

**DETERMINANTS OF PERFORMANCE OF COMMUNITY POLICING
PROJECT IN KISII COUNTY, KENYA**

BY

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DECLARATION

This research project report is my original work and has not been presented to any university or other institution of higher learning in Kenya for the award of any degree.

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DEDICATION

My special dedication goes to Almighty God for guiding and giving me strength during the study secondly to my wife Naomi J. Tanui, daughter Maribel Jemutai and son Alonzo Kipkemboi, for their sacrifice, encouragement and support during my study. I also dedicate this work to my dear parents Mr. Philip K. Toroitich, and Mrs. Truphena Kiptoo, for their moral support and for laying a good foundation in my life and my education. It is for this foundation that I have grown into a person who I am today.

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ABBREVIATIONS

- CP** - Community Policing
- KPS** - Kenya Police Service
- SPSS** - Statistical Package for Social Sciences

ABSTRACT

The community policing project was developed on the notion that police alone without the good will of the community may not achieve much in maintaining law and order. Community policing has over the years gained fame globally as an appropriate plan to improve public security and safety. The purpose for this research was to evaluate the determinants of performance of community policing projects in Kisii County. The study was based on the following objectives: to determine the impact of stakeholder involvement on the performance of community policing project in Kisii County; to find out how adequacy of resources for implementation affects the performance of community policing project in Kisii County; to establish the role of level of community awareness on the project in determining the performance of community policing project in Kisii County and to determine how community trust in the police force affects the performance of community policing project in Kisii County. This study followed a descriptive research design. The study targeted 710 respondents comprising of police officers, administrative officers and civilians because they are the most appropriate and directly related to research topic. The researcher used primary data collected via the use of structured questionnaires. Data collected from the questionnaires was edited for completeness, coded and then entered into SPSS program for subsequent analysis. The results of analysis were presented in the form of tables and figures besides the computed means, percentages and frequencies so as to enhance the understanding of the research findings. The study found out that there was a strong positive relationship between stake holder involvement and Performance of community policing projects (Pearson correlation = 0.678 p value =0.00), there was a weak positive relationship between adequacy resources and Performance of community policing projects (Pearson correlation = 0.324 p value =0.000), that there was a strong positive relationship between level of community awareness and performance of community policing projects (Pearson correlation = 0.578 p value =0.00) and there was a strong positive relationship between community trust in policy force and performance of community policing projects (Pearson correlation = 0.559 p value =0.00). The study concluded that the participation of community in dealing with complex issues in Kisii County improved the performance of community policing project, all key stakeholders in community policing projects in Kisii County fully encouraged the implementation of the reforms, there was a wide spread of awareness of the opportunities for participation community policing project in Kisii County, residents in Kisi County are aware of community policing efforts in their neighbourhoods and that the community had high trust in the police in Kisii County, the integrity of the police dictates the level of community trust in Kisii County and that the community has high level of honesty in the police in Kisii County. The study recommended that stake holder involvement has a positive influence on the performance of community policing project and therefore participation of community in dealing with complex issues should improve the performance of community policing, there should be a wide spread of awareness of the opportunities for participation community policing project and performance of community policing projects as the community should have high trust in the police.

CHAPTER ONE

INTRODUCTION

1 Background of the Study

Implementing projects involving the community presents a number of challenges which need to be dealt with if the projects are to succeed. It is important that the community accepts the projects and own it if it is to be implemented (Wambugha, 2010). Any projects which are imposed on the community against their will are likely to fail because the community will not support them. Community policing requires that there is full collaboration and partnership between the police force and the community in spotting and ameliorating crimes and law disobediences in the community to promote safe coexistence. This is based on the principle that the community which is made up of people deserve to have an input and say on how their communities are policed (Munyasia, Makokha, Sakataka & Oteki, 2016). This can only be achieved if they are involved in the policing system. Furthermore, the criminal actors live within the community and some community members could be having crucial information which may help bring to book the culprits and charge them according to the rule of law (Palmiotto, 2011).

The community policing project was developed on the notion that police alone without the good will of the community may not achieve much in maintaining law and order (Terpstra, 2011). Community policing has over the years gained fame globally as an appropriate plan to improve public security and safety. It seeks to transform the policing organizations from reliance on criminal law and procedures to adopt consensual extra-legal strategies in problem solving (Brogden, 2012) and emphasizes participation and partnership with the communities in order to address security and other social order problems. This co-

production of social order is a key defining characteristic of community policing and is founded on two basic assumptions; one, that positive day-to-day encounters with the police are an important avenue through which the public image of the police can be enhanced and bring changes in the public reservations regarding police trustworthiness secondly, that improvement in the citizen perceptions of police trustworthiness and legitimacy will increase the willingness of residents to cooperate with police and comply with the law (Mwaura, 2014)

As an alternative policing strategy, it has been in existence for about three decades and has been widely practiced in North America and Europe. Given the adversarial characteristics of the relationship between the police and the public in most developing countries, community policing has been presented as viable strategy to re-build trust between the police and the public and to improve security (Wekesa and Muturi, 2016). It has been adopted in many of the developing countries emerging from different kinds of conflicts or making a transition from years of authoritarian rule characterized by politicization of policing institutions, gross abuse of human rights by the police and lack of accountability (Gaines & Kappeler, 2011).

The project of implementing community policing in Kenya started in the year 2001 with the establishment of community policing units in large populated areas like Kibera slum dwelling among others within Nairobi, Mombasa and Kisumu (Brainard & Derrick-Mills, 2011). However, the projects were spread to other areas in the country to improve the way police maintained law and order (Mwaura 2014). Community policing facilitates partnership so that the public can seek assistance from law enforcement agencies. This followed high police bureaucracy in conventional policing which largely regarded members

in a community as strangers to the process of preventing crimes. This discouraged community members from volunteering any information and facts that would help in the management of crimes and maintenance of law and order (Brogden & Nijhar, 2013). The image that the Kenya police service enjoys among the community was not good and hence hindered the efforts of building sustainable partnerships with community members. The communities viewed police as enemies who only came to their dwellings to arrest and torture members. At the time of implementing community policing project in the year 2005, there existed no concrete legal framework to support the approaches of community policing (Miller, Hess & Orthmann, 2013).

The level of mutual trust between the community and the police is low due to lapses in handling information which result in poor cooperation. Community members also complain of not being involved adequately in security initiatives and access to justice (Larsson, 2010). There have been cases of sabotage of community policing by some middle level officers as a result of resentment of the independence of junior officers brought about by community policing (Tilley & Sidebottom, 2017). Resources allocated to community policing have been found to be inadequate which may also impede success of community policing programmes. It is to be noted that the introduction of community policing in Kenya started on a commercial basis (Reed, 2013).

The implementation of community policing was based on increased acknowledgment of failure of traditional policing in solving many challenges of maintaining law and order in the changing societal setting. For instant, the level of violent crimes had increased; police brutality was on the rise too which increased the level of distrust between the community members and citizens (Shearing & Johnston, 2013). Implementation of community

policing however faces several impediments some of which involve conflict over values and priorities that are pursued by social institutions. Implementation of community policing in rural setting like Kisii County has not been successful perhaps due to failure by the authorities to adapt the concept into the Kenyan context (Brogden & Nijhar, 2013). While most police departments have high hopes about the outcomes of community policing, they do not know exactly how to implement community policing programs in their communities, do not appreciate the factors that affect its effective implementation and the kind of impact it has on police work, communities and crime rates. The impact will be enhancement of public participation on crime prevention efforts and security initiatives so as to promote access to justice by focusing on issues relating to the role of the policing services within the rule of law (Hall, Critcher, Jefferson, Clarke & Roberts, 2013).

2 Statement of Problem

The police forces are perceived as brutal, corrupt and unaccountable (Kinyua, 2006). However, overwhelming lack of resources and low levels of professionalism undermine the organization's efficiency for the officers; this impedes police operations and lowers morale within the ranks. The situation had become unbearable for years, not only for the officers themselves but also for the members of public, who had no trust in the police (Miller, Hess, & Orthmann, 2013). The Kenyan Government therefore initiated community policing program in order to mend this poor Police-public relationship thereby addressing the security challenge. Community policing is emerging as a promising complementary approach to more traditional forms of policing by bringing the police closer to the people and developing partner relations with citizens, this approach aims at restoring trust between civilians and the police and at gaining community support for police reform. The

community policing program has however not been a hundred percent effective (Dunham & Alpert, 2015).

Previous studies have left an empirical gap that this study sought to fill. Munyasia, Makokha, Sakataka and Oteki (2016) examined various factors affecting community policing project in Busin Sub-County using Teso South Sub- County. The study established that community policing was largely affected by the committee structures which were not conducive enough. In another study, Mwaura (2014) examined various challenges that faced the implementation of community policing project in Kajiado North sub County where it was established that low levels of basic mutual trust, lack of an enabling legislative and administrative environment, poor public image of police and declining police resources all affected the implementation. Wekesa and Muturi (2016) examined factors that affected the application of community policing as a strategy in crime prevention within Kisii Central Sub- County. In the findings, key factors included transparency and poor training of community policing members hampered its implementation. Though this study looked at Kisii Central Sub-County, its focus was on how community policing could be used as a strategy and not on the implementation of projects. This study was to therefore seek to fill this gap in research.

3 Purpose of the Study

The purpose for this research was to establish the determinants of performance of community policing project in Kisii County

4 Research Objectives

The study was guided by the following objectives:

- i. To determine the influence of stakeholder involvement in policing on the performance of community policing project in Kisii County
- ii. To establish the influence of resource availability on the performance of community policing project in Kisii County
- iii. To establish the influence of community awareness on the performance of community policing project in Kisii County
- iv. To determine how community trust influences the performance of community policing project in Kisii County

5 Research Questions

The study sought to answer the following research Questions:

- i. What are the effects of stakeholder involvement on the performance of community policing project in Kisii County?
- ii. How adequacy of resources for implementation does affects the performance of community policing project in Kisii County?
- iii. What is the influence of level of community awareness on the project in determining the performance of community policing project in Kisii County?
- iv. How does community trust in the police force affects the performance of community policing project in Kisii County?

6 Hypotheses of the Study

1. H_0 : Stakeholder involvement in policing has no significant effect on the performance of community policing project in Kisii County
2. H_0 : Resource availability on implementation has no significant effect on performance of community policing project in Kisii County

3. H₀: Community awareness on the project has no significant effect on performance of community policing project in Kisii County
4. H₀: Community trust in the police force has no significant effect on performance of community policing project in Kisii County

7 Significance of the Study

The findings of this study would be significance to a number of stakeholders including: Kenya Police service, the community of residents in Kisii County and future researchers. For the Kenya Police service, the findings of this study would guide them in future implementation of community policing projects successfully because the factors identified in this study will inform their future actions.

The study would also be relevant to the community residing in Kisii County at large because the study will find factors that can promote the successful performance of community policing project to ensure that it achieves its mandate. This would lead to a reduction in the level of crimes committed for safe living of the citizens.

The results of this study would also be significant to future researchers and scholars in that it would act as an empirical source of material besides suggesting areas where they can focus their studies. This study therefore would contribute to the growth of empirical literature besides providing focus for future studies.

8 Limitations of the Study

This researcher had identified various limitations for instance the fear by respondents to provide study information. The target respondents are likely to think that the information requested is intended for other purposes other than academic purposes. The existing relationship and trust level between the Kenya Police service and the community is likely to

negatively affect the process of data collection. In this regard the researcher moved to assure all respondents that the information gathered was for academic purposes only. The researcher also obtained an introduction letter from the University so as to introduce himself to the respondents.

It was also difficult to access data because some respondents failed to give adequate information or provided data half way. However, the researcher assured them that the information will be treated with strict confidentiality and will be used only for academic purpose.

9 Delimitations of the Study

This study examined the determinants of the performance of community policing project in Kisii County, in Kenya. It focussed on involvement of stakeholders, adequacy of recourses for implementation of the project, the level of community awareness about community policing and the community's trust in the local police force.

10 Basic Assumptions of the Study

The researcher assumed that the data collection instruments would be reliable therefore ensure the collection of quality research data. The researcher also assumed that the instruments for data collection would be valid hence ensure that indeed they collect relevant data to the study objectives.

The researcher also assumed that the respondents would be truthful and hence provide accurate and reliable information that will be used for analysis. It was also expected that all targeted respondents would participate in the study without fear that the information they provide may be used against them in any way.

11 Definition 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 small well defined geographical area consisting of residents involved in community policing programs.

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

Stakeholder Involvement: The process of including stakeholders and their interests in the entire process of community policing.

Resources: The assets set aside for the implementation of community policing project.

Community Awareness: The level of knowledge possessed by the community with regard to community policing projects.

Community Trust: The level of confidence in the members of the community with regard to the community policing projects.

12 Organization of the Study

This chapter has focused on introduction where it has introduced the concept and context of the study. It has also presented the statement of the problem, purpose of the study, research objectives and questions. It also contains the significance of the study, scope, delimitations and definition of key terms. The next chapter reviews literature to help identify gaps that this study filled. The third chapter covers research methodology while chapter four covered data analysis and interpretations; Chapter five cover summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

1 Introduction

In this chapter literature review is presented as done by other scholars and researchers on factors affecting the performance of community policing project. It starts off by presenting the theories on which the study is anchored then proceeds to general literature, empirical literature and conceptual framework.

2 The concept of Community Policing

Community policing is a proactive style of crime management which is gaining popularity all over the world. It is a method of sensitizing the community to the need of preventing the occurrence of crime, rather than waiting for the crime to occur and then calling the police. This is because community security needs are best known by the particular community and they may be different from what police think they are (Crawford & Evans, 2017). Therefore police must form partnership with community members in crime management. Community policing involves integrating all the organs of the state with those of the communities in fighting crime (Manning, 2015). Members of the public are able to exercise their constitutional obligation of apprehending criminals and handing them over to the police. Community policing is designed to enhance social cohesion and integration hence prevents crime through positive social influence (Fitzgerald, 1989). It is therefore important to establish the perceptions of both parties to implementation of the programme. Community policing is widely regarded as one of the more significant recent developments in policing around the world (Maguire and Wells, 2002). The concept has been widely discussed and applied in various countries and in a range of contexts, thus raising questions

about what exactly it involves, what in particular is so attractive about it, and what difference has it made vis a vis other approaches to policing? Intriguingly, despite the widespread interest in the concept, it seems there is no clear agreement on its meaning and, as various scholars have indicated, it appears to be understood by different people in different ways and invokes both acclaim and criticism in roughly equal measures (Trojanowicz et al, 2002). The key objectives of community policing include countering the poor public image of police, to improve perceptions of both the police and residents on community policing programmes, and to strengthen the police measures for managing confidentiality of information and intelligence obtained from residents (Weitzer, 2015).

According to Skogan (2009) community policing strategy is a strategy to entrench community participation by empowering the public in security issues in order to complement the regular policing functions in the communities. Community policing is said to have three core elements: citizen involvement, problem solving and decentralization. He adds that while all these are related, citizen involvement is the most crucial because it is the basis of CP (Cordner, 2014). Globally, it is noticeable that due to the changing nature of communities and the shifting characteristics of crime and violence, policing strategies that worked in the past are no longer effective today, because both the level and nature of crime and the changing character of communities are causing police to seek for more effective methods. Hence the idea of community policing (CP) has come into the picture to help remedy the situation. Also, through CP, citizens are encouraged to participate at every stage of the problem solving process (Lyons, 2002).

Ikuteyijo (2009) while discussing community policing in Nigeria presumes that there should be better communication and understanding between police and public; by

encouraging more liberal and tolerant attitude towards criminals. He further asserts that community policing entails community partnership in creating a safe and secure environment for all and that it is policing whereby the people take active part in their own affairs. Thus with CP, the police is not seen as a stranger whose presence stands for danger and imminent hazard, but as partners in development (Gill, Weisburd, Telep, Vitter & Bennett, 2014).

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

3 Stakeholder Involvement and the Performance of Community Policing Project

Noland and Phillips (2013) did a study on stakeholder engagement. The study had discourse ethics and strategic management a range of measures which was used to track

delivery against strategy, including regular reports on progress to oversight and confidence committee and an annual review process. The study indicated that improving operational practice; including oversight of police handling of complaints improve awareness of the complaints system and their role within it, particularly among those communities with less confidence in it, such as children, and young people.

Jerome, Boles and White (2013) conducted a study on community engagement: stakeholder participation in the design of the police service delivery system in Holland. The study indicated that the open engagement of the community in this endeavor made the Holland experience totally unique. The maturation of the Committee, its coming together as one to deal with complex issues, and its enthusiasm for the community and the Police Department was truly amazing. The complexity of the Committee's recommendations demonstrates the depth of understanding attained by the Committee in a very short period of time. An ongoing challenge for the City and the Police Department will be to nurture and maintain the community partnership that was developed through the Study Committee.

Simmons (2017) did a study on the politics of policing: ensuring stakeholder collaboration in the federal reform of local law enforcement agencies. The study indicated that the key stakeholders undermine the implementation of the reforms. Similarly, any institutional changes that occur while jurisdictions are subject to federal oversight may not outlive the terms of the agreements if community members and rank-and-file officers are precluded from taking ownership of these reforms. The federal government, police unions, and community members must learn to collaborate in order to develop lasting institutional reforms of the nation's law enforcement agencies.

4 Resources availability and Performance of Community Policing

Blandford (2014) conducted a study on the impact of adequacy standards upon Ontario police services. The results indicated clearly that the requirements of the adequacy standards have impacted Ontario municipal police services and their respective service boards significantly. These impacts have resulted in substantial increases in training hours, investigative demands, and capital expenditures to the organizations. These impacts can be readily translated into additional costs that must be accounted for in police services board budgets approved at the municipal level. An examination of the relevant legislation governing police services clearly indicates that the province controls the quality of police service delivery, yet does not contribute directly to the increased costs of implementing the legislated standards.

Pelser (2011) investigated the challenges of community policing in South Africa. The study found out that the key factors informing the policy were lack of resource, the political prerogatives of ensuring democratic control or accountability and through this, greater legitimacy for the police. However, initially focused on facilitating contact between the police and a predominately antagonistic public, the goals of the policy were extended in 1997 to focus on enhancing service delivery and the reduction of crime. That great difficulty has been experienced in the pursuit of these more comprehensive objectives may well be attributed to the lack of an open and critical assessment of the prerequisites for achieving these goals. Nevertheless, the analysis of the manner in which community policing has developed, by identifying the general and specific factors which either facilitate or inhibit implementation of the policy, provides cause for optimism that meaningful action could be taken to enhance community policing in South Africa.

Njiri, Ngari and Maina (2014) conducted an assessment of implementation of community policing programme in Nakuru Police Division. The study concluded that community policing programme in Nakuru Police Division was structured and mainly funded by the government. It is also evident that most of the police officers were also informed about community policing operations. However, the community policing programme lacked adequate resources as there were no specific police officers assigned to community policing programme. It is therefore recommended that sensitization programmes should be enhanced through organized community policing meetings with the public in order to educate the members of the public on how community policing works and how to improve good relationship with the police.

5 Community Awareness and the Performance of Community Policing Project

Adams, Rohe and Arcury (2015) did a study on awareness of community-oriented policing and neighbourhood perceptions in five small to midsize cities. Results indicated that 20–50 percent of residents were aware of community policing efforts in their neighbourhoods, but most did not participate in these efforts. Awareness of CP was associated with greater self-protection efforts, lower fear of crime, and stronger feelings of community attachment, controlling for demographic, perceptions of neighbourhood problems, and victimization. Awareness of CP also had a stronger association with the outcome variables compared to a more traditional policing strategy, perceived visibility. The implications of these findings for CP programs, especially for small to midsize cities, are discussed in the Conclusion.

Skogan (2015) did a study on community participation and community policing. The study found that awareness of the opportunities for participation that the program provided was widespread, and was significantly higher in the prototype districts than in the evaluation's

comparison areas 14 months after the onset of the program. Levels of organized participation were not significantly higher in the program areas than in the comparison areas. However, there was some evidence that both awareness and participation were more widely distributed within the prototype areas, perhaps as a result of the uniform nature of the opportunities for participation created by CAPS beat meetings and extensive efforts by groups and organizations to stimulate participation in the meetings.

Trojanowicz and Bucqueroux (2016) conducted a study on community policing. The study indicated that the community policing initiative on the internet is logical starting point for crime prevention efforts and community awareness of the threats facing the digital domain. The telecommunication industry and its users are quickly realizing that a fiber optic cable can be just as important as the electricity feed into their buildings from the local power company. However, even knowing the potential for disruption of service from various cyber threats, many people continue to run open networks with little regard for security.

The major problem may not be hackers and virus makers, but the system administrators who are provided patches to apply and fail to do so before disaster strikes. If the community policing and awareness initiative can make a real change concerning the perception information security of these system administrators, it will be worth the effort. Corporations will continue to be hesitant about reporting cybercrime, but the ability to do so in confidence with the new protections afforded to them by homeland security legislation, may help alleviate some of their fears (Whitelaw, Parent & Griffiths, 2014).

6 Community Trust in the Police Force and Performance of Community Policing Project

Kate (2013) did a study on community trust in law enforcement. The study indicated that the minority and white populations generally have different interactions with police. The results also indicated that 59 percent of white Americans have high levels of trust in police compared to just 37 percent of black Americans. Blacks are also less likely to say police officers have high or very high levels of honesty and ethics compared to whites.

Goldsmith (2015) did a study on building trust between the police and the citizens they serve. The study indicated that building and maintaining community trust is the cornerstone of successful policing and law enforcement. The building and maintenance of trust takes a great deal of continuous effort. The ethical work of thousands of local law enforcement officers is easily undone by the actions of one unethical officer. Often, the indictment of one seems like an indictment of all. Once misconduct occurs, the Internal Affairs function of the law enforcement agency becomes the primary method of reassuring the community that the police can and will aggressively address and resolve unethical behaviour. In short, the integrity of the police will always dictate the level of community trust.

Participants discussed the qualities needed in police staff and community members to cultivate mutual understanding and trust in their communities. For police, these characteristics included ethics, honesty, equality, approachability, and effective communication skills (Sentas, 2014). For community members, these included looking out for neighbours, getting involved, abiding by the law, role-modeling behaviour, and communicating effectively with the police. For both police and community members, the

importance of examining one's own biases and fears of others were seen as critically important (Rosenbaum, Graziano, Stephens & Schuck, 2011).

Mutuku (2013) investigated the role of trust in effective community policing; the case of Ruai Township, Nairobi. The study found out that, the police and the community should share responsibility and decision-making as well as sustained commitment from both the police and community, with regard to safety and security needs. Police should also direct their actions strictly towards their functions and never appear to usurp the powers of the judiciary, example, in the recent cases of extrajudicial killings. Serious institutional reforms must be applied to transform the Kenya police from a force to a service. Improved transparency and fairness of police personnel administration will be a key step to ensuring accountability. The chief enemy of accountability is impunity which only exists due to lack of effective mechanisms for investigating and punishing police misconduct.

7 Theoretical Review

The study is based on contingency theory and Labelling theory which are deemed to be the most suitable to understanding performance of community policing project.

2.7.1 Contingency Theory

The contingency theory was developed by Lawrence and Lorsch in (1967). The authors urge that the different environments place different requirements on organizations. Contingency theory can help understand core issues for implementing effective community policing programs. They specifically emphasized on the environments marked by uncertainty and rapid change in market conditions and technological areas since these kinds of environments present different demands, both positive and negative, than relatively

stable environments. While contingency theory has been greatly elaborated over years, the general orienting hypothesis of the theory suggests that design decisions depend on environmental conditions, meaning that organizations need to match their internal features to the demands of their environments in order to achieve the best adaptation.

In other words, driving force behind organizational change is the external environment, particularly the task environment with which an organization is confronted (Scott, 2002). Scott, (2002) points out three assumptions that underline the contingency theory, which can be utilized to address the problems that are encountered in the implementation of community policing programs: There is no one best way to organize; any way of organizing is not equally effective and the best way to organize depends on the nature of the environment to which the organization relates.

The first assumption challenges the traditional view that certain general rules and principles can be applied to organizations in all times and places. In community policing, it is often assumed that community policing has certain guidelines that are indispensable to an effective community policing program. It might be true for the central notions of community policing, such as increasing cooperation between police and public and promoting public participation in law enforcement. However, it is a common misunderstanding that all guidelines and procedures of a program can be applied uniformly regardless of time and place. Scott (2002) argues that the second assumption challenges the conventional wisdom of early economists that organizational structure is not relevant to organizational performance.

Today, it is commonly held that organization form is associated with the performance of the organization. In community policing, however, importance of committee structures is often ignored or underestimated. An effective program often requires certain changes in the organizational structure of police departments, such as “decentralized decision making and flattened hierarchies” (Scott, 2002: 96). As stressed by Scott, organizations are as successful as they are successful in adapting to their environments. When implementing a community policing program, specific features of the environment and characteristics of the community are often not taken into account, which is a major threat to the success of the program.

2.7.2 Labeling Theory

This theory was developed by Andersen and Taylor (2002). Labelling theory holds that people become criminals when significant members of the society label them as such and they accept those labels as a personal identity (Siegel, 1995). The theory stems from the work of Thomas (2002) who wrote, if men define situations as real, they are real in their consequences. A label is the assignment or attachment of a role to a person by one or more powerful institutions in the society. When the label is applied, it sticks. It becomes difficult for the former criminal to recover from the tag. Another proponent of the theory is Edwin Lemert (1972) Who shifted the focus from an individual criminal to the social process by which a person comes to be labelled as a criminal and the consequences of such labelling to the individual (as cited by Tischler, 2004).

Criminals are individuals who the society chooses to label as outcasts or deviants because they have violated such social rules (Siegel & Senna, 2007). Three type's o f criminal behaviours have been identified. Primary ‘is the actual violation of the law, secondary is the

behaviour that results from being labelled criminal while occurs when a criminal fully accepts the role but rejects stigma (Andersen and Taylor, 2002). Labelling theory assumes that whether good or bad people are controlled by the reactions of others. The response of others is the most significant factor in understanding how crime is both created and sustained.

A study done by Komblum and Carolyn (2003) established that many school dropouts especially those who have been expelled face a significant chance of entering a criminal career. Police have been labelled by the society as having a negative attitude. This reinforces and determines the way they behave and acts against community policing where active partnerships are required. The attitude makes them not to relate well with members of the public and keep aloof from the problems of the community they serve. For community policing to be a success, attitudinal change is not a choice but a necessity. Police must view themselves as being part and parcel of the community that they serve. Positive labelling of a community by police may help reduce crime drastically in a community policing set up hence reducing the workload of a community policing committee and keeping the community safe. It is extremely difficult to shed a label once it has been acquired and the labelled person tends to behave in the expected manner (Komblum and Carolyn, 2003).

8 Conceptual Framework

The study was guided by the following conceptual framework which clearly identifies the dependent and independent variables. The dependent variable is performance of community policing projects while the independent variables include: Stakeholder involvement,

adequacy of resources, level of community awareness and community trust in the police service. These are well illustrated in the figure 2.1

Figure 2. 1: Conceptual Framework

9 Summary of the Literature Review

Noland and Phillips (2013) did a study on stakeholder engagement. Jerome, Boles and White (2013) conducted a study on community engagement: stakeholder participation in the design of the police service delivery system in Holland. Simmons (2017) did a study on the politics of policing: ensuring stakeholder collaboration in the federal reform of local law enforcement agencies. Blandford (2014) conducted a study on the impact of adequacy standards upon Ontario police services. Pelsler (2011) investigated the challenges of community policing in South Africa. Njiri, Ngari and Maina (2014) conducted an assessment of implementation of community policing programme in Nakuru Police Division. Adams, Rohe and Arcury (2015) did a study on awareness of community-oriented policing and neighbourhood perceptions in five small to midsize cities. Skogan (2015) did a study on community participation and community policing. Trojanowicz and Bucqueroux (2016) conducted a study on community policing. Kate (2013) did a study on community trust in law enforcement. Goldsmith (2015) did a study on building trust between the police and the citizens they serve. Mutuku (2013) investigated the role of trust in effective community policing; the case of Ruai Township, Nairobi.

CHAPTER THREE

RESEARCH METHODOLOGY

1 Introduction

This chapter provided a succinct detail of the method used to conduct the study. In detail, it contained the research design, sampling design and sample size, data collection and data analysis. The chapter therefore formed the backbone of this study.

2 Research Design

This study followed a descriptive survey research design. This type of research describes what exists and may help to uncover new facts and meaning. The purpose of descriptive research was to observe, describe and document aspects of a situation as it naturally occurs (Kothari, 2004). The purpose of a descriptive research project was to provide a picture of situations as they naturally happen. This research used quantitative data. The questionnaires were used to gather information from respondents regarding factors affecting the performance of community policing project.

The researcher chose descriptive research design because it enabled the researcher to generalize the findings to a larger population. Descriptive research design allowed the researcher to collect quantitative data which was analysed quantitatively using descriptive and inferential statistics.

3 Target Population

Target population is defined as a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. Mugenda and Mugenda (2003) define the target population as a complete set of individuals, case or objects with the same common observable characteristics. The study

targeted 1,224 police officers, administrative officers and civilians. This population represented only police officers, community policing committee members and civilians who were sampled for the purpose of the study hence the population of Kisii County.

4 Sample Size and Sampling Technique

This section described the sample size and sampling procedures as shown in the sub sections.

3.4.1 Sample Size

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This sub-group is carefully selected so as to be representative of the whole population with the relevant characteristics. The researcher adopted the 30% of the total population. According to Mugenda and Mugenda (2003), a sample can comprise of 10-30% of the population provided it is sufficient. Kisii County has 34 wards, so the study applied random sampling procedures to pick 36 households from each ward making it 1,224 to obtain respondents for questionnaires. The sample size was distributed as shown in the Table 3.1

Table 3.1: Sample Size

Section	Population	Sample Size	%
Provincial Administrators			
DCCs	11	3	30
ACCs,	34	10	30
Chiefs,	103	30	30
Assistant Chiefs	247	74	30
Police officers	700	210	30
Ordinary civilians (Households)	1,224	369	30
Community policing committee members	44	14	30
Total	2,369	710	30

3.4.2 Sampling Techniques

The study adopted stratified random sampling. Stratified random sampling is a probability sampling technique in which the researcher divides the entire target population into different subgroups, or strata, and then randomly selects the final subjects proportionally from the different strata.

5 Data Collection Instruments

Questionnaires were used as instruments of data collection. The selection of questionnaires as data collection instrument in this research study was informed by the fact that the current study was based on quantitative research approach. According to Mugenda and Mugenda (2003) observe that administering questionnaires is a popular method for data collection in most disciplines because of the relative ease and cost effectiveness with which they are constructed and administered to large samples. The data was collected through drop and pick method which was convenient and time saving mode of administering questionnaires.

The use of random sampling led to the collection of high quality data given that the respondents chosen were picked at random. Simple structured questionnaires were used in the collection of data.

Respondents were required to fill in questionnaires appropriately indicating their perception of the factors affecting the performance of community policing project. The respondents were asked to rate various aspects in a Likert scale. The respondents were required to tick where appropriate indicating their opinion regarding the identity of factors affecting the performance of community policing project. Since there could be a chance that some of the

respondents chosen would fail to provide the right information, the researcher selected a large number of respondents to ensure that high quality data is collected.

3.5.1 Piloting of the Study

A pilot study was conducted to test the reliability and validity of the research. According to Orodho (2003), a pilot test helps to test the reliability and validity of data collection instruments. Validity refers to the extent to which an instrument measures what is supposed to measure data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2000). The pilot test comprised of four respondents from Kenya Police service and other six members of the community living at adjacent Manga Sub-county within Nyamira County. The sub-county was chosen so as to avoid respondents of the selected study area from having prior knowledge of the items in the questionnaire. According to Mugenda and Mugenda (2003) a pilot study can comprise of between 4-10 members of the target population.

3.5.2 Validity of the Instrument

According to Robinson, Mandelco, Olsen, & Hart (2001) validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under a study. Validity was ensured by having objective questions being included in the questionnaire and by pre-testing the instrument used through Pilot study in order to identify and change any ambiguous, awkward or offensive questions and technique as emphasized by Cooper and Schnidler (2003).

The validity of questionnaires as instruments of data collection was assessed using readability test as well as a field test. All these tests were carried out in order to examine the

validity of questionnaires as instruments of collecting data. For this purpose, the researcher used 10 respondents to pilot questionnaire whereby they were requested to independently fill in the questionnaire and suggest structure of sentences where they felt it is not easily comprehensible. After modification of each sentences as deemed fit by the piloting exercise, the researcher printed the research instrument and went to the field.

3.5.3 Reliability of the Instrument

Reliability on the other hand refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). In this study, reliability was ensured by pre-testing the questionnaire with a selected sample from some respondents from the 10 respondents. The researcher restructured the questions to ensure that the questionnaires provided reliable data as evidenced by the consistency of understanding of the questions by the respondents as well as the responses they made.

6 Data Collection Procedure

The data was collected using self-administered questionnaires for the officers in the Kenya Police Service and focused group interview guides for the Community. The questionnaires were administered through drop and pick method where the researcher delivered the questionnaires in person at the respondents' places of work. However, where it was difficult for the respondents to complete the questionnaire immediately, the researcher left the questionnaires with the respondents and picked them up at a later date. The interviews were also done face to face at the interviewees in groups of between five and eight.

7 Methods of Data Analysis

The data was analysed to summarize the essential features and relationships of data in order to generalize and determine patterns of behaviour and particular outcomes. Before

processing the responses, the completed questionnaires information was edited for completeness and consistency and then coded. The analysis of data was carried out by use of descriptive statistics. The obtained questionnaires data was coded and organized in excel spreadsheet and analysis was done through excel and SPSS software. The results of the analysis were presented in the form of tables and percentages in a manner that is both simple and comprehensive and then use to complete the research report as per the survey objectives and research questions.

In addition, the researcher conducted a multiple regression analysis in order to establish the factors affecting the performance of community policing projects in Kisii County. Regression analysis was used to predict the value of the dependent variable on the basis of the independent variables. Regression analysis was concerned with the study of the dependence of one variable, on one or more other variables, the explanatory variables, with a view to estimating and or predicting the population mean. The multivariate regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby:

Y= Performance of community policing project

β_0 , β_1 , β_2 and β_3 are constants

ε is an error term

X_1 = Stakeholder involvement

X_2 = Resources Adequacy

X_3 = Level of awareness

X_4 = Community Trust

The study was tested using Analysis of Variance (ANOVA) to establish the significance of the model in estimating the relationship between the dependent and independent variables.

8 Ethical Considerations

The researcher obtained permission from the university before conducting the study. An introduction letter was sought so as to properly introduce the researcher to the target respondents, interviewees and the society at large.

The researcher also assured all the study participants that the information they shall provide will only be used for academic purposes. The researcher also exercised due professionalism while conducting the study so as not to jeopardise the study or even intimidate the respondents to give their responses.

9 Operationalization of Variables

An operational definition is a result of the process of operationalization and is used to define something (e.g. a variable, term, or object) in terms of a process (or set of validation tests) needed to determine its existence, duration, and quantity. The definition of variables is shown on Table 3.3

Table 3.2: Operational Definition of Variables

Objective	Variable	Indicators	Measurement	Measurement Scale	Data Analysis Method
To determine the impact of stakeholder involvement on the performance of community policing project in Kisii County	Independent	Consultations Involved in strategizing Volunteering of information	Consultative meetings Suggestion boxes availability	Ordinal	Descriptive statistics, percentages
To find out how adequacy of resources for implementation affects the performance of community policing project in Kisii County	Independent	Availability of budget Adequacy of the budget	Adequacy of equipment	Ordinal	Descriptive statistics, percentages
To establish the role of level of community awareness on the project in determining the performance of community policing project in Kisii County	Independent	Community training / Seminar Mastery of the role of CP	Mastery of the role played by CP	Ordinal	Descriptive statistics, percentages
To determine how community trust in the police force affects the performance of community policing project in Kisii County	Independent	Trust in community Level of collaboration	Trust in one another	Ordinal	Descriptive statistics, percentages

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

1 Introduction

The chapter gives an over view of the data collected on the factors affecting the performance of community policing projects in Kisii County. The data was collected exclusively from the questionnaire as a research instrument. The questionnaires were designed in line with the research objectives.

4.1.1 Response Rate

A total of 710 questionnaires were distributed to the respondents and out of this 497 of them were returned to the researcher dully filled giving a response rate of 70%. According to Mugenda and Mugenda (2008), a response rate of 70% and above is good and acceptable to analyze and publish the data.

2 Background Information

The study sought to establish the general information about the respondents and the findings are shown in this subsection

4.2.1 Gender of the respondent

The study sought to determine the gender of the respondents and the findings are indicated in table 4.1

Table 4. 1: Gender of the Respondent

Gender	Frequency	Percent
Male	247	49.7
Female	250	50.3
Total	497	100.0

From the findings, 49.7% of the respondents were male and 50.3% were female. This shows that most of the respondents were female since they had a highest percentage.

4.2.2 Age of the respondents

The age brackets of the respondents are represented in Table 4.2

Table 4. 2: Age of the respondents

Age	Frequency	Percent
20-29	206	41.4
30-39	150	30.2
40-49	105	21.1
Above 50	36	7.2
Total	497	100.0

From the results, it was found out that 41.4% of the respondents were aged between 20-29 years, 30.2% were between 30-39 years, 21.1% were between 40-49 years and only 7.2% were above 50 years. This indicates that the study covered across all the age brackets of the respondents of the study.

4.2.3 Level of Education

The researcher sought to find out the level of education of the respondents; the findings are shown in Table 4.3.

Table 4. 3: Level of Education

Level of Education	Frequency	Percent
Primary	86	17.3
Secondary	113	22.7
Tertiary Level	123	24.7
University	154	31.0
Other	21	4.2
Total	497	100.0

From the table 4.4 above, 17.3% of the respondents were at primary level 22.7% were at secondary, 24.75 were at tertiary, 31.0% were at university level and only 4.2 of them had others, this implies that the study catered across all levels of education of the respondents and majority were at university level since it had the highest percentage.

4.2.4 Time lived within Kisii County

The study also wanted to determine the years which the respondents had stayed in Kisii County. The findings are shown in Table 4.4

Table 4. 4: Time within Kisii County

	Frequency	Percent
Below 5 years	179	36.0
6-10 years	117	23.5
11-15 years	84	16.9
16- 20 years	88	17.7
21 years and above	29	5.8
Total	497	100.0

The study found out that 36.05 of the respondents had stayed in Kisii county bellow 5 years, 23.5% had stayed for 6-10 years, 16.9% had stayed for 11-15 years, 17.7% had stayed for 16-20 years and 5.85 had stayed for 21 years and above.

3 Stakeholder Involvement

The findings on stake holder involvement are represented in this subsection.

4.3.1 Source of Funding of Community Policing Projects

The study sought to determine the main source of funding of community policing projects in Kisii County; the findings are shown in Table 4.5

Table 4. 5: Source of Funding of Community Policing Projects

Source	Frequency	Percent
G.O.K	104	20.9
CDF	37	7.4
County Government	124	24.9
Community	65	13.1
Donor/Sponsor	125	25.2
Others	42	8.5
Total	497	100.0

As per the findings, 20.9% of the respondents their main source was from the government of Kenya, 7.4% their main source was from the community development fund, 24.9% their main source was from the county government, 25. 2% their main source was from donor/sponsor and 8.5% their main source was from other sources. This indicates that most of the respondents their main source of fund were from donor/sponsor. The respondents were also asked whether they took part in community Policing Project in Kisii County and 86.7% of them said yes while 13.3 said no indicating that most of them took part in community Policing Project in Kisii County.

4.3.2 Type of Project

The study sought to find out the type of project the respondents took part in and the findings are shown in Table 4.6

Table 4. 6: Type of Project

Project	Frequency	Percent
Sensitization	195	39.2
Building	236	47.5
n/a	66	13.3
Total	497	100.0

From the results, 39.2% of the respondents took part in sensitization projects, 47.5% took part in building projects and only 13.3% did not take part in any of the projects and this indicates that most of the respondents took part in building projects since they had the highest frequency.

4.3.3 Extent of Money Allocation

The researcher sought to find out the extent respondents felt Money allocated for community policing projects in Kisii County was adequate. The results are shown in Table 4.7

Table 4. 7: Extent of Money Allocation

Extent of agreement	Frequency	Percent
Small Extent	56	11.3
Moderate Extent	220	44.3
Large Extent	165	33.2
Others	56	11.3
Total	497	100.0

As per the results, 11.3% of the respondents agreed to a small extent, 44.35 agreed to a moderate extent, 33.2% agreed to a large extent while 11.3 were not sure with the statement this shows that most of the respondents agreed to a moderate extent with the statement.

The respondents were further asked if they believed that stakeholders were fully involved in community policing projects in Kisii County and 87.35 agreed that they do but 13.7% disagreed that did not. However the respondents were also requested to rate the implementation of community policing projects in Kisii County and 50.3% said they had fully achieved, 37.6% said they had partially achieved and finally 12.1% said they had not achieved and this shows that stakeholders had fully achieved since majority of the respondents agreed so

Below were the effects of stakeholder involvement on the performance of community policing project. The respondents were requested to indicate the extent to which they agree with each of the statements on a scale of 1-5 where: 1- Strongly disagrees, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree. The results are shown in Table 4.8

Table 4. 8: Stakeholder Involvement

Statement	Mean	Std. Dev
There is open engagement of the community in Kisii County which affects performance of community policing projects.	3.52	1.44
All key stakeholders in community policing projects in Kisii county fully encourage the implementation of the reforms	4.11	1.87

The participation of community in dealing with complex issues in Kisii County improves the performance of community policing project.	4.58	1.67
Average of average	4.07	1.66

From the findings, on whether there is open engagement of the community in Kisii County which affects performance of community policing projects had a mean of 3.52 and a standard deviation of 1.44 which indicated that the respondents agreed with the statement. All key stakeholders in community policing projects in Kisii County fully encouraged the implementation of the reforms with a mean of 4.11 and a standard deviation of 1.87 which supports Simmons (2017) did a study on the politics of policing: ensuring stakeholder collaboration in the federal reform of local law enforcement agencies. The study indicated that the key stakeholders undermine the implementation of the reforms. Similarly, any institutional changes that occur while jurisdictions are subject to federal oversight may not outlive the terms of the agreements if community members and rank-and-file officers are precluded from taking ownership of these reforms. Finally the respondents felt that the participation of community in dealing with complex issues in Kisii County improves the performance of community policing project with a mean of 4.58 and a standard deviation of 1.67 in line with Jerome, Boles and White (2013) conducted a study on community engagement noted that stakeholder participation in the design of the police service delivery system in Holland.

The overall mean on statements was 4.97 showing that respondents generally agreed on statements under review. This therefore indicates that stakeholder involvement affected performance of community policing projects as supported by most of the respondents.

4 Adequacy Resources

Several statements on adequacy of resources and performance of community policing project were carefully identified by the researcher. Respondents were requested to indicate the extent to which they agree with each of the statements on a scale of 1-5 where: 1- Strongly disagrees, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree. The results are shown in Table 4.9

Table 4. 9: Adequacy of Resources

Statement	Mean	Std. Dev
The requirement of resource adequacy have a great impact on the performance of community policing project in Kisii County	3.50	1.44
Kisii County contribute directly to the increased costs of implementing the legislations which affect the performance of community policing project in Kisii County	4.56	1.89
Lack of resource affect the performance of community policing project in Kisii County.	4.07	1.58
The political prerogatives of ensuring democratic control or accountability of resource affect the performance of community policing project in Kisii County	3.80	1.34
Greater legitimacy for the police in Kisii County is mainly funded by the government.	3.07	1.38
There are specific police officers assigned to control the resource in community policing programme in Kisii County	4.06	1.37
Average of average	3.84	1.50

As per the results, it was found out that the requirement of adequacy have a great impact on the performance of community policing project in Kisii County with a mean of 3.50 with the standard deviation of 1.44. On whether Kisii County contribute directly to the increased costs of implementing the legislations which affect the performance of community policing project in Kisii County had a mean of 4.56 with a standard deviation of 1.89 which indicated that the respondents strongly agreed with the statement.

It was also found out that lack of resource affect the performance of community policing project in Kisii County with a mean of 4.07 and a standard deviation of 1.58 in accordance with Pelsler (2011) investigated the challenges of community policing in South Africa. The study found out that the key factors informing the policy were lack of resource, the political prerogatives of ensuring democratic control or accountability and through this, greater legitimacy for the police. The political prerogatives of ensuring democratic control or accountability of resource affect the performance of community policing project in Kisii County with a mean of 3.80 and a standard deviation of 1.34.

Finally, the respondents were not sure whether greater legitimacy for the police in Kisii County is mainly funded by the government with a mean of 3.07 and a standard deviation of 1.38. There are specific police officers assigned to control the resource in community policing programme in Kisii County with a mean of 4.06 and a standard deviation of 1.37 in line with Njiri, Ngari and Maina (2014) who concluded in his study that of the police officers were also informed about community policing operations.

The average mean of the statement was 3.84 showing that in general, respondents were in agreement with the statements. Therefore, adequacy of resources influenced performance of community policing projects. This finding concurs with Blandford (2014) who established that the requirements of the adequacy standards have impacted Ontario municipal police services and their respective service boards significantly.

5 Community Awareness

Below are several statements on the community awareness and the performance of community policing project. Respondents were requested to indicate the extent to which

they agree with each of the statements on a scale of 1-5 where: 1- Strongly disagrees, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree. The results are shown in Table 4.10

Table 4. 10: Community Awareness

Statement	Mean	Std. Dev
Residents in Kisii County are aware of community policing efforts in their neighborhoods.	4.06	1.79
Most residence in Kisii County participates in community policing efforts	3.61	1.36
Police awareness has a strong association the performance of community policing project in Kisii County	3.12	1.38
There is a wide spread of awareness of the opportunities for participation community policing project in Kisii County.	4.46	1.89
Average of average	3.81	1.61

The study found out that residents in Kisii County are aware of community policing efforts in their neighbourhoods with a mean of 4.06 and a standard deviation of 1.79. It was also established that most residence in Kisii County participates in community policing efforts with a mean of 3.61 and a standard deviation of 1.38 in accordance with Skogan (2015) who did a study on community participation and community policing. The study found that awareness of the opportunities for participation that the program provided was widespread, and was significantly higher in the prototype districts.

Respondents also were not whether police awareness has a strong association the performance of community policing project in Kisii County with a mean of 3.12 and a standard deviation of 1.38. Furthermore the respondents felt that There is a wide spread of awareness of the opportunities for participation community policing project in Kisii County with a mean of 4.46 and a standard deviation of 1.89.

The overall mean on the statements was 3.81 showing the respondents generally agreed on the statements on how awareness affected performance of community policing projects.

6 Community Trust In the Police Force

The study sought to establish how community trust in the police force would affect the performance of community policing project. The respondents were requested to indicate the extent to which they agree with each of the statements on a scale of 1-5 where: 1- Strongly disagrees, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree. The results are shown in Table 4.11

Table 4. 11: Community Trust In the Police Force

Statement	Mean	Std. Dev
The community have high level of honesty in the police in Kisii County	3.85	1.48
The community has high trust in the police in Kisii County.	4.12	1.96
Building and maintaining community trust is the cornerstone of successful policing and law enforcement in Kisii County.	3.08	1.57
The integrity of the police dictates the level of community trust in Kisii County.	4.09	1.86
Police share responsibility and decision-making with community improve the performance of community policing project in Kisii county.	3.11	1.36
Average of average	3.65	1.64

The study established that the community has high level of honesty in the police in Kisii County with a mean of 3.85 and a standard deviation of 1.48. However it was seen that the community has high trust in the police in Kisii County with a mean of 4.12 and a standard deviation of 1.96 which supports Goldsmith (2015) who did a study on building trust between the police and the citizens they serve. The study indicated that building and maintaining community trust is the cornerstone of successful policing and law enforcement.

On whether building and maintaining community trust is the cornerstone of successful policing and law enforcement in Kisii County had a mean of 3.08 and a standard deviation of 1.57 which indicated that the respondents agreed to a moderate extent with the statement. The respondents felt that the integrity of the police dictates the level of community trust in Kisii County which had a mean of 4.09 and a standard deviation of 1.86 in line with Mutuku (2013) who investigated the role of trust in effective community policing; the case of Ruai Township, Nairobi. The study found out that, the police and the community should share responsibility and decision-making as well as sustained commitment from both the police and community. Finally the respondents were not sure whether police share responsibility and decision-making with community improve the performance of community policing project in Kisii county with a mean of 3.11 and a standard deviation of 1.36.

7 Performance of Community Policing Project

The researcher identified several statements on performance of community policing project. Respondents were requested to indicate the extent to which they agree with each of the statements on a scale of 1-5 where: 1- Strongly disagrees, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree. The results are shown in Table 4.12

Table 4. 12: Performance of Community Policing Project

Statement	Mean	Std. Dev
We implement projects involving the community	4.12	1.64
Community policing improves security	3.70	1.58
We re-build trust between the police and the public	4.07	1.46

The study established that they implemented projects involving the community with a mean of 4.12 and a standard deviation of 1.44. Community policing improves security with a mean of 3.70 and a standard deviation of 1.58 and also that they re-build trust

between the police and the public which had a mean of 4.07 and a standard deviation of 1.46.

8 Correlation at analysis

Correlation analysis was conducted to establish the strength and direction between the study variables. The findings are indicated in Table 4.13.

Table 4. 13: Correlation at analysis

		Performance of community policing projects	Stakeholder involvement	Adequacy resources	Level of community awareness	Community trust
Performance of community policing projects	Pearson Correlation Sig. (2-tailed) N	1 497				
Stakeholder involvement	Pearson Correlation Sig. (2-tailed) N	.678 .000 497	1 497	.		
Adequacy resources	Pearson Correlation Sig. (2-tailed) N	.342 .000 497	.351 .000 497	1 497		
Level of community awareness	Pearson Correlation Sig. (2-tailed) N	.578 .000 497	.304 .000 497	.753 .000 497	1 497	
Community trust	Pearson Correlation Sig. (2-tailed) N	.559 .000 497	.973 .000 497	.474 .000 497	.424 .000 497	1 497

From the results, stake holder involvement had a Pearson correlation of 0.678 which equal to 67.8% and its p value was 0.000. Therefore stake holder involvement contributes

to Performance of community policing projects by 67.8% and this showed that there was a strong positive relationship between stake holder involvement and Performance of community policing projects. Since its p value was less than 0.05, this indicated that variable was significant to the study.

Adequacy resource had a Pearson correlation of 0.324 which is the same as 32.4%, the p value was 0.000 and therefore adequacy resources contributes to Performance of community policing projects by 32.4% and this indicated that there was a weak positive relationship between adequacy resources and Performance of community policing projects. However its p value was less than 0.05 which showed that the variable was significant to the study.

Level of community awareness had a Pearson correlation of 0.578 which is equivalent to 57.8% and the p value was 0.000. This showed that level of community awareness contributes to performance of community policing projects by 57.8% and therefore this indicated that there was a strong positive relationship between level of community awareness and performance of community policing projects and since its p value was less than 0.05, it shows that the variable was significant to the study.

Community trust in the policy force had a Pearson correlation of 0.559 which is equivalent to 55.9% and therefore it contributes to performance of community policing projects by 55.9% and thus it indicates that there was a strong positive relationship between community trust in police force and performance of community policing projects and since its p value was less than 0.05, the variable was significant to the study.

9 Regression Analysis

Regression analysis was carried out to evaluate the factors affecting the performance of community policing projects in Kisii County. The statistical package for social sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study. The findings are presented in the subsequent sections.

Table 4. 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.852	.851	.55933

Table 4.15 shows a model summary of regression analysis between four independent variables on the performance of community policing projects. The value of R was 0.923, the value of R square was 0.852 and the value of the adjusted R square was 0.851. From the findings 85.2% of change in performance of community policing projects was attributed to the four independent variables in the study (stake holder involvement, Level of community awareness, Adequacy resource and community trust in the police force).

Table 4. 15: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.241	.522		-2.378	.018
Stakeholder involvement	1.149	.090	-1.157	-12.726	.000
Adequacy resources	.781	.041	.538	18.882	.000
Level of community awareness	.264	.065	.112	4.094	.000
Community trust	.231	.085	.264	2.713	.007

$$Y = 8.241 + 1.149X_1 + 0.781X_2 + 0.264X_3 + X_4 \cdot 0.231$$

Where Y= performance of community policing projects X_1 = stake holder involvement X_2 = adequacy resources X_3 = level of community awareness X_4 = community trust in policy force.

From the findings of the regression analysis if all factors were held constant, performance of community policing projects would be at 8.241. An increase in Stakeholder involvement would lead to an increase in performance of community policing projects by 11.49%. An increase in adequacy resources would lead to an increase in performance of community policing projects 78.1%.

An increase in Level of community awareness would lead to an increase in performance of community policing projects by 26.4% an increase in community trust in the police force would lead to an increase in performance of community policing projects by 23.1%. All the variables were significant as the p-values were less than 0.05 which indicates that all the factors considered were statistically significant.

Base on the findings above, the study rejects all the null hypotheses. Therefore Stakeholder involvement in policing has significant effect on the performance of community policing project in Kisii County, resource availability on implementation has significant effect on performance of community policing project in Kisii County, community awareness on the project has significant effect on performance of community policing project in Kisii County and community trust in the police force has no significant effect on performance of community policing project in Kisii County.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

1 Introduction

The chapter provides the summary of the findings and it also gives the conclusions and recommendations of the study based on the objectives of the study. The conclusions and recommendations drawn were focused on addressing the objective of this study.

5.2 Summary of Findings

The summary findings of each specific objective of the study are presented in this subsection.

5.2.1 Stakeholder Involvement

The study found out that the participation of community in dealing with complex issues in Kisii County improved the performance of community policing project with a mean of 4.58 and a standard deviation of 1.67, all key stakeholders in community policing projects in Kisii County fully encouraged the implementation of the reforms with a mean of 4.11 and a standard deviation of 1.87 and that there is open engagement of the community in Kisii County which affected performance of community policing projects which had a mean of 3.52 and a standard deviation of 1.44.

5.2.2 Adequacy of Resources

The study established that Kisii County contribute directly to the increased costs of implementing the legislated standards which affected the performance of community policing project in Kisii County it had a mean of 4.56 with a standard deviation of 1.89

and that lack of resource affect the performance of community policing project in Kisii County with a mean of 4.07 and a standard deviation of 1.58.

The study further established that there are specific police officers assigned to control the resource in community policing programme in Kisii County with a mean of 4.06 and a standard deviation of 1.37 and that the political prerogatives of ensuring democratic control or accountability of resource affect the performance of community policing project in Kisii County which had a mean of 3.80 and a standard deviation of 1.34. Finally the study found out that the requirement of adequacy standards have a great impact on the performance of community policing project in Kisii County with a mean of 3.50 with the standard deviation of 1.44.

5.2.3 Level of Community Awareness

The study found out that there is a wide spread of awareness of the opportunities for participation in community policing project in Kisii County with a mean of 4.46 and a standard deviation of 1.89 and that residents in Kisii County are aware of community policing efforts in their neighbourhoods with a mean of 4.06 and a standard deviation of 1.79. However the study also established that most residence in Kisii County participates in community policing efforts as it had a mean of 3.61 and a standard deviation of 1.38.

5.2.4 Community Trust In the Police Force

The study established that the community has high trust in the police in Kisii County with a mean of 4.12 and a standard deviation of 1.96. However it was seen that the integrity of the police dictates the level of community trust in Kisii County which had a mean of 4.09

and a standard deviation of 1.86 and finally the community has high level of honesty in the police in Kisii County with a mean of 3.85 and a standard deviation of 1.48.

5.2.5 Performance of Community Policing Project

The study found out that they implemented projects involving the community with a mean of 4.12 and a standard deviation of 1.44 and they re-build trust between the police and the public which had a mean of 4.07 and a standard deviation of 1.46 and also community policing improves security with a mean of 3.70 and a standard deviation of 1.58.

2 Conclusions of the study

The study concludes that there was a strong positive relationship between stake holder involvement and Performance of community policing projects as the participation of community in dealing with complex issues in Kisii County improved the performance of community policing project, all key stakeholders in community policing projects in Kisii County fully encouraged the implementation of the reforms.

On adequacy of resources the study concludes that there was a weak positive relationship between adequacy resources and Performance of community policing projects where Kisii County contribute directly to the increased costs of implementing the legislation which affected the performance of community policing project in Kisii County, lack of resource affected the performance of community policing project in Kisii County and that there were specific police officers assigned to control the resource in community policing programme in Kisii County.

On the level of community awareness the study concludes that there was a strong positive relationship between level of community awareness and performance of community policing projects as there was a wide spread of awareness of the opportunities for participation community policing project in Kisii County, residents in Kisii County are aware of community policing efforts in their neighbourhoods and also most residence in Kisii County participates in community policing efforts.

However on community trust in the policy force the study concludes there was a strong positive relationship between community trust in policy force such that performance of community policing projects as the community had high trust in the police in Kisii County, the integrity of the police dictates the level of community trust in Kisii County and that the community has high level of honesty in the police in Kisii County.

3 Recommendations of the study

The study recommends that stake holder involvement has a positive influence on the performance of community policing project and therefore participation of community in dealing with complex issues should improved the performance of community policing project and also all key stakeholders in community policing projects in should fully encourage the implementation of the reforms.

The study however recommends that the county government should contribute directly to the increased costs of implementing the legislations which affects the performance of community policing project.

The study further recommends that there should be a wide spread of awareness of the opportunities for participation community policing project, residents in Counties should

be aware of community policing efforts in their neighbourhoods and also participate in community policing efforts.

Finally the study recommends that performance of community policing projects as the community should have high trust in the police, the integrity of the police should also dictate the level of community trust and the community should have a high level of honesty in the police.

5.5 Suggestion for Further Studies

This study suggests that other studies be conducted to find out to evaluate the factors affecting the performance of community policing projects. This will help to advice the community policing projects sectors on the way forward as far as alternative to expansion is concerned. The study also suggests that a study that covers a wide area is conducted. This study could cover the entire East African region

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

18thOctober, 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTORY LETTER – RESEARCH PROJECT

I am a graduate student in the School of Continuing and Distance Education at the University of Nairobi. In partial fulfillment of the requirements of the degree of Master of Arts in Project Planning and Management, I am conducting a research on ***‘DETERMINANTS OF PERFORMANCE OF COMMUNITY POLICING PROJECTS IN KISII COUNTY’***

I kindly request your input through filling this questionnaire. Please note that your honest responses will be strictly confidential and purely for academic purpose.

Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation

Sincerely,

KIPTOO ALBERT KIBET

Tel: +254 721227282

Email: kibalbert@yahoo.com akiptoo2@gmail.com

APPENDIX II: QUESTIONNAIRE FOR STAKEHOLDERS

DETERMINANTS OF PERFORMANCE OF COMMUNITY POLICING

PROJECTS IN KISII COUNTY

Please fill out the questionnaire in the spaces below. Kindly tick only one response.

SECTION A: GENERAL INFORMATION

1. Please indicate your gender:

Male Female

2. State your age bracket

20 - 29

30 - 39

40 – 49

Above 50

3. Level of Education:

Primary

Secondary

Tertiary level

University

Other (Specify)

4. What do you do for a living? _____

5. How long have you lived in Kisii County?

Below 5 years 6-10 years 11- 15 years

16-20 years 21 years and above

SECTION B: DETERMINANTS OF PERFORMANCE OF COMMUNITY

POLICING PROJECTS

PART I: STAKEHOLDER INVOLVEMENT

1. What is the main source of funding of community policing projects in Kisii

County?

G.O.K

CDF

County Government

Community

Donor/Sponsor

Others (Specify)

2. Have you taken part in community Policing Project in Kisii County?

Yes

No

If yes which project?

Sensitization

Building

3. What extent do you feel Money allocated for community policing projects in Kisii

County is adequate?

Small extent

Moderate extent

Large extent

Others (Specify)

4. Do you believe that stakeholders are fully involved in community policing projects in Kisii County?

Yes []

No []

5. How can you rate the implementation of community policing projects in Kisii County?

Fully achieved []

Partially achieved []

Not achieved []

6. Below are effects of stakeholder involvement on the performance of community policing project. Kindly indicate the extent to which you agree with each of the following statements Kindly use a scale of 1-5 where: 1- Strongly disagree, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
1. There is open engagement of the community in Kisii County which affects performance of community policing projects.					
2. All key stakeholders in community policing projects in Kisii county fully encourage the implementation of the reforms					
3. The participation of community in dealing with complex issues in Kisii County improves the performance of community policing project.					

7. Is there any effect of stakeholder involvement on the performance of community policing project in Kisii County?

PART 2: ADEQUACY RESOURCES

8. Below are effects of adequacy resource on the performance of community policing project. Kindly indicate the extent to which you agree with each of the following statements Kindly use a scale of 1-5 where: 1- Strongly disagree, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
1. the requirement of adequacy have a great impact on the performance of community policing project in Kisii County					
2. Kisii County contribute directly to the increased costs of implementing the legislations which affect the performance of community policing project in Kisii County					
3. Lack of resource affect the performance of community policing project in Kisii County.					
4. The political prerogatives of ensuring democratic control or accountability of resource affect the performance of community policing project in Kisii County					
5. Greater legitimacy for the police in Kisii County is mainly funded by the government.					
6. There are specific police officers assigned to control the resource in community policing programme in Kisii County					

9. Is there any effect of adequacy resource on the performance of community policing project in Kisii County?

PART 3: COMMUNITY AWARENESS

10. Below are the roles of community awareness in the performance of community policing project. Kindly indicate the extent to which you agree with each of the following statements Kindly use a scale of 1-5 where: 1- Strongly disagree, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
1. Residents in Kisii County are aware of community policing efforts in their neighbourhoods.					
2. Most residence in Kisii County participates in community policing efforts.					
3. Police awareness has a strong association the performance of community policing project in Kisii					

County					
4. There is a wide spread of awareness of the opportunities for participation community policing project in Kisii County.					

11. Is there any role of community awareness in the performance of community policing project in Kisii County?

PART 4: COMMUNITY TRUST IN THE POLICE FORCE

12. Below are the effects of community trust in the police force on the performance of community policing project. Kindly indicate the extent to which you agree with each of the following statements Kindly use a scale of 1-5 where: 1- Strongly disagree, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
1. The community have high level of honesty in the police in Kisii County.					
2. The community have high trust in the police in Kisii County.					
3. Building and maintaining community trust is the cornerstone of successful policing and law enforcement in Kisii County.					
4. The integrity of the police dictates the level of community trust in Kisii County.					
5. Police share responsibility and decision-making with community improve the performance of community policing project in Kisii county.					

13. Is there any effect of community trust in the police force on the performance of community policing project in Kisii County?

PART 5: Performance of Community Policing

13 Below is the performance of community policing project. Kindly indicate the extent to which you agree with each of the following statements Kindly use a scale of 1-5 where: 1- Strongly disagree, 2- Disagree, 3- not sure, 4- Agree, 5- Strongly agree.

Statement	1	2	3	4	5
We implement projects involving the community					
Community policing improves security					
We re-build trust between the police and the public					

APPENDIX III: WORK PLAN AND TIMEFRAME

Activity	April- July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017
Proposal development and submission for approval					
Commencement of study and Data collection					
Data Entry, Cleanup and analysis					
Report Writing					
Submission of thesis, final defense and marking					

APPENDIX IV: BUDGET

<u>NUMBER</u>	<u>ITEM</u>	<u>AMOUNT (SHs.)</u>
1.	Stationery	5,000.00
2.	Photocopying, Printing and Binding costs	14,500.00
3.	Internet and Browsing	8,000.00
4.	Transport	10,000.00
5.	Airtime/Phone calls	7,000.00
6.	Contingency costs	10,000.00
	TOTAL	50,500.00