals and crimes to the police, provide tips and intelligence, voluntary, serve as witnesses, and are pleased to contribute to policing activities. According to the findings in this study the police-citizens relationship played a key role in community policing, mainly, respondents demonstrated their support on ability of police officers to treat them with respect while performing their duties; this was according to 70.3% of the respondent who were positive while 62.5% stated that they interact freely with police. When there is a credible relation, citizens feel contented when they see a police officer because there is trust and cooperation. The respondents who agreed that these feelings were as result of community policing rated the program 59.3% while those who said that police were welcoming and ready to assist citizens whenever possible rated the program 57.8%, over all 63% agreed that community policing contribute to citizen-police relations.

Respondents also provided measures that could be put in place to increase the activities within the community policing, citizen participation, and police-community relationships in the quest for implementing community policing in Ruai Division. Via the interviews, the study established the high level of involvement by stakeholders in implementing the community policing, the importance of information sharing forums, and the contributions of community policing in enhancing security in Ruai Division. Similarly, interviewed police officers acknowledged the high absorption rate of the community policing among citizens, the participation of citizens, and the role of feedback in enhancing security. However, they noted several challenges that hinder successful implementation of community policing.

This study found out there were shortcoming encountered when citizen want to participate in policing. The shortcomings are of confidentiality and clear communication process. Stakeholders felt that sensitization programs were required to enlighten citizens on how to go



about community policing. Commenting on overall strategy of engagement the interviews brought out that police are biased when dealing with community leaders some members were given preferential treatment which beat the logic of the program and drive others away. The feedback channels are unclear, while the police inspectors are sensitive to community expectation the junior officers are not leading from the same script hence making it necessary to put in place a structured and transparent feedback system

### **5.3 Conclusions**

It was established that the community leaders; National Police Service, and citizens were positive about community policing while the business community was moderate, in contrast, the non-governmental organizations and religious leaders were negative concerning some elements of the program. However, all of them agreed that they were aware at the rate of ninety two percent that community policing existed in Ruai as well as seventy five percent of them stating it was successful in dealing with insecurity. Furthermore, judging from the baseline data in table 4.6 we can conclude that community policing has made an impact on security in Ruai Division, Nairobi County. This was a clear indication of high participation and embracement of the program as a means of addressing security in Ruai Division. In support, interviewees agreed on their active role in participating in security meetings, information sharing, and facilitating community policing activities.

Although most of the respondents disagreed on their involvement in decision making in community policing, it is clear that there is room for improvement. We cannot deny the fact that police need public support to fight crime and the public require police for peace and social order to prevail in this era of terrorism. Therefore, the police-community relationship must be fostered to improve because the police cannot shoulder the burden of crime prevention alone, it is important at this point in time for police officers to seek closer co-operation with the communities. This is important because if the police embrace change in their attitude they will nurture a culture of common good where relationship will yield better returns in terms of reducing crime rate. From contingency point of view, this seem to apply to the study of police organization adjusting to community policing quite well since its proposition is clear, that a good fit, brings good results, a poor fit between the societal environment and the prevailing structures and strategic organization of policing, bring poor results. That means police agencies should respond to an environment that have changed dramatically with respect to public expectation, about government in general and also about

police services in particular, for instance, police should ensure control of crime rate, social disorder, fear of crime and ensure crime reporting has improved in the neighborhoods.

On the three main variables in enhancing security in Ruai Division, majority of the respondents agreed that community policing is effective in reducing crime and enhancing police-community relationship. Reduction of crime data through reporting, reduction of social disorder, and reducing the fear of crime has ensured community members gain confidence in participating in community policing activities. Evidently, police officers acknowledged the role community plays in reducing crime rate especially through sharing information, participating in forums, and contributing in decision making process. In the literature review some of these characteristic have a bearing with what has happened in other parts of the world like United State for example, although their impact is fairly good the similarity are close with those of Nairobi county and Ruai Division.

On the other hand, police-citizen relationship is enhanced through upholding respect by police officers while interacting with community members, interacting with citizens freely, ensuring citizens feel happy when gathering with police officers, and being welcoming and ready to assist citizens whenever possible. However, stakeholders have applauded the need to increase activities for community policing that would bring different players together, thus increase relations among them, freedom to share, and a venture to air their views.

Factors such as being involved in planning, being involved in specific police programs, and police enquiring about security needs while on patrol were not positively rated by the stakeholders however the standard operation procedures recognized citizens role in community policing. Respondents stated police performed poorly in involving citizens to their other programs. Moreover, respondents noted they need confidentiality especially when sharing security information. Also, there were accusations that police officers exclude members of the community from their other programs for example some of national police events and certain information which is classified as a preserve of the police. Ideally, the program was set to ensure community participated in security processes and if they were denied involvement at any stage, achieving the desired goals would be questionable.

The findings reinforce the contingency theory that was used in this study. Community policing is a contingent in the sense that, the study illustrated that there is no one best way to

implement the program, rather, involving different players and coming up with decisions that aim at achieving a similar goal, however the contingency proponents allude that organization change ought to lead to a corresponding establishment of new priorities among police functions to create a balance.

#### **5.4 Recommendations**

It is evident from the study that community policing has an impact and a positive influence in improving security in Ruai Division. Based on the findings, the following recommendations were made:-

- i. It is recommended that implementers of the community policing should increase their sensitization program, thus, ensure they capture a wider range of community and educate them on the importance of community policing in maintenance of security in the area.
- ii. It is recommended that more activities of the community policing should be introduced to ensure more citizens and other relevant stakeholders get an opportunity to attend, share their views, increase participation, increase interaction with community. Instead of staggering the forums, ensuring frequent meetings and baraza's to increase the probability of members to participate, since most of them had been concerned about time constrains.
- iii. There is need to educate relevant stakeholders on social issues that bring about courtesy in interactions, especially between police and the citizens. This would also ensure stakeholders acquire relevant communication skills, thus facilitate interactions among members.
- iv. It is recommended that the relevant structures within community policing programme be reviewed and identify why some areas in Ruai were yet to implement the program.
- v. . It is recommended that the government put in place necessary mechanisms to ensure practices that create barriers in operation of community policing did not prevail in future. Moreover, participants to the community policing should be well recognized to ensure they do not lose their voluntary morale.
- vi. Operationalization of National Police Service Act No.11A of 2011

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**Appendix I (a): Letter of Introduction**

**NJUGUNA DANIEL MACHARIA**

**University of Nairobi,**

**P.O BOX, 30197**

**Nairobi.**

**September 2015**

**Dear Participants,**

**RE: DATA COLLECTION**

I am a Master of Public Administration student at the University of Nairobi, Faculty of Arts, Department of Political Science and Public Administration undertaking research on the topic **“Impact of Community Policing on Security in Nairobi County: Case Study of Ruai Division 2000 – 2015”**. This study is part of the requirements for the award of the degree and is likely to contribute to the improvement of the security in Ruai and other areas where applicable and could also contribute to the improvement of the security policies of our country.

Thus, you have been selected to participate in this survey. Your cooperation and assistance in completing the attached questionnaire will be highly appreciated. The information you provide will be used strictly for academic purposes and will be treated with utmost confidentiality and your identity will not be disclosed at all.

Let me take this earliest opportunity to thank you in advance for taking part in this study

**Yours sincerely,**

**NJUGUNA DANIEL MACHARIA**

**Admin No.C51/68039/2013**



## Appendix I (b): Questionnaire

### Section A: Background information (tick where appropriate)

#### 1. What is your age?

18- 29years [ ]

30-40 years [ ]

41-50 years [ ]

Above 51 years [ ]

#### 2. Which is your highest level of education?

Primary level [ ]

Secondary level [ ]

College diploma [ ]

University Graduate [ ]

Post graduate [ ]

Please indicate your [1] Occupation (in case of civilian).....

[2]Rank (in case of police officer).....

[3] Others (in case you are not in 1 & 2).....

Yes No

3. Have you heard about community policing in Ruai Division?

4. If so, has community policing been successful in Ruai Division?

Yes

**Section B: Impact of community policing on crime (tick where appropriate).**

To what extent do you agree with the following statement on impact of community policing on security in Ruai Division? Key: 5 strongly agrees, 4 agree, 3 moderately agree, 2 disagree, 1 strongly disagree

	1	2	3	4	5
Crime data have gone down due to community policing					
Crime reporting have improved due to community policing					
Fear of crime have reduced due to community policing					
Social disorder have decreased due to community policing					

**Section C: Community policing boosts Citizen-Police relations (tick where appropriate).**

To what extent do you agree with the following statement on the impact of community policing on security in Ruai Division? Key: 5 strongly agrees, 4 agree, 3 moderately agree, 2 disagree, 1 strongly disagree

	1	2	3	4	5
Police officers treat citizen with respect as they perform their duty					
National Police Service officers interact freely with citizens					
When you see a police officer you feel contented because you see a friend					
A police officer is very welcoming and ready to assist citizens whenever possible					

**Section D: Community policing contributed to citizen involvement in promoting security in Ruai Division (tick where appropriate).**

To what extent do you agree with the following statement on impact of community policing on security in Ruai Division? Key: 5 strongly agrees, 4 agree, 3 moderately agree, 2 disagree, 1 strongly disagree

	1	2	3	4	5
The National Police Service involve citizen when preparing work plan at the police station					
Police invite citizens to participate in their other programmes					
Standard operation procedures of the police recognize citizen role in community policing					
Police on foot patrol often enquire citizen security needs as they do their beats					

2. Kindly suggest the necessary changes that should be made to Ruai Division community policing to enhance security.....

3 Suggest ways through which citizen involvement in promoting security in Ruai Division can be improved

.....  
 .....

4. Give three suggestions on how police community relationships can be promoted.

(a).....

(b).....

(c).....

## **Appendix II: Interview Guide for stakeholders**

(1). Following the implementation of community policing in Ruai Division, how can you gauge your participation in enhancing security? (Indicate whether it is good, average, or poor)

(2). in what ways can you describe the community policing in Ruai Division?

(3). Despite the program running, security is still wanting. Could you describe any existing challenges within the program?

(4). what recommendation would you offer as a means of enhancing community policing program?

(5). in your own opinion, how would you rate community policing in line with reducing insecurity in Ruai Division? [On scale of 1 – 10]; Describe your rating.

### **Appendix III: Interview Guide for Police Officers**

(1).As a major implementer of community policing, how would you describe its absorption in Ruai Division?

(2).Could you describe the participation of community members in decision making, reporting, and sharing of information?

(3). Despite the program in place, are there barriers within that affects security in Ruai Division?

(4). Communication and information sharing can be described as key factors in implementing community policing. In your opinion, how would you describe feedback channels within the program?

(5). How would you rate community policing in line with reducing insecurity in Ruai Division? [On scale of 1 – 10]; Describe your rating.

**Appendix IV: Introduction Letter for Research**



**University of Nairobi**  
**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES**  
**Department of Political Science & Public Administration**

Telegrams: "Varsity", Nairobi  
Telephone : 318262 ext 28171  
Telex: 22095 Varsity  
Email : dept-ppsa@uonbi.ac.ke

P.O. Box 30197  
Nairobi, Kenya

21<sup>st</sup> June 2016

**The Inspector-General of Police**  
**c/o PPO Nairobi County**

**RE: ASSISTANCE IN COLLECTION OF RESEARCH DATA**

The bearer of this letter (**Njuguna Daniel Macharia Reg. No. C51/68039/2013**) is a student of Masters in Public Administration, in the Department of Political Science and Public Administration. He is in the process of collecting field data for his Project titled: **"Impact of Community Policing on Security in Nairobi County: Case Study of Ruai Division, 2000-2015"**

Kindly Assist.

Sincerely,

A handwritten signature in black ink, appearing to read 'Adams Oloo', written over a faint circular stamp.

**Dr. Adams Oloo**  
**Chairman**  
**Department of Political Science &**  
**Public Administration**

AO/laa

## Appendix V: Data Collection Letter

KENYA POLICE SERVICE

Telegrams: "COUNTY" Nairobi  
Telephone: Nairobi 2724201/5

When replying please quote our  
Ref: C/GEN/6/11/VOL.X/19



County Police Commander  
Nairobi  
P.O Box 30051 – 00100 GPO  
**Nairobi**

Date 25<sup>TH</sup> JULY 2016

### OCPD KAYOLE

#### **RE: ASSISTANCE IN COLLECTION OF DATA – NJUGUNA DANIEL MACHARIA**

The above named is a student of Nairobi University pursuing a master's in Public Administration in the Department of Political Science and Public Administration.

He is in the process of collecting field data for his project titled "impact of community policing on security in Nairobi County" case study of Ruai Police Station 2000 – 2015. His request has been approved by this Command and therefore you are directed to provide him with the required details for research purposes only. This end does not have accurate information for the duration mentioned above.

  
(STANLEY ATAVACHI)  
FOR: COUNTY POLICE COMMANDER  
**NAIROBI**

Cc: Mr. Njuguna Daniel Macharia

**Appendix VI: Table for the anticipated Budget**

<b>Activities</b>	<b>Items</b>	<b>Cost (Kshs)</b>
Consolidation of literature from library and internet	Travelling expenses (200 kshs per day x 90 days)	18,000
	Browsing expenses (30kshs x 90 days)	1800
Developing research instrument	Printing and photocopying (project proposal, final project, questionnaires and binding)	30,000
Data collection	Travelling expenses	20,000
Stationery	Writing materials (books and pens) and envelopes	3,000
Research assistant	Per work done	15,000
Miscellaneous		14,000
<b>Total Research cost</b>		<b>101,800</b>



**Appendix VII: Time frame of the study**

	Nov. 2015	Feb. 2016	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov
Developing the research proposal and the questionnaire											
Collecting data from the field											
Analyzing the data											
Developing the final research project											
Presenting the final project to the department											

## Appendix VIII: Best Practice Commendation from UN Habitat



UN-HABITAT



United Nations Human Settlements Programme

Programme des Nations Unies pour les établissements humains - Programa de las Naciones Unidas para los Asentamientos Humanos

P.O. BOX 30030 NAIROBI 00100 KENYA TELEPHONE: +254-20 7624981 FAX: +254-20 7623080 CENTRAL C  
EMAIL: BESTPRACTICES@UNHABITAT.ORG WEBSITE: HTTP://WWW.UNHABITAT.ORG

Nairobi, 21 January 2009

Dear Daniel Macharia Njuguna,

On behalf of UN-HABITAT and Dubai Municipality, I would like to inform you that your initiative, **Ruai Community Policing Stakeholders Forum** was selected as a Good Practice. The Technical Advisory Committee met in Dubai, UAE in October 2008 and evaluated a total of 436 practices. Out of these, 103 were deemed Best Practices, 288 Good Practices, and 43 Promising Practices. 34 were Non Qualifiers.

The TAC process was a culmination of 10 months of receiving entries and validation by a network of institutions and partners. All selected practices will be featured on the Best Practices Database. From the 1996 to 2008 approx 2,000 good and best practices from 140 countries have been compiled on the Habitat Best Practices database. Through its global network of partners, Best Practices are analyzed with a view to extracting lessons that others can learn from and incorporate into their own work. The Best Practices Programme and its partners also produce casebooks, engage in the transfers of best practice knowledge and expertise, and often invite good and best practices to be showcased in conferences, seminars and training workshops.

We would like to congratulate you for your initiative and encourage you to submit updates which, if they represent significant changes in terms of impact, partnership and sustainability will be eligible for consideration in future cycles of the Dubai International Award for Best Practices.

Yours sincerely

Wandia Seaforth,  
Acting Chief, Best Practices and Policies Section

Contact : Daniel Macharia Njuguna

Address: Ruai Community Policing Stakeholders Forum

PO Box 38738- 00600

Phone : +254 722602617

Fax:

Email Address : dkibonya@yahoo.com