

**FACTORS INFLUENCING THE IMPLEMENTATION OF
COMMUNITY POLICING PROGRAMME IN KENYA: A CASE OF
NYERI POLICE STATION, NYERI COUNTY**

**BY
FRIDA JEPKORIR BIWOTT**

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Planning and Management**

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DECLARATION

This research project report is my original work and has not been presented for an award in any institution.

Sign

Date.....

Frida Jepkorir Biwott

L50/84665/2016

This project report has been submitted with my approval as the University Supervisor.

Sign

Date.....

Dr. John M. Wanjohi

School of Physical Sciences,

University of Nairobi

DEDICATION

This project is dedicated to my husband Laban Kipyego, my daughter Ladasha Cherop, my parents Jacob and Pauline Biwot plus my brothers and sisters for their steadfast support throughout my studies

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ABBREVIATIONS AND ACRONYMS

CP	Community Policing
CPCs	Community Policing Committees
GOK	Government of Kenya
OCS	Officers Commanding Police Station
CPFs	Community Policing Forums
UN	United Nation
CPP	Community Policing Principles
KNPS	Kenyan National Police Service

ABSTRACT

Community policing is a Government funded initiative built on the premise that everyone should be working to reduce the fear of crime. It is initiated in any nation with an aim of democratizing and legitimizing the police. There is always a shift towards improving service delivery and tackling crime issues. The initiative succeeds in building trust between citizens and the police.. The purpose of this study was to examine the factors influencing the implementation of community policing program in Kenya with particular reference to Nyeri Police Station, Nyeri County. The study aimed at determining the effects of community engagement, police social capital, officers' work environments, and officer characteristics on implementation of community policing program in Nyeri Police Station. The study utilized contingency theory in explaining implementation of community policing and descriptive research design was adopted. The target population was 240 respondents comprising 4 top level officers, 16 middle level officers and 220 low level officers. The sample size was 72 respondents distributed proportionately. The study was carried out using questionnaires as the research instruments. The results indicated that officer characteristics had the highest influence on implementation of community policing 41.36% followed by officer work environment (31.28% then by police social capital (16.79%. Community engagement had the lowest influence (10.57%) among all the variables studied. The research is significant to the people of Nyeri County and the police officers by contributing to their better understanding of the extent to which community policing can help in crime prevention and smooth implementation process. It will also serve to inform the government on the effect and best methods of community policing.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the last three decades, states across the world have established a structure to formulate community relations strategies and implemented community policing programs. The introduction of a number of territory wide community-oriented programs during the period has apparently brought local police operations closer to the people (LeBas, 2013; Brogden, 2004). This endeavor has achieved some encouraging results: the Force has significantly improved police-public interactions, engaged the public and increased their support in crime control and prevention, and commenced the conversion of the police force to police services. However, its capacity to work with people remains highly constrained, as the police have no intention of forging a partnership with the community based on a relationship of trust to ensure law and order.

Community policing (CO) has been described as a model partnership between citizens and police characterized by personalized policing in which police officers patrol same area on permanent basis and works with citizens in resolving crimes (Reed, 2013). This community policing has gradually become the dominant philosophy of policing during the last three decades in the US (Miller and Hess, 2008; Skogan, 2004). Considerable research has been undertaken to understand the philosophy, elements, implementation, and effectiveness of community policing. The success of community policing, however, requires more than enthusiasm and expectations from the leadership. In Britain, successful implementation of community policing has usually involved a combination of careful planning and collaborative efforts from politicians, police officers, and the public.

While community policing has grown in popularity, confusion abounds as to what exactly is meant by community policing (Cordner, 2014; Rosenbaum and Lurigio, 1994). For example some authors make a distinction between community oriented policing and problem oriented policing (Gill, Weisburd, Telep, Vitter, & Bennett, 2014). Peak and Glensor (1996) suggest that this issue can be resolved by considering problem-oriented

policing and neighborhood police officers as two types of programs which are included under the broader heading of community-oriented policing and problem solving.

Community-based policing (CBP) is an approach to policing that brings together the police, civil society and local communities to develop local solutions to local safety and security concerns. This helps to improve community safety, reduce crime and the fear of crime, enhance access to justice and create more peaceful communities. Trojanowicz and Bucqueroux (1994) have argued that community policing is a philosophy and an organizational strategy that promotes co-operation between people and their police. In community policing, the police and the community work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and ecological disorder, and overall neighborhood decay. Community policing requires a section-wide commitment from all police officers to the community policing philosophy (Trojanowicz and Bucqueroux, 1994).

Although the notion of a strong partnership between police and the public is not new to the Kenya police, community policing as a Western concept and strategy was officially launched by the Ministry of Interior and National Coordination in 2003. Since then, community policing has become an important vehicle for police reforms in Kenya. All kinds of different community policing programs flourished in the nation. Great enthusiasm and high expectations have been placed on this movement by central and local governments. It is hoped that this revolution can help solve problems of soaring crime rates and an increasingly strained police-public relationship in Kenya. Recognizing that communities are best placed to identify their own security and safety needs and how they can be met; communities must be actively involved in planning and implementing locally-defined solutions to their problems.

Despite efforts by the government to curb crime through specialized police units (such as Alfa Romeo) and the promotion of community policing, there appears to be little real impact (Daily Nation, August 6, 2006). This calls for efforts to improve crime control mechanisms especially improving community policing and police reforms. The Kenyan

government adopted Community Policing Principles (CPP) as a central feature for reforming its security sector (Ministry of State for Provincial Administration and Internal Security 2009: 1). Police reform is a critical issue not only for community safety and economic development, but because there is intense popular demand for reduced crime and better police performance. Since 2003, Safer World, in collaboration with its local partner Peace Net, has developed and implemented the program in Kenya. The program aims to improve relations between the police and communities, and to enable them to work together to find solutions to community safety concerns. This has been achieved through the creation of inter-agency partnerships, community involvement and collaboration with key stakeholders, including the office of the President, the Kenya Police and the Administration Police. However, there continue to be major obstacles to community policing implementation in Kenya. Crime rates are still very high, there is widespread corruption, and policing approaches and actors are often politicized.

1.2 Statement of the Problem

Despite government efforts to involve public participation through the community policing program in securing law and order effective implementation of community policing in Kenya and Nyeri police station within Nyeri County specifically has not been entirely successful due to several factors and as evidenced by the high crime rates. Yet community policing has grown in popularity (Rosenbaum and Lurigio, 1994). Additionally, successful implementation of community policing activities may be especially dependent on level of crime, relationship between the police and the public.

The ultimate success of community policing is dependent in part on the successful implementation of the concept. However, studies have shown that factors affecting implementation of community policing can be either internal to the police service or external within the community or the community agencies that provide vital support to community policing efforts (Cordner, 2014). The community side of community policing is important because the extent to which community members are willing to render support in solving problems, provide input in policy making, and participate in various crime prevention programs can significantly affect the establishment, sustenance, and effectiveness of community policing programs. Although the rise of community policing

in Kenya has drawn some research attention citizen perceptions of community policing have rarely been empirically considered (Ruteere & Pommerolle, 2003). This study was to fill this void by examining factors influencing the implementation of community policing program in Kenya.

1.3 Purpose of the Study

The purpose for this study was to establish factors influencing the implementation of community policing program in Kenya with particular reference to Nyeri Police Station, Nyeri County.

1.4 Research Objectives

- i. To find out how community engagement influences the implementation of community policing program in Nyeri Police Station.
- ii. To examine the influence of police social capital on the implementation of community policing program in Nyeri Police Station.
- iii. To explore the influence of officers' work environment on the implementation of community policing program in Nyeri Police Station.
- iv. To determine the extent to which officer characteristics influence implementation of community policing program in Nyeri Police Station.

1.5 Research Questions

- i. How does community engagement influence the implementation of community policing program in Nyeri Police Station?
- ii. What influence does police social capital have on the implementation of community policing program in Nyeri Police Station?
- iii. What is the influence of officers' work environment on the implementation of community policing program in Nyeri Police Station?
- iv. To what extent do officer characteristics influence the implementation of community policing program in Nyeri Police Station?

1.6 Significance of the Study

Community policing, from a theoretical perspective, operates on the assumption that increased police and community cooperation and partnerships aimed at improving the

quality of life at the neighborhood level, will reduce the fear of crime (Brogden & Nijhar, 2013). The relationship between community policing and the reduction in fear of crime has been supported by previous studies (Jones, 2015; Scarborough, Like-Haislip, Novak, Lucas, & Alarid, 2010). Therefore completion this study contributed to the growing body of literature on community policing and its implementation especially from Kenyan context.

This study focused extensively on factors influencing implementation of community policing with particular emphasis on Police Officers. As such, the National Police Service may be able to understand factors which impede implementation of community policing especially at a time when crime is on the rise.

Results from this are aimed to study help policy makers to develop policies aimed at enhancing implementation of community policing. This study can help the government in some of strategies of ensuring there is efficient security in communities. Despite the implementation of Community policing program in Kenya including Nyeri police station, the rates of crime has been on increase and therefore the results of this research work could help reduce the crime rate.

1.7 Delimitations

Community Policing in Kenya has progressed dramatically during the past five years. The applied philosophy has become more widespread geographically, and the number of innovative, specialized Community Policing projects has increased significantly across all the 47 counties. There are about ten police stations in Nyeri County but this study focused only on Nyeri Police Station because of its accessibility due to good roads network and strategic placement in terms of dealing with crimes within Nyeri Town. Moreover, it's the biggest police station in the county.

1.8 Limitation of the Study

The respondents were police officers who were not readily available but this was properly countered by proper timing of the people involved. During the course of the study, some members of the police or the public were selected because some study

participants expressed fear of victimization, but the researcher overcame this by assuring the respondents that the information they submitted were handled with strict confidentiality and that it is intended for academic study purposes only. The target group did not avail all information as expected due to security reasons. A portion of the target group feared giving information because they thought that they could expose the department malpractice hence ending up being dismissed.

1.9 Basic Assumptions of the Study

The assumption adopted by this study that the sample size selected was to provide enough information to aid in drawing conclusions and findings of the study. Furthermore, this research assumed that the subject had a positive attitude. It assumed also that the respondents were to be available during the time the research was carried out and lastly the assumption adopted by the study was that the information got from the police department was adequate for researcher to use.

1.10 Definitions of Significant Terms

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

Community: a community is a number of families residing in a relatively small area within which they have developed a more or less complete socio-cultural system imbued with collective identification and by means of which they solve problems arising from the sharing of the area. A small well defined geographical area consisting of residents involved in community policing programs.

Community engagement: This is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, to address issues affecting the well being of those people.

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

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

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

. **Officer characteristics:** This refers to the aggregate of futures and traits that form the individual/officer nature of some person or thing.

Police social capital: This refers to networks together with shared norms, values and understanding that facilitate cooperation within or among groups- the police and the community.

Working environment: This is the location where a task is completed. It involves the physical geographical location as well as immediate surroundings of the work place.

1.11 Organization of the Study

This research work was organized into five chapters. Chapter One was the introduction covering; background to the study, statement of the problem, purpose of the study, research objectives, research question, significance of the study, delimitation and limitation of the study, and assumptions of the study.

Chapter Two reviewed literature of the study. This chapter brought out what previous researchers had found out in the area of study. It also covered theoretical and conceptual frameworks. Chapter Three informed on Research methodology covering; research design, target population and sampling procedure. It also covered methods of data collection, pilot study, validity and reliability of data collection instruments. Chapter four covered data analysis, presentation and interpretation of findings, based on background information and on variables under study. Chapter five covered summary of findings, discussions of the findings, conclusions and recommendations. It also provided suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature related to factors affecting the implementation of community policing programme. First it introduced the chapter and subsequently provides historical overview of community policing, discusses theoretical review, empirical review as well as conceptual framework.

2.2 Implementation of Community Policing Program

Community policing emerged in the early 1980s as a response to criticism regarding the professional style of policing and has solidified itself as the primary means of police service delivery (Reed, 2013). Although there is no unified definition regarding community policing, the underlying assumptions entail the formation of police and community partnerships, along with other innovative strategies, aimed at addressing the root cause of crime and disorder in order to restore civility to a local community (Cordner, 1997). Although crime control is still a concern for the police under community policing, other goals have also become part of the community policing effort; improving the quality of life, reducing the level of social disorder, and reducing the fear of crime.

In regard to this last goal, as Gill, C., Weisburd, Telep, Vitter and Bennett (2014) has stated, “reduction of fear of crime has been associated with community policing programs since their inception.” Thus, fear reduction has become a definitive goal of community policing (Miles & Cox, 2014; Zhao et al., 2002). There are a number of reasons that community policing is believed to be able to reduce the level of fear of crime among the citizenry. First and foremost is when police engage in community partnerships it enhances the level of police presence among the citizens, thus police presence can reduce fear (Brunson, Braga, Hureau, & Pegram, 2015). Second, as the police become more actively involved with citizens, public satisfaction will rise and it is believed that if citizens have higher satisfaction with their police, they will have less fear of crime.

Finally, as police engage in innovative strategies under community policing, aimed at reducing crime and disorder, the alleviation of these problems and the restoration of civility to a neighborhood is anticipated to also have an impact on fear (Zhao et al., 1999).

While the goal of fear reduction has been an integral part of the community policing movement, the more important question is what impact the movement has actually had. As Cordner (2014) concluded that the now widely-accepted view that community policing helps reduce levels of fear of crime and increases perceptions of safety seem reasonably well-founded. In fact, in a recent review of the extensive literature analyzing the relationship between community policing and fear reduction, Zhao et al. (2002), findings suggest that the increase in police presence through community policing strategies is effective in reducing fear of crime. In reviewing 50 studies on community policing and fear reduction they found that 31 studies demonstrated a reduction in fear, 18 found no change, and only one reported an actual increase in the fear of crime (Zhao et al., 2002).

Trojanowicz and Bucqueroux (1994) have argued that community policing is a philosophy and an organizational strategy that promotes co-operation between people and their police. In community policing, the police and the community work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and ecological disorder, and overall neighborhood decay. Community policing requires a department-wide commitment from all police staff to the community policing philosophy (Trojanowicz & Bucqueroux, 1994).

Several studies have been carried out on effectiveness of community policing both from the citizen perspective and the product producer and police perspective. For instance two of the earliest studies: The “community profiling” project in San Diego in 1975 and the “Cincinnati Community Sector Team Policing” experiment in 1977 found an increase in police officers’ job satisfaction in community policing matters (Mazerolle, Bennett,

Davis, Sargeant, & Manning, 2013). Elsewhere, the foot patrol programs in New Jersey and Flint, Michigan (USA) increased foot patrol officer's job satisfaction.

Braga, & Weisburd, (2015) investigated the Philadelphia program called Community-Oriented Police Education. His findings showed that police officers who were highly motivated preferred community policing and those who sought the greatest job security opposed it. Braga, & Weisburd, (2015) calls for further research on the core job requirements of community policing, the ways in which these requirements increase the motivational potential of policing as a job, the effects of these redesigned jobs on the motivation of officers, or the extent to which such changes affect officer job attachment and satisfaction (Braga & Weisburd, 2015).

Collins (2012) in their study conducted a three-year study of community policing in Madison, Wisconsin. Specifically, Madison's Experimental Police District (EPD) which comprised about one sixth of the city. It is seen from the study that more patrol officers and supervisors expressed an interest in filling EPD slots than there were positions available and Collins, (2012) noted that the detectives were opposed to being decentralized. In his study, regression analysis revealed that 13 types of attitudinal outcomes were statistically and positively associated with participation in the EPD. Among these were various measures of job satisfaction, positive orientation toward change, and a sense of being included in the management process.

Wilson and Bennett (1994) investigated effects of community policing programs on police officers' attitudes towards community policing or job satisfaction. They found a negative attitude towards community policing on the part of district four officers relative to officers in districts two and five, although district four officers had more community policing experience and skills due to the greater longevity of the community policing project in district four. They attributed this negative posture of police officers to the lack of interaction with community members and problem solving through traditional law enforcement methods such as cracking down on drug 'hot spots. Tough enforcement techniques in district four did more to arouse community distrust than co-operation.

In another study, Yates and Pillai (1996) assessed police officers' attitudes towards community policing in the Texas police department (USA) by examining their attitudes towards the youth relations. They attempted to build a model of causal analysis for attitudes towards the community policing that would reflect the influence of job frustration or strain. They indicate that their data did not support research assumptions about widespread police support for community policing.

Jones and Wells, (2007) observes the challenge for police officers today is to find creative ways to help the communities in helping themselves. The underlying premise guiding this expansion of the police officer's role is that the police cannot provide solutions to community problems without the help of citizens and community agencies. Community policing advocates propose that the police and the public ought to become "co-producers" of public safety, each contributing to the maintenance of law and order, because together, police and public are more effective and more humane co-producers of safety and public order than are the police alone (Jones & Wells, 2007).

Clayton, Bringle and Morrison, (2010) identified five crucial groups in community engagement: students, organizations in the community, faculty, administrators on the campus and residents in the community. Although the Clayton, Bringle and Morrison, (2010) acknowledged that there might more than one persons or groups in each constituencies in SOFAR who warrant differentiation, representation and analysis (such as there could be additional differentiation, among students such as students enrolled in a service-learning course, student leaders that assist and facilitate the course and co-curricular volunteers involved in the project), this model undoubtedly creates a comprehensive idea of the depiction of stakeholder groups in community engagement initiatives.

Boo et al. (2011) conducted research related to ascertaining the amount of local community support for the 2008 Summer Olympic Games held in Beijing, China. This study found that the key determinants of resident support were the perceived benefits,

followed by perceived preparedness. The researchers also found that residents, who strongly believed in the performance and preparedness of government authorities to involve the community in planned event-related activities, were more likely to support the Olympic Games. As a consequence, the researchers recommended that local organizing committees should develop sub-events to help residents become more involved in the event itself. In this context, it was recommended that community participation in event-related activities needs to include a range of socio-economic, cultural and leisure activities, as well as providing opportunities for volunteering. Boo et al. (2011) in their study concluded that by providing such opportunities for community engagement, the event organizers would generate greater resident interest in, and appreciation for, a particular mega event.

2.3 Community Engagement and Implementation of Community Policing Program

Although theoretically, community engagement projects have the potential to address pressing community issues, little pragmatic evidence exists on the needs, impact and deliverables of community partners' engagement of partnered projects (Khodyakov et al., 2012; Milton et al., 2011). According to Watson (2007), community engagement is a blend of sociology, political science, cultural anthropology, organizational development, psychology and social work. Delving further into the realms of CE, there are aspects of community participation, community psychology constituency building, community mobilization and cultural influence that contribute the development of CE literature thus, in turn widening the purpose and scope of CE within the social ecology.

Findings from Beck et al. 's (1999) survey of public and police attitudes in Australia suggests that a large degree of consensus exists between members of the public and police in terms of the prioritization of a range of specific police activities. Citizens and police were found to agree that the highest priority should be placed on traditional enforcement related activities, such as emergency response, arresting known offenders, and investigating criminal activity. "Softer" police activities, including the investigation of lost and found items and providing citizen escorts were given the lowest priority by

both the police and public. Similar conclusions were drawn by Redshaw et al.'s (1995) using samples of citizens, police officers, and neighborhood watch coordinators in the UK. Citizens and police both rated crime control activities such as emergency response, arrest, and investigation higher than prevention related activities.

It is claimed that this may lead to opportunism, where the control is deputized to many parties. Phillips et al. (2003) defended that having to answer to multiple constituencies will increase accountability rather than alleviate it. Also, managerial opportunism is a rare case, as the supervisor or managers could not justify the sole reference to any one group but rather answerable to multiple stakeholders in a program. It is vital to pinpoint that not all stakeholders have the same weight age of importance and source of power. Not only that, advocates of stakeholder approach theory explicates that to just to concentrate attention on only a single stakeholder is to overlook other important groups whose interests needs to be served in an organization or programs.

Currie et al. (2009) have claimed that treating each potential stakeholder as equal is not cost effective and in fact, will possibly conclude in an impasse with contrasting positions. One of the ways to reduce the unnecessary costs is by prioritizing needs. This will allow management to position their services and distribute the resources in a more systematic way.

2.4 Police Social Capital and Implementation of Community Policing Program

Social capital has gained much attention in sociology as a construct useful for understanding the importance of social relationships in various settings (Portes, 1998). Over the past few years it has also been applied to the study of crime and disorder and specifically policing (Pino, 2001). Research thesis has documented that officers marginalized or excluded from their peer group because they are of a minority race or are women have suffered a lack of acceptance, a denial of needed information, sponsorship and promotion opportunities (Milutinovich, 1977). These issues can subsequently impact work experiences, performance, and advancement within the police organization. A lack

of social capital can contribute to marginalization in the workplace. Without social capital in their work relationships, police officers face higher hurdles and bigger barriers to getting the job done than their counterparts who are embedded in productive, supportive, and trustworthy work relationships.

Research thesis has documented that police officers marginalized or excluded from their peer group have suffered a lack of acceptance, a denial of needed information, sponsorship and promotion opportunities (Sun, Hu & Wu, 2012). Social capital is used as a theoretical framework to reveal the importance of relationships between officers and their supervisors for performing community policing. It is expected that police officers with higher levels of social capital are likely to accomplish more community policing than their peers who have lesser amounts of trust, cooperation, group cohesion, and social support in their work relationships (Martin, Rogers, Cook, & Joseph, 2004).

While it was hypothesized in this research work that social capital dimensions is positively related to the likelihood that police officers performance of community policing, the social capital literature suggests that negative outcomes may also result. If police officers who have high levels of social capital are found to be significantly less likely to spend time on community policing activities, this could be interpreted as an example of the “dark side” of social capital. For example, police officers with this resource might be able to avoid departmental dictates supportive of community policing (Caro, 2011). In this case, the support, cooperation, trust and group cohesion officers have in their work units and/or with their supervisors could be used to cover up poor community-policing performance or shirk community-oriented activities, or to further other (possibly negative) policing outcomes not included in this study.

2.5 Officers’ Work Environments and the Implementation of Community Policing Program

Police officers’ experience in law enforcement provides mixed results for its relationship with commitment to a new strategy in the society. Novak et al. (2003) in their study found that the length of service affected police officers’ perception of

effectiveness of the CO strategy in practice, with newer officers viewing it more positively than older officers. The findings suggested that police officers who have been committed to the traditional law enforcement role were less likely to accept the CO strategy as a valid police style. Yet, other studies could not confirm this inverse relationship between officers' career length and their orientation toward the CO strategy (Pelfrey, 2007).

Research tried to determine specific factors that might explain why some employees are satisfied with their work while others might be dissatisfied. One occupation where job satisfaction has received considerable attention is community policing, due to its distinct job characteristics (Lee, Lim, Moore, & Kim, 2013).

One immediate component of officers' work environment that has the potential to have a significant influence on officers' job satisfaction is frontline supervision. Frontline supervisors have been found to impact officers' attitudes in general (Engel, 2000). Additionally, Kennealy, Skeem, Manchak & Eno Loudon (2012) found that supervisors may impact officers by rewards or punishment. Although it has been researched that supervisors impact officers' attitudes or behavior (Davis & Mateu-Gelabert, 1999), Walker (2007) concluded that there is still little research on the impact of supervisors on officer job satisfaction. Police officers' job satisfaction has largely been studied in terms of basic demographics, such as educational differences.

2.6 Officer Characteristics and Implementation of Community Policing Program

While most research finds very little difference in the performance of both male and female police officers, performance differences may emerge in measuring the non-traditional policing activities, such as those guided by a community policing philosophy. For example, Cordner (2014) in his study found that female officers are more likely to provide comfort to citizens than their male counterparts, while Hale and Wyland (1999) found that female police officers may communicate better and subsequently de-escalate potentially violent situations. Even though the evidence is limited, it is reasonable to

believe that female police officers may frequently engage in community policing activities within the society.

With regard to role-related factors, police officers' position can influence the individuals' behaviours and perceptions. The CO strategy brought substantial changes to police departments, such as a move from traditional bureaucratic models to an organic structure (Arnetz, Arble, Backman, Lynch, & Lublin, 2013). As a result, the COP strategy affected the responsibilities, activities, and roles, not only for line officers, but also for supervisors and administrators (Engel, 2001). Vuorensyrjä & Mälkiä, (2011) for instance, have argued that police sergeants may develop a different perception of roles due to the conflict between their responsibility to the administration and their responsibility for their subordinates.

Police officers' experience in law enforcement, as another role-involved factor, provides mixed results for its relationship with commitment to a new strategy. Novak et al. (2003) found that length of service affected officers' perception of effectiveness of the community policing strategy in practice, with newer officers viewing it more positively than older officers. The result suggested that officers who have been committed to the traditional law enforcement role were less likely to accept the COP strategy as a valid police style. Yet, other studies could not confirm this inverse relationship between officers' career length and their orientation toward the COP strategy (Pelfrey, 2007).

2.7 Theoretical Framework

From a theoretical perspective, community policing operates on the assumption that increased police and community cooperation and partnerships aiming to improve the quality of life at the neighborhood level, will reduce the fear of crime (Wilson and Kelling, 1982). The relationship between community policing and the reduction in fear of crime has been supported by previous studies (Cordner, & Cordner, 2011; Gill, Weisburd, Telep, Vitter, & Bennett, 2014). This research utilized contingency theory which postulates that the design decisions depend on environmental conditions, meaning that organizations need to match their internal features to the demands of

their environments in order to achieve the best adaptation (Battilana & Casciaro, 2012).

The community policing theoretical model is based on the assumption that the community exists and is the true source of power for crime prevention and crime control (Gill, Weisburd, Telep, Vitter, & Bennett, 2014). Therefore the police should mobilize and ensure that the community participates in their operations and it is through maintaining good police-community relations, that community policing is expected to have a direct impact on the quality of life of the citizens. Furthermore, community policing requires that the police adjust their policing philosophy to neighborhood variation, broaden the scope of police officers' roles, and engage in proactive police activities (Cordner, & Cordner, 2011; Rosenbaum, Graziano, Stephens, & Schuck, 2011). Some notable community policing activities are regular community meetings, interactions with community members while on patrol and various community crime prevention programs (Schuck, 2014).

2.8 Conceptual Framework

This research work sought to establish the factors that influence the implementation of community policing program in Kenya. The factors examined were community engagement, police social capital, officers' work environment and officer characteristics. The relationship of the variables is presented in Figure.1.

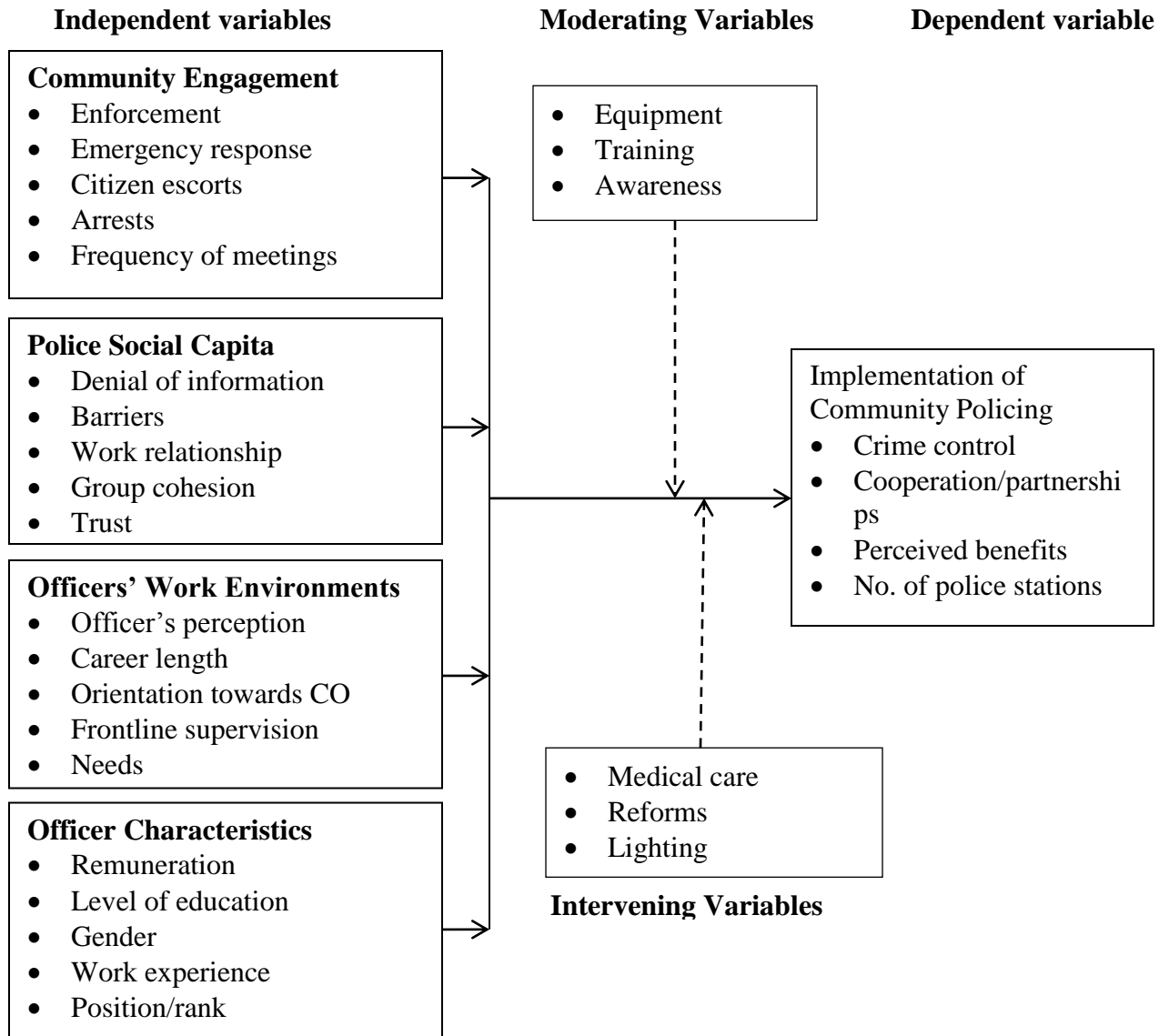


Figure 1 Conceptual Framework

2.9 Relationship of Variables in Conceptual Framework

This research examined factors affecting implementation of community policing program in Kenya. All the variables utilized in this research had been presented in a conceptual framework. According to Miles and Huberman (1994) a conceptual framework explains, either graphically or in narrative form the main things to be studied – the key factors, constructs or variables – and the presumed relationships among them. In this research, the independent variables included community engagement, social capital, police officer’s work experiences and officer’s characteristics while dependent variable was the implementation of community policing. In these endeavors, community engagement,

social capital, police officer's work experiences and officer's characteristics variable was hypothesized to be the cause and the implementation of community policing variable was the effect.

2.10 Research Gaps

Previous studies have reviewed the concept of community policing and its impact on crime reduction. However, little research had been conducted on the factors influencing implementation of community policing from Kenyan context. Exploring police officers' experiences and views regarding implementation of community policing are vital to understand their needs, as well as gaining the community's confidence so as to motivate them to take greater ownership of the event. Aiding residents to better understand the benefits they could receive from staging these sorts of events, and positioning the venture so it might not just be viewed from an economic perspective, but an opportunity for community development are critical steps in this regard. Thus, the ways in which government manage public perceptions and expectations, as well as how they counter negative perceptions, are also of particular importance.

2.11 Summary

This chapter reviewed literature related to the implementation of community policing program. First, the chapter discussed implementation of community policing across countries and this concept of community policing has been defined in a number of different ways but it can be characterized as a philosophy and an organizational strategy designed to reduce crime and disorder through community partnerships, problem solving, and the delegation of greater decision-making authority to patrol officers and their sergeants at the beat level. Furthermore, this chapter presented the theoretical framework by utilizing contingency theory which postulates that the design decisions depend on environmental conditions, meaning that organizations need to match their internal features to the demands of their environments in order to achieve the best adaptation. Community policing theoretical model is based on the assumption that the community exists and is the true source of power for crime prevention and crime control.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the research methodology that was used in the study is described. The geographical area where the study was conducted, the study design, the population and sample size are described. The instrument that was used to collect the data, including methods utilized to check validity and reliability of the instrument are described.

3.2 Research Design

Descriptive research design was used to obtain information from the various sections Cohen, Manion, & Morrison, (2013) defined descriptive survey as a method of collecting information through interviewing or administration of a questionnaire to a sample of respondents. This method can be used when collecting information about people's attitudes, opinions, habits or any of the variety of education or social issues (Cohen, Manion, & Morrison, 2013). The study used qualitative and quantitative approaches where qualitative method permits a flexible and iterative approach for example data presented in form of words rather than numbers and this words are often grouped into categories (Mugenda and Mugenda 2003), while the quantitative research method includes designs, techniques and measures that produce discreet numerical or quantifiable data.

3.3 Target Population

Bernard (2011) defined population as the collection of data to which the researcher wishes to make some inferences. In this research the target population was all police officers working within Nyeri County and these included those working in various ranks. Available police database showed there was a total of 240 police officers working in Nyeri Police Station (National Police Records, Database).

Table 3.1: The Target Population

Category	Population
Top level officers	4
Middle level officers	16
Low level officers	220
Total	240

3.4 Sample Size and Sampling Procedure

Details of the size of sample used and the procedure are given in this section.

3.4.1 Sample Size

According to Mugenda (1999), a sample size of 30% of the total target population is considered sufficient for a research and hence this study adopted 72 (30% of 240) as the sample size. The distribution of the sample is shown in Table 3.2.

Table 3.2: Sample Design

No	Category Responds	Type of sampling.	Target Population	Sample size
1	Top level officers	Purposive	4	1
2	Middle level officers	Simple random	16	5
3	Low level officers	Simple random	220	66

3.4.2 Sampling Procedure

A simple random sampling was used in the study. This sampling method was selected because it offered each member of a population an equal chance to become part of the sample. As all members of the population had an equal chance of becoming a research participant, this is said to be the most efficient sampling procedure (Mugenda, 1999). In conducting this sampling strategy, the researcher first defined the study population, listed down all the members of the population, and then selected respondents to make the sample.

3.5 Data Collection Instruments

A questionnaire was used as data collection instrument and this was a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects. Both primary and secondary data were collected in this study. Primary data

was collected by use of questionnaires which were of Likert scale and close ended questions which included all possible answers/pre-written response categories where the respondents were asked to choose among them. Questionnaire had been selected for this study because it ensures a high response rate, The questionnaire were distributed to respondents to complete and were collected personally by the researcher.

3.5.1 Pilot Study

A pilot study was done in order to identify unforeseen problems, such as ambiguous inclusion or exclusion criteria or misinterpretations of questionnaire items (Hertzog, 2008). Hertzog (2008) has recommended that a pilot study should be done on 10% of the sample and hence a pilot study was conducted among a sample of 7 respondents.

3.5.2 Validity of the Instruments

Validity refers to the degree to which evidence and theory support the interpretation of test scores entailed by use of tests. The validity of instrument is the extent to which it does measure what it is supposed to measure. According to Mugenda (1999), validity is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. The research instrument was validated in terms of content and face validity. The content related technique measures the degree to which the questions items reflected the specific areas covered.

3.5.3 Reliability of the Instruments

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time (Allan, 2013). It is the degree to which a research instrument yields consistent results or data after repeated trials. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is reliability of the instrument (Mugenda & Mugenda, 1999). Reliability is concerned with consistency, dependability or stability of a test. The researcher measured the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique was used to estimate the reliability of the instruments.

3.6 Data Collection Procedure

The researchers pre-visited the police station under study to establish rapport with respondents before the actual date of data collection and after obtaining official authorization from the relevant county commissioner. Questionnaires were administered by the researcher assisted by research assistants because of busy schedule of the police officers and completed the process of data collection within the set timeframe. Considering the target respondents were police officers who at times were absent attending office activities outside the offices, the researcher had to book an appointment with the respondents by writing a letter and had to follow up.

3.7 Data Analysis

The data was analyzed using the descriptive statistics. Both quantitative and qualitative approaches were used for data analysis. This model of analysis examined the simultaneous effects of the independent variables like community engagement, police social capital, officers work environments and officer characteristics on a dependent variable (implementation of community policing). Quantitative data from the questionnaire were coded and analyzed using the Statistical Package for Social Sciences (SPSS). The SPSS was used to run descriptive statistics to present the quantitative data in form of tables based on the major research questions. The study used two types of data analysis and included quantitative technique and qualitative techniques.

Quantitative technique was used to analyze data that was numerical in nature where in this study, the researcher after receiving the questionnaires, coded them and entered the data into a computer to produce figures while qualitative technique involves the study's use and collection of a variety of empirical materials, personal experience, observations among others (Kothari, 2004). The data analyzed was presented and interpreted using simple frequency tables. The qualitative data generated from open ended questions was categorized in themes in accordance with research objectives and reported in narrative form along with quantitative presentation.

3.8 Ethical Considerations

As this study utilized human participants and investigation on police and public practices regarding community policing, certain issues were addressed. The consideration of these issues was necessary for the purpose of ensuring the privacy as well as the security of the participants. These issues were identified in advance so as to prevent future problems that could arise during the research process. Among the significant issues that were considered included consent, confidentiality and data protection.

3.9 Operational Definition of Variables

The operationalization of variables is given in Table 3.3

Table 3.3: Operationalization of Variables

Objective	Variable	Indicators	Measurement	Measurement Scale	Data Collection Method	Data Analysis
To examine effects of community engagement on the implementation of community policing program in Nyeri Police Station	Community engagement	Enforcement Emergency response Citizen escorts Arrests Meetings	Five response categories	Likert Scale	Questionnaire	Descriptive statistics
To examine effects of police social capital on the implementation of community policing program in Nyeri Police Station	Social capital	Denial of information Barriers Work relationship Group cohesion Trust	Five response categories	Likert Scale	Questionnaire	Descriptive statistics
To explore effects of officers’ work environments on the implementation of community policing programe in Nyeri Police Station.	Officer’s work environment	Officer’s perception Career length Orientation towards CO Frontline supervision Needs	Five response categories	Likert Scale	Questionnaire	Descriptive statistics

To determine the extent to which officer characteristics affect implementation of community policing program in Nyeri Police Station.	Officer's characteristics	Remuneration Level of education Gender Work experience Position/rank	Five response categories	Likert Scale	Questionnaire	Descriptive statistics
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CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND PRESENTATIONS

4.1 Introduction

The sole aim of the research was to assess the factors influencing the implementation of community policing program in Kenya; A case of Nyeri police Station, Nyeri county. This is a chapter that represents the analysis and findings with regard to objective and in depth discussion of the same. The respondents were basically the police officers of all ranks which included all the male and female police but not with specific years of service. The findings have been presented statistically which are descriptive and inferential in nature.

4.2 Response Rate

Out of 72 questionnaires given out to various police officers of different ranks, there was a positive response rate of 69 representing 95.83%. This was a very good response rate which is more than four third of all respondent putting in mind that even two third of all respondent is efficient statistically.

4.3 Demographics

The study sought to determine on the gender of respondents, the age bracket, the level of education and the number of years they have worked in that particular police station.

4.3.1 Gender of respondents

Information regarding the gender of the respondents is recorded in Table 4.1

Table 4.1 Gender of the respondent

Gender	Frequency	Percentage
Male	48	69.57
Female	21	30.43

From Table 4.1, majority of the respondents 69% were males and there was an appreciable number of females (31%).

4.3.2 Age of the respondents

The age brackets of the respondents are as given in Table 4.2

Table 4.2 Age of respondents

Age (years)	Frequency	Percentage (%)
18 – 28	12	17.39
29 – 39	30	43.48
40 – 50	18	26.09
51 & above	9	13.04
Total	69	100.00

From Table 4.2, it is evident that the highest number of officers had an age bracket of 29-49 years, followed by 40-50 years, then 18-28 years and finally 51 years and above.

4.3.3 Level of Education

The respondents were asked to indicate the highest level of education they had attained. The results are as shown in Table 4.3

Table 4.3 Level of Education

Highest level	Frequency	Percentage (%)
University Degree	12	17.39
Diploma	31	44.93
High School	26	37.68
None	0	0.00
Total	69	100.00

The results in Table 4.3 indicate that majority of the respondents had attained Diplomas, followed by high school then few had University degree.

4.4.4 Length of Service

The amount of time spent in police service for the respondents is shown in Table 4.4.

Table 4.4 Length of Service

Time in service (years)	Frequency	Percentage (%)
0 – 5	34	49.28
6 – 10	20	28.98
11 – 16	8	11.59
17 – 22	7	10.14
Total	69	100.00

Length of service at the police station indicated that majority of the officers had served for 0-5 years, followed by 11-16 years and 17-22 years respectively.

4.4 Community Engagement and Implementation of Community Policing Programme in Kenya

The respondents were asked to state the extent to which community engagement has influenced the successful implementation of community policing in their station. There was a range of one to five which were; strongly agree (1), somewhat agree (2), neither agree nor disagree (3), somewhat disagree (4) and strongly disagree (5). The results are shown in Table 4.2.

Table 4.5 Community engagement

	Frequency	Count	%
Strongly agree	26	130	37.68
Somewhat agree	4	20	5.80
Neither agree nor disagree	2	8	2.32
Somewhat disagree	12	62	17.97
Strongly disagree	25	125	36.23
Total	69	345	100.00

There were 69 respondents who submitted the questionnaires. Since there were a total of five areas in each aspect under the study that is 1 to 5, the total count in each factor was 345. This number represents the total responses from 69 respondents. From Table 4.5; 37.68% considered that community engagement is very important aspect in the implementation of community

policing programme to a greater extent. This was followed by almost the same percentage of the police men who strongly disagreed that it was not that important with a percentage of 36.23%.

To a lesser extent, very few respondents neither agreed nor disagreed with a percentage of 2.32%. This represented the number of people who were undecided or didn't know exactly what community policing entails and important aspects towards its implementation. This was followed by those people who somewhat agreed (5.8%).

4.5 Police Social Capital and Implementation of Community Policing Programme in Kenya

The respondents were asked to state the extent to which various factors of police social capital have been an impediment to the process of change in accommodating the police social capital within their station area. The results are shown on Table 4.6

Table 4.6 Social Capital

	Frequency	Count	%
Strongly disagree	15	75	21.74
Somewhat disagree	9	46	13.33
Neither agree nor disagree	3	16	4.64
Somewhat agree	16	78	22.61
Strongly agree	26	130	37.68
Total	69	345	100.00

From Table 4.6, 37.68% percent strongly agreed that social capital was an important parameter as far as the implementation of policing programme is concerned. 22.61% somewhat agreed that it was important. At the most minimum level, 4.64% neither agreed nor disagreed that it was that paramount in the implementation process. To them, this factor influences implementation of policing programme at the minimum level. Those who disagreed to a great extent, that police social capital affects policing programme were 21.74%. At this level, the respondents considered

that it has no influence on community policing. 13.33% somewhat disagreed that police social capital influences community policing programme.

4.6 Officers' Work Environments and Implementation of Community Policing Programme in Kenya

Based on the officers' work environment, the respondents were asked to state to what extent it impacts on the implementation of the community policing process. The results are shown in Table 4.7

Table 4.7 Officers' Work Environment

	Frequency	Count	% percentage
Strongly disagree	8	38	10.03
Somewhat disagree	4	20	5.81
Neither agree nor disagree	2	11	3.41
Somewhat agree	32	158	46.00
Strongly agree	24	118	34.60
Total	69	345	100.00

From the Table 4.7, 34.597% of the respondents strongly agreed that officers work environment influences community policing programme. To a greater extent, 46.00% somewhat agreed that it influences community policing programme. 3.41% of the respondents neither agreed nor disagreed. This was followed by 5.81% of the respondents who somewhat disagreed. 10.25% strongly disagreed. It can be noted that very few respondents disagreed at this point hence a clear indication that officers work environment is an important factor in the implementation process.

4.7 Officer Characteristics and Implementation of Community Policing Programme in Kenya

The respondents were finally asked to state to what extent the officers' characteristics had an impact on the community policing programme. The responses are recorded on Table 4.8

Table 4.8 Officer Characteristics

	Frequency	Count	%
Strongly disagree	9	39	11.30
Somewhat disagree	4	19	5.51
Neither agree nor disagree	5	27	7.83
Somewhat agree	22	108	31.30
Strongly agree	30	152	44.06
Total	69	345	100.00

Table 4.8 on officer's characteristics, 44.06% of the respondents strongly agreed that officers characteristics influences community policing programme. 31.30% somewhat agreed and those who neither agreed nor disagreed were 7.83%. The respondents somewhat agreed and 11.30% strongly disagreed that officers characteristics was important aspect in community policing program.

4.8 Comparison of the variables agreement levels

The Likert scale levels of agreement on the factors influencing the implementation of community Policing Program were compared for all the four independent variables.

4.8.1 Strongly agree

Table 4.9 shows the percentages of those who strongly agreed.

Table 4.9 Variables and percentages of the respondents.

Variable	%- percentage
Community engagement	10.57
Police social capital	16.79
Officers works environment.	31.28
Officer's characteristics.	41.36
Total	100.00

From Table 4.9; officer's characteristic has a greater influence in implementation of community policing with 41.36%, followed by officers work environment (31.28%). At medium level, there

is 16.79% of the respondents on police social capital. Community engagement had the lowest influence (10.57%) on implementation of community policing. Therefore, proper measures need to be put in place to boost the community engagement in policing process.

4.8.2 Strongly Disagree

Table 4.10 shows the percentage of respondents who strongly disagreed.

Table 4.10 Strongly Disagreed

Variable	Percentage (%)
Community engagement	43.86
Police social capital	26.32
Officers works environment.	14.04
Officer's characteristics.	15.78
Total	100.00

According to Table 4.10, community engagement had 43.86% who strongly disagreed, the police social capital had 26.32%, officer characteristics 15.78% and finally officers work environment 14.04%. These are the response variables and basing on the questions in the questionnaire, they represent the extent to which respondent reacted to various variables

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter represents summary, conclusion and recommendation of the research study and suggestion for further study.

5.2 Summary of findings

The study analyzed the data and found that community policing is highly effective though there is still some drawbacks in the security. This is because security is still a problem calling for more interventions to address the emerging challenges which include but not limited to technological social and economic challenges with a bearing to the performance of the police and their participation in ensuring that they engage the community in policing programme.

Community engagement (at 10.57%) comprised of partnership between the police and the public which was a very important aspect since according to the analysis, the partnership influences the policing programme to a greater extent. The slow progress in the implementation was due to poor emergency response and this has been shown from the testes. This is another key thing that was noted hence there is call for proper strategies and responses towards emergencies. Basing on the results from the research, the consistent collaborative meetings between the police and the public enhance community policing activities. Hence there is need for more collaborative meetings. Finally, too many arrests by police may not deter crimes which is according to the results from analysis hence there is need for appropriate measures to combat crimes.

The study established that police social capital (at 16.79%) was important in community policing programme. In other words the community and the police didn't trust each other. This hinders the community policing since there has to be a connection between the two parties. Under this thematic area, the study sought to determine to what extent the denial of information by members

of the public has influenced the community policing programme. This was to a greater extent hence this still revolves around lack of trust. Proper measures need to be taken to tackle this since this derails the policing process. Generally, greater number of respondents agreed on this but somehow few disagreed hence it's vital in the policing.

Under the officers work environment (31.28%), it was found that it influences community policing to a greater extent. The officer's perception on the community policing influences the community policing process. This may be due to a number of factors but then the officers need some awareness programme to make them view policing process positively. Therefore there is need for adequate orientation towards community policing.

The officer's characteristics (41.36%) are also key aspect in community policing. It the most important of all aspects according to the study. Lack of proper remuneration took a center stage in the study since it affects operational activities like night duties, patrols and emergency response. Moreover there was some direct relationship between the position and the rank and the implementation of community policing.

On demographic information, the study found out that males dominated all the ranks. Length of service at the police station indicated that majority of the officers had served for 0-5 years, followed by 11-16years and 17-22 years respectively. The highest number of officers had an age bracket of 39-49 years, followed by 40-50 years, then 18-28years and finally 51 years and above. Education wise, majority had attained Diploma level, followed by high school then few had University degree.

The study identified the factors that are of moderate influence on the successful implementation of community policing at their station of work. These are based on the fact that successful implementation of community policing depends on officers work experience, the difference in the way male and female police conducts community policing activities and how the level of education impacts the community policing.

The following were found to be very important aspects in community policing programme; - the partnership between the police and the public enhances community policing, the slow progress in implementation is due to poor emergency response from police. Lack of trust among police officers and the public hinders implementation of community policing, and lack of adequate remuneration among police affects their operational activities. Finally the position/rank is directly proportional to the implementation of community policing and lack of adequate orientation towards community policing towards community affects its implementation.

The key impediments on the process of community policing are poor emergency response from the police, the cohesion among the police and the police who is wanting, lack of adequate remuneration among police officers and the police demands or needs within their area of operation affects community policing.

5.3 Discussion

This summarizes the findings for each variable. The study sought to determine the how community engagement, police social capital, officers work environments and officers characteristics influences the community policing. It was noted that officer characteristics was the most important aspect in community policing. This is due to the fact that it had few respondents who disagreed compared to other variables. This was followed by officers work environment, police social capital then community engagement. Hence, there is need for the community to be engaged in the implementation of policing process. There is also a call for awareness for officer characteristics in the implementation.

5.4 Conclusion

The study concluded that community policing in Nyeri division has not achieved its objective in all the parameters used in the study; community engagement, police social capital, officers work environment and officers characteristics. There is an urgent need to relook at the concept of community policing in totality by bringing on board all the stakeholders. This should be able to assist in role definition and resource acquisition and allocation. The study also concluded that there was no link between community policing and too many arrests by police without public participation and that there was no element of increased group cohesion among and between the

police and the public which can increase confidence in the implementation of community policing.

5.5 Recommendations

This study was anchored on Kurt Lewin's three step- change theory. The basic principle is the forces that influence change in people. Whenever there is need for change, there are two kinds of forces – driving forces and restraining forces. The driving forces push towards the desired change while restraining forces keep the change from taking place. When this theory is applied to strategic change in community policing, the important thing is to identify the driving forces and the restraining forces. Based on the findings, the study made the following recommendations:

Policy makers at both organizational and national level should carry out a complete audit of the current police management, structures, policies, practices and procedures guided by chapters six and fourteen of the constitution on Leadership and integrity and National police service respectively. Adequate budgetary allocation and equipment need to be availed to the police in order to enhance its operational efficiency in general and to mainstream community based policing in particular. Further, a comprehensive reward mechanism that motivates innovation and encourages inclusive decision making among all police officers irrespective of their ranks need to be developed and this was seen under the lack remuneration among police affects their operational activities like night patrols, emergency response and etc. This calls for total commitment in fast tracking the Operationalization of the national police service Act to establish a national policy on community policing. It will be imperative at this point to consider reviewing and re- defining the role of police in community policing and its effectiveness. Although community policing has for the first time in the history of Kenya been contemplated in the constitution, a review of existing laws and issues related to community policing (including the independent police oversight authority, enhanced information disclosures, human resource management and capacity building) will be crucial in the making of a police that is consistent with norms of a democratic state. In addition, rolling out a national security policy to enable police recognize the role of other security stakeholders in community policing is recommended.

The National police service commission should initiate an immediate and thorough examination, review and revision of the police recruitment, promotion and deployment processes based on suitability, competency and integrity and train more police officers to raise police to population ratio to the UN Standards of 1:450. A thorough and continuous review of the police training curricula to include change management, problem identification and solving should come in handy. At corporate level, the management should devise a mechanism of extensive consultation with a wide variety of local and international stakeholders on community policing. Comparative benchmarking against best regional and global community policing practices will give the police an international appeal. Immediate creation and enactment of a modern specific code of conduct for the police based on the bill of human rights and professionalism will grant police officers a conducive working environment which is a necessary ground for nurturing community policing action plans. Moreover, the Independent Police Oversight Authority should keep up their commendable job of rewarding the most hardworking police officers. They have been perfectly doing it since the public participation is key in electing the most hardworking and those officers who have impacted lives. This improves the community policing since it increases trust between the police and the public.

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APPENDICES

Appendix I: Letter of Transmittal

4th February 2017

The Chairman
Department of Education
University of Nairobi
P.O Box 28
Embu.

Dear Sir/Madam,

As part of my academic program, I am submitting a research report entitled: Factors Influencing The implementation of Community Policing Programme in Kenya with special focus on Nyeri Police Station, Nyeri County.

This study examines implementation of community policing in Kenya. I hope you find this research proposal satisfactory.

Sincerely yours,

Frida Jepkorir Biwott
L50/84665/2016

Appendix II: Questionnaires

Dear Response,

The main aim of this study is to examine the factors affecting the implementation of community policing programme in Kenya with particular emphasis on Nyeri Police Station, Nyeri County. Please fill only one answer in the space provided by putting a tick (✓). All responses will be treated with high confidentiality.

SECTION A: GENERAL INFORMATION

1. Date _____ Phone (optional) _____
2. Your gender Male () Female ()
3. What is your age bracket?
 18-28 years () 29-39 years ()
 40-50 years () 51 years and above ()
4. What is your highest level of education
 University degree () Diploma () High school () None ()
5. For how long have you worked in this police station?
 0-5 years () 11-16 years () 17-22 years () 23 years and above ()
- 6.

SECTION B: COMMUNITY ENGAGEMENT

7. Please choose the right option from the choices provided in each of the tables.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. The partnership between the police officers and the public enhances community policing activities in the society					
2. There has been slow progress in implementation of community policing due to poor emergency response from police					
3. Lack of citizen escorts of offenders hinders the success of community policing					
4. Too many arrests by police without public participation may not deter crimes					
5. Consistent collaborative meetings between the police and public enhances community policing activities					
8. Briefly describes relationship between community engagement and implementation of community policing----- -----					

SECTION C: POLICE SOCIAL CAPITAL

9. Please choose the right option from the choices provided in each of the table.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. Lack of trust among police officers and the public hinders implementation of community policing					
2. The denial of information by members of the public regarding crimes affects community policing					
3. The presence of barriers hinders or affects implementation of community policing					
4. Police officer's work relationship with their seniors decreases their work and hence poor coordination of community policing					
5. Increased group cohesion among and between the police and the public increases confidence in the implementation of community policing					

10. Please can you describes relationship between police social capital and implementation of community policing-----

SECTION C: OFFICERS' WORK ENVIRONMENTS

11. Please choose the right option from the choices provided in each of the table.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. Officer's perception on community policing influences their relationship with the public					

2. Police officer's length of service influences their handling of community policing within their work station

3. Lack of adequate orientation towards community policing affects its implementation

4. Lack of frontline supervision on patrols with the affects community policing activities

5. Police demands or needs within their area of operation affects community policing

12. Please can you describes relationship between officers' work environments and implementation of community policing-----

SECTION D: OFFICER CHARACTERISTICS

13. Please choose the right option from the choices provided in each of the table.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. Lack of adequate remuneration among police officers affects their operational activities like night patrols, emergency response etc					
2. The level of education of determines police knowledge on implementation of community policing					
3. There is difference in the way both male and female conducts community policing activities					
4. Successful implementation of community policing depends on officer's work experience					
5. There is direct relationship between the position/rank and implementation of community policing					

Please can you describes relationship between officer characteristics and implementation of community policing-----
