

**DETERMINANTS INFLUENCING IMPLEMENTATION OF COMMUNITY
POLICING PROGRAMMES IN KENYA; CASE OF NAKURU NORTH
SUBCOUNTY, NAKURU COUNTY**

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DECLARATION AND APPROVAL

I hereby declare that this project is my original work and has not been presented for a degree of any other university.

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DEDICATION

I dedicate this project to my late dad Baru, my mother Christin, my sisters Nasha, Nasieku, Nashpai my brother Guma'di and my wife Caroline for their support.



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Special thanks to Almighty God for his sufficient mercy and grace for good health, confidence and throughout this whole process. I would like to express my sincere gratitude to my project supervisor Dr. Ruthwinnie Munene for her valuable guidance, patience and dedication from the beginning to the end of this research project..



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ABBREVIATIONS AND ACRONYMS

APS	-	Administration police service
DCI	-	Directorate of Criminal Investigation
IPOA	-	Independent Police Oversight Authority-Kenya
KFS	-	Kenya Forest Service
KNCHR	-	Kenya National Commission of Human Rights
KPS	-	Kenya police service
KWS	-	Kenya wildlife Service
NGAO's	-	National Government Administration Officials
NGO	-	Non Governmental Organization.
NPS	-	National Police Service
NPSC	-	Refers to the national police service commission.
SPSS	-	Statistical package for social sciences.
UK	-	United Kingdom.
USA	-	United States of America.
U. S	-	United States

ABSTRACT

The purpose of the study was to find out the factors affecting the implementation of local police programs: the case of Nakuru North sub county with the aim of proposing strategies that could improve the effectiveness of local police work. The objectives of the study were: to determine the level of community participation in community political decision-making; determines the composition of local police commissions based on gender, education, age and religion; to strengthen the attitudes of community members towards community policing; to determine the attitudes of security managers (police, county government) towards community policing; and to recommend strategies that could be used to improve community policing. The study used a mixed-methods survey design targeting all 136,917 residents of Nakuru North sub county , District Commissioners (DCs) and Police Stations (OCPDs), police officers in the study area and members of local police forums. Stratified random sampling was used to select 383 citizens, while purposive sampling was used to select 20 police officers, 10 local police committees, DC and OCPD. Data were collected through questionnaires and interview schedules. Before actual data collection, a pilot study was conducted with a small number of community members from Nakuru North sub-county . The pilot study provided an opportunity to discover and correct potential problems with the instruments. The data were both qualitative and quantitative. The collected quantitative data were coded and entered into the SPSS program for analysis. Qualitative data were arranged under themes according to the research objectives. The results of the data analysis were presented using frequency distribution tables. The study showed that the community was actively involved in local policing. Members of the Community Police Commission consist of security personnel, community members, religious leaders and community administrators, and a minority. The majority of the public and security personnel had a positive attitude toward the municipal police, and this positive attitude led to a good working relationship between the police and the public, which strengthened the municipal police program. The study concluded that initiatives should be launched to make municipal police more effective, such as ensuring the confidentiality of information, organizing regular meetings to discuss security issues and making the community aware of the importance of local police. The study recommends: the community should work with security chiefs to help improve and strengthen local policing; and committee members should make the community aware of the importance of local police, which can be achieved through regular meetings.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The progress of various economies around the world has created new trends in crime, ranging from serious life-threatening crimes to simple crimes, all of which have a negative impact on people's lives. The African continent was also not spared from the increase in crime. Crime patterns and trends have changed and governments have therefore proposed different mechanisms, policies and approaches to fight crime (Bell, 2019). The now famous community policing initiative was launched by the Kenyan government in 2002 through the then Ministry of Homeland Security as an approach to fighting crime. The initiative was officially launched in 2018.

1.1.1 Global Perspective

In the Roman Empire, police work was carried out by soldiers called legions. They protected the emperor, guarded the fires and kept order in the city of Rome and later in England. The Normans continued the Anglo-Saxon principle that after the conquest of England in 1066 AD. it was the duty of every man to keep the king's peace. Each person living in scattered villages in England was responsible for helping their neighbors and protecting the settlements from thieves and robbers (Siegel and Senna, 2017). According to the US Department of Justice (2016), positive communication naturally has several advantages: it tends to build familiarity, trust and confidence on both sides; they remind civil servants that most citizens respect and support them; they make the officer more aware of people and situations; they provide specific information for criminal investigation and problem solving; and they break the monotony of the motorized patrol.

The Los Angeles Police Department (LAPD) defines community policing as a guiding philosophy that strengthens the partnership between law enforcement and the people of all the communities it serves. It aims to protect and serve by expanding and strengthening our ability to reduce crime and the fear of crime. The US Department of Justice's Office of Community Policing (2017) also defines community policing as a partnership between law enforcement and the individuals and organizations they serve to develop solutions to problems and increase trust in the police.

Palmiotto (2020) notes that 1200 Before the end of the 19th century, the Normans established the office of constable, passing the Statute of Winchester in 1285. This law stated that it is the duty of every citizen to arrest a criminal. If the criminal was not caught in the act, the tone and cry had to be raised. Everyone had the duty to keep the king's peace. The soldier was assisted by guards who patrolled his office at night to help protect against robberies, fires and riots. In larger cities, such as London, the guards were organized into parishes and belonged to the congregation they protected. Urban expansion during the Industrial Revolution brought with it relative population growth, which also increased opportunities for crime, creating an unstable society for which the police system was ill-equipped. Crime prevention became the role of the police in the 19th century when Sir Robert Peel proposed a system whereby each community would be responsible for maintaining order in its area (Palmiotto, 2020). Peel's proposal to create a civilian paid police force was approved by the English Parliament in 1829 AD. Most police forces in the modern world are modeled after London's police force. In the United States, the NYPD was first established in 1845 AD. and largely borrowed from the London Police based at Scotland Yard (Wadman, 2009; Palmiotto, 2020). Professional policing was

developed in the 1920s in response to the failure of ineffective, corrupt, and brutal police systems around the world (Dobrin, 2016).

Professionalism distanced the police from the people they served. At the time, 2 believed that the police would deal with crime objectively and professionally if social distance was maintained. According to Dobrin (2016), that strategy failed because the police developed an "us" versus "them" mentality and subculture and had difficulty connecting with people other than their colleagues. This prevented them from obtaining the information needed to develop accurate criminal intelligence and the civilian cooperation needed to prevent and detect crimes (Amnesty International,2019). The Community Police is trying to improve the situation by promoting good relations between the police and citizens. In Japan, local police have established good cooperation between citizens and the police. Officers at the mini-stations, called kobans, know people in the area closely and their duties include not only helping people with crime but also everyday problems (Lindsey and Beach, 2020).In the United States, the National Center for Community Policing, founded in 1982, promoted neighborhood foot patrols (Morash and Ford 2020).

The emphasis on foot patrols was designed to get officers out of their patrol cars so they could interact with the public. Community policing has a geographic focus, emphasizing places rather than time and activities (Gordner, 2019). According to Murphy (as in Skogan, 2016), Canada's approach to community policing has been particularly conservative. The community is seen as a resource, support group and source of information rather than an authoritative body. Community policing is still police-led, and civilians are rarely involved in political or accountability issues.In

Ireland, Scheider, Matthew, Rowell, Tawandra, and Bezdikian (2018) report that perceptions of community policing have a strong positive effect on satisfaction with policing and crime prevention behaviors. However, citizens' perception of local police activities does not directly affect the level of fear. On the other hand, Skogan (2019) reports that people hold the police responsible for local crime, anxiety and fear. Nelson, McBride, O'Riordan and Smyth (2019) found in their research that young people who come into contact with the police often interact with them in environments and situations that promote hostility. This often leads to situations that can be adversarial in nature, with young people often having experiences with the police characterized by inappropriate behavior and negative emotions.

1.1.2 Regional Perspective on Community Policing

In Africa, the Egyptians recruited Nubians into their Medjay police almost 400 years ago and established a maritime police in 1430 AD. According to Saferworld (2018), Community-Based Policing (CBP) is an approach to policing that brings together police, civil society and local communities to develop local solutions to local security challenges. It helps improve community safety, reduce crime and the fear of crime, improve access to justice and create more peaceful communities. 'Community policing in South Africa is firmly rooted in its legal system. The first formal reference to community policing can be found in the Interim Constitution 200 of 1993. It was incorporated into the SAPS in 1994 through the South African Police Service Act (Ruteere and Pommeroll, 2018; Spuy and Rontsch, 2018).

The Act clarified the commitment of the CPF and the role of the Police 3 was to conduct community consultations in all local police stations and at the provincial level. These efforts have often been hampered by political factionalism and deep

distrust of the police, as well as the lack of resources, training and experience of many police officers (Adambo, 2016; Amnesty International, 2020). At times, the police found forums and negotiations too time-consuming and too lenient in relation to the increase in crime (Ruteere and Pommeroll, 2018). In Lesotho, civilian members of the CPC are allowed to do police work, including patrolling, but should not confront suspects without the police. However, they usually do not have proper supervision.

In Namibia, the police developed a neighborhood watch system of 20 houses in 1994-1995 to promote dialogue between the police and members of the local community (Amnesty International, 2020). In April 2004, the Nigerian Police Force launched the Community Policing Program to guide the Community Policing Plan (Spuy and Rontch, 2018). Since the 1980s, the Zimbabwean police have had at least one contact person in every police station. However, police-community relations have deteriorated sharply since the government encouraged militias made up of war veterans, supporters of the ruling party and unemployed youth to solve land problems.

In 2000, police prevented white Zimbabweans from participating in neighborhood watch programs. Community consultation has so far been weak, as many have avoided community encounters with the police for fear of being targeted for their political beliefs (Amnesty International, 2020). Community policing was established in Zambia under the Police Act 1999, and any community can establish a crime prevention and control association with the power to arrest suspects. The post-1994 government of Rwanda introduced community policing in 1995 to maintain social order. Genocide created an atmosphere of suspicion, fear and

mistrust that gave birth to the idea of community policing. Citizen participation and partnerships are created through the legal framework. Community policing is enshrined in the National Constitution, the Police Act and the Local Government Act (Mugambage, 2019).

Relations between the Nigerian police and citizens are largely characterized by suspicion, prejudice, mutual disrespect, conflict and violence (Alemika and Chukwuma, 2020). It was also established that without the cooperation of those under supervision, it will be very difficult for any police organization to achieve its goal of ensuring law and order. Community policing as a police model was introduced in Uganda at the end of the 1980s as a pilot project of the Old Kampala Police Station. Community Police Officers (CPOs) were identified, given bicycles and sent away beaten. It was largely led by the Kampala District Police Commander (DPC) with the assistance of British police officers who were in the country for training at the time. The initiative collapsed with the transfer of the DPC (Spuy and Rontsch, 2018). Tanzania has yet to adopt a Western form of community policing. It relies heavily on community self-policing groups that patrol without the police but may require police assistance. Self-governing systems such as Sungusungu provide informal social control through enhanced community control and are established through a legal framework (Spuy and Rontsch, 2018).

1.1.3 Local Perspective on Community Policing

In Kenya, the failure of traditional policing has come with some costs. The growth of vigilante groups operating outside the legal system is due to the fact that the state cannot ensure adequate security for its people (Ruteere and Pommeroll, 2018). Wairagu, Kamenju and Shingo (2018) acknowledge that as insecurity increases,

more and more people turn to private security firms because the government is unable to provide adequate security to its people. Community Policing was first launched as a pilot project in 1994 in Kayole Estate of BurnBurn Division. Other pilot projects established in 2002-2003 include: - Kariobangi, Kabiria, Baba Dogo, Ruai and Ziwani (Adambo, 2018).

The first police handbook on community policing was published in 1997. When the NARC board took office in 2003, a national consultation was launched, which concluded that the public wanted the police to be more responsive to community needs. Adopting the CBP approach is a vehicle for a police restructuring plan based on partnership, shared responsibility, greater transparency and accountability (Safer World, 2018). The King'ole system of the Akamba community in Kenya ensured that all members followed the values of the community, while the Kikuyu community was severely punished for violating the values. Community policing is defined as bringing police and citizens together to prevent crime and solve problems, with an emphasis on crime prevention rather than the traditional way police respond to crime after it occurs (Tillman, 2020).

Previous Kenyan governments are said to have used the police as a political tool since colonial times. Korean officials acknowledge that the Kenya Police Force (KPF) has a history of administrative policing and has expended considerable institutional energy to maintain the mandates of the four ruling parties. Waguma (2019) believes that the Kenyan police force was a creation of European masters with express mandates to run it from the Foreign Office in London. They used to implement the Crisis in 1952 and did not change much after independence. They changed their allegiance from white to black rulers, but the institution remained the

same. However, the reintroduction of multi-party politics in Kenya reduced the political dimension of policing and opened the force to greater criticism and publicity (Ruteere and Pommerole, 2018).

1.1.4 Community Policing Programme

Community policing emphasizes working with and for the community rather than community policing. It aims to improve the quality of life in communities. By improving the quality of life, the goal is to solve community problems together with the community and in a way defined by the community (Tilley, 2018). Every definition of community policing shares the idea that the police and the community must work together to define and develop solutions to problems (Sadd and Grinc, 2019). One reason for public participation is the belief that the police alone cannot create or maintain safe communities. They can help by starting voluntary local efforts to prevent disorder and crime; In this role, they complement community crime prevention efforts such as neighborhood watches, targeting, and youth and economic development programs. Community participation is also often justified by the increasing customer orientation of public services and the underlying political and social forces. The police are said to be aware of and respond to the different concerns of different communities by opening up to citizen input (Skogan, 2019).

Crime and insecurity in Nakuru County and Kenya as a whole has increased over the years (Ngugi, Kimenyi, Gakuru, 2018). The 2004 Economic Survey (Republic of Kenya, 2017) reports an increase in crime. In addition, concerns about crime and insecurity have been widely reported in the media and discussed in various forums, including Parliament. Ecotact (2019) reports that there is a lot of insecurity in Nakuru due to extensive informal settlement. Despite the government's efforts to

curb crime through special police units (such as Alfa Romeo) and the support for local police, this does not seem to have any real effect (Daily Nation, August 6, 2016). This requires efforts to improve crime control mechanisms, particularly through better community policing and police reforms. The Government of Kenya has adopted Community Policing Principles as a central part of its security sector reform (Provincial Policing and Internal Security 2019: 1).

Police reform is a critical issue not only for community safety and economic development, but also because there is a strong demand to reduce crime and improve policing. Since 2003, Safer mondo has developed and implemented the CBP program in Kenya in collaboration with local partner Peace Net. The purpose of the program is to improve relations between the police and communities and enable their cooperation to find solutions to community security problems. This has been achieved through inter-agency partnerships, community engagement and collaboration with key stakeholders including the Office of the President, the Kenya Police and the Administrative Police. However, there are still significant obstacles to implementing community policing in Kenya. Crime remains very high, corruption is widespread, and the police approach and actors are often politicized. Community members have lost faith in the police and see no need to help them eradicate crime. Against this backdrop, this study therefore seeks to identify factors influencing the implementation of a community policing program in Nakuru North sub county, Kenya.

1.2 Statement of the Problem

The concept of community policing first emerged in Kenya in 1999 and has now been embraced and promoted by NGOs and the business sector. This includes ideas like the police making more contact with communities and local community

members helping and alerting the police when there are problems on the ground. It was meant to improve relations between the community and the police, who were seen as corrupt, tough and saviors. A Safer World has identified several key challenges in community policing (Saferworld, 2018).

The first relates to the delay in the development and ratification of the National Community Policing Policy and related implementation guidelines and implementation plan. As a result, CBP's enforcement of the initiative was frustrated and officials and the public abandoned the initiative as a result. Second, the slow progress of wider reforms in the police sector has undermined police efforts and public expectations to ensure that offenders receive appropriate punishment. Third, capacity gaps, particularly in law enforcement agencies, have slowed CBP enforcement. While the capacity of police, government agencies and communities to implement CBP has been strengthened, much more is needed to support reforms. Fourth, frequent officer rotation weakened CBP enforcement. Officials are trained to participate in the reform process only to move on to other tasks. Fifth, CBP has resource constraints that prevent its effective enforcement. Although community expectations are high, CBP's work in Kenya is underfunded. In some places, reforms were therefore more extensive than deep and resources were dispersed. This led to fatigue and loss of momentum both nationally and locally. Although community policing is intended to be voluntary, members of CBP committees indicated that they should be paid a nominal participation fee (Republic of Kenya, 2019).

A study conducted by Kimilu (2018) in Nairobi Province found that the philosophy of community policing was not well understood by both the police and the public.

Another study by Kiprono (2017) in Kibera, Nairobi found that the implementation of community policing faced constraints such as the poor public image of the police force and mistrust between the public and the police. Kiprono recommended that further research be conducted to identify the reasons behind the low impact of community policing on crime reduction. KK Security Company's security manual dated September 3, 2019 paints a negative picture of Nakuru province. It is hoped that the factors studied can shed more light on whether community-based policing programs really work or whether it was just a buzzword for the police - PR. Community policing is a policing strategy that must not fail in the current climate of crime and insecurity. Hence the above indicates the reason for conducting this study., Kimilu (2018).

Despite the documented problems encountered in local police enforcement in Kenya, it is unclear whether these problems apply to all regions. Therefore, this study sought to identify factors affecting the effective implementation of a community policing program in Nakuru, Kenya. The purpose of this study was to determine how community participation in municipal police policy making, the composition of the local police commission, and the attitudes of community members and security personnel toward community policing affect the implementation of local police programs. (Kimilu, 2018).

1.3 Purpose of Study

The purpose of the study was to establish determinants influencing effective implementation of community policing programme in Nakuru North sub county, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives.

- i. To determine the influence of community participation on effective implementation of community policing programmes in Nakuru North sub county, Kenya.
- ii. To examine the influence of composition of community policing committee on effective implementation community policing programmes in Nakuru North sub county, Kenya.
- iii. To assess the influence of attitudes of members of the community on effective implementation community policing programmes in Nakuru North sub county, Kenya.
- iv. To establish the influence of attitudes of security officers on effective implementation community policing programmes in Nakuru sub county, Kenya.

1.5 Research Questions

- i. How does community participation influence effective implementation of community policing programmes in Nakuru North sub county, Kenya?
- ii. How does the composition of community policing committee influence effective implementation of community policing programmes in Nakuru North sub county, Kenya?
- iii. How does the attitudes of members of the community influence effective implementation of community policing programmes in Nakuru North sub county, Kenya?

- iv. How does the attitudes of security officers influence effective implementation of community policing programmes in Nakuru North sub county, Kenya?

1.6 Significance of the Study

The research findings of this study would inform policy makers as they develop a legal framework and policies to guide the implementation of community policing programs in Kenya. Law enforcement agencies such as the NPS, NGAO, KWS, KFS, KDF and county governments will find research findings relevant to the development of policies and strategies to make community policing initiatives successful. Research results help to understand people's feelings, attitudes and expectations about local policing initiatives and thus make informed judgments and decisions. This study will also help the Kenyan government plan and implement ongoing police reforms. The findings of this study can help government policy makers and police planners rethink their strategies to combat crime and insecurity. This research can help mobilize communities and empower them to identify and address concerns. This research can also help improve the local physical and social environment, increase positive attitudes towards the police and reduce fear of crime in the community. The police can benefit from improved police-community relations, a better community perception of police "legitimacy", and increased officer satisfaction with their jobs. In the long term, both citizens and the police can benefit from a reduction in the potential of policing - civil conflict, reduction of crime, better information exchange between the police and the community, and better implementation of crime prevention and control measures, as both parties implemented policing programs. This study also alleviates the confusion that has clouded community policing programs since their inception..

1.7 Scope of the Study

The study was conducted in Nakuru North sub county, Nakuru county. The district is suitable for research because recent police data shows that crime reports have increased in recent years. Although crime has generally increased in all parts of the country, Nakuru North sub county is of interest because it is a relatively new sub-district originating from the large Nakuru sub-county. It attracted new settlements and the population grew over the years. Commercial and residential investors have made the area teeming with a variety of people, from middle-income people living on gated lots to poor people living in slum-like settlements. This combination of people provided a clear scenario for understanding how they embrace community policing initiatives and the interactions between these social groups.

The research focused on identifying social initiatives aimed at reducing crime carried out by local residents in collaboration with other interest groups between 2017 and 2023. This helped paint a picture of the implementation of municipal policing as a means of containment. crime in other areas of the district because there are common social features in the social and economic arrangements of different states in Nakuru North sub county, Kenya. The study was conducted from January 2024 to July 2024.

1.8 Limitations of the Study

Due to time and resource constraints, it was not possible to examine the factors influencing the implementation of community policing across Kenya. To overcome the time constraint, the researcher designed a comprehensive questionnaire that mixed closed and open items to obtain as much information as possible from the respondents. Some of the interviewees expressed fear of being victimized by the

police or the public, but the researcher overcame this by assuring the respondents that the information they provided would be kept confidential and for academic purposes only.

1.9 Delimitations of the Study

Although there are several factors in running out of time, the study focused on only four factors; community participation, community police commission, attitudes of community members and attitudes of security personnel. The Nakuru North region was chosen as the target of the study because no such studies had been conducted in the area and it was linked to the above four objectives as guidelines for the research instruments.

1.10 Assumptions of the Study

The study was based on the following assumptions.

- i. That the study participants would be honest in their responses.
- ii. That community policing already exists in the municipality and that there are factors influencing its implementation.

1.11 Operation Definition of Key Terms

Attitude - a learned tendency to respond favorably or unfavorably to a particular task.

Challenge - An obstacle to achieving the goals and objectives of a given community policing initiative.

Community - a community is a group of families living in a relatively small area, where they have developed a more or less complete socio-cultural system, full of collective identification, with which they solve problems arising from the division of territory.

Community Policing Forum - Community Policing Forum (CPF) is a group of representatives of the police and various committees (local leaders, residents and community organizations) who come together to identify and solve problems in their area (Kenya Police).

Community policing is a philosophy and organizational strategy that promotes a partnership between people and the police, where they work together as equal partners to identify, prioritize and address safety issues such as crime, social and physical disorder. to improve the general quality of life in the region.

Participatory Community Policing - This is where the public participates or engages in solving safety problems such as crime, social and physical disorder with the goal of improving the overall quality of life in an area.

CHAPTER ONE

INTRODUCTION

2.1 Introduction

2.2 Empirical Review

2.2.1 Level of Community Participation in Community policing Decision-Making

Community participation as a concept focuses on the idea that involving stakeholders in decision-making about their communities and wider social issues brings significant social, economic and political benefits. The current research shows the need to promote community participation in local police decision-making. Tillman's (2000) study of the effectiveness of community policing in Los Angeles found that police empowered community-based organizations to provide community policing programs in their area. These organizations actively work with their precincts to inform residents and business owners about local police. They have a civic/business academy to educate the community about the department and involvement. (Commins, 2017).

A community organization and police visit neighborhoods once a month, knocking on doors and talking to residents. They ask the community to actively participate in solving quality of life issues that are important to the community. This builds trust in the community and the police. Since that operation, they have focused on auto theft prevention programs, personal safety training, narcotics, abandoned vehicles, environmental issues, neighborhood and business watches, security investigations, graffiti and all other related issues. (Skogan, 2016) Citizens participating in the program know their officials. They asked for and received bike patrols and officers from the local police. The community also knows its district leaders. They attend

monthly community meetings held in each area and the community has been involved in issues such as manpower allocation and crime mapping.

According to the Chicago Community Policing Evaluation Consortium (2019), Chicago began its community policing program in 1993. The city aggressively markets the local police force. "The survey showed that the level of awareness increased from 53 percent to 79 percent of adults who are aware of community policing. 61 percent are aware of community meetings and 28 percent have attended at least one meeting in the past year. Participants attend an average of four meetings a year. More than half of residents contacted the police half and 80 percent found that the police were helpful and treated them politely, and 70 percent were satisfied with the result. There is a joint citizen-police training program that provides training and education to citizens and links that training to departmental training. Educated citizens were more likely to participate in problem solving." Similarly, Ronald and Kenneth (2019) examined citizen participation in crime prevention in Detroit. More than 78 percent had not attended community meetings about crime or improving safety in the past year. Equally many had not been members of neighborhood or community groups (Rotimi, 2021), Wambugha (2018) investigated how community policing principles were implemented in a nomadic community.

The findings addressed implementation issues, including a lack of common purpose between the various central coordinating bodies for community policing for security personnel. Community policing was found not to enhance security within and between communities in West Pokot District. Skogan (2016) clearly emphasizes the importance of partnership in community policy. He suggests that community involvement is an important part of policing by developing partnerships with

community groups; It gives the police an opportunity to build relationships with the community. From these relationships, the police can gather information that allows them to use a problem-solving approach to solving community problems. Ikuteyijo (2019) reports that community partnership in policing has many benefits and promises that if implemented well, communities will get the peace and security they need. This can lead to more effective policing, where the police do their job better and in a safer environment without suspicion or risk. It also increases mutual respect between the police and the community residents when they see each other in the right light and as partners in development. It also leads to faster solving of crimes because community members are happy to provide information to the police without suspecting revenge attacks by criminal gangs. Overall, community partnership in policing leads to a safer community for all and sundry. Similarly, Esonu and Kavanamur (2019) found that the engagement of local community stakeholders in Papua New Guinea was critical to successful community development reform in service delivery. As such, community members seek to be involved in community development projects.

Saferworld (2018) reports that one of the key factors contributing to the success of the community-based approach in Kibera is the extent to which stakeholders worked together to create a sense of shared ownership and commitment across the community. Many stakeholders from the Administrative Police, Kenya Police, County Government, businesses and residents actively participated in every phase of the program and built a strong partnership. This enabled the successful deployment of CBP in Kibera. Information sharing between communities and the police has helped the police take action to prevent crime and insecurity. Information boxes called "Toa Habari kwa Polisi" (Volunteer Information to the Police) allow

people to confidentially provide information to the police to prevent and reduce crime. (Rotimi, (2021).

2.2.2 Composition of Community Policing Committees

There are no generally accepted guidelines for the composition of community policing committees. The contextual question of what constitutes a “community” involved in community policing depends on community dynamics and identity (religious, ethnic, gender) and partly on service (Commins, 2017). It is important to consider balancing such internal dynamics and identities when forming community policing committees to gain community support for the program. Minorities, women, disabled people and young people should be considered. As Harvey et al (2022) note, it is very important to ensure that minority groups, disadvantaged groups and poorer groups in the community are not excluded and that women, men and children are defined in consultation processes. Gender is based on sex, but it has more to do with socially constructed differences in work, dress, behavior, expectations, etc. than purely biological differences. Gender differences can be divided into three categories: a) different needs and priorities; (b) differences of power and vulnerability; and c) shares or share issues (Smout et.al 2020). Gender mainstreaming is about men, women, boys and girls and their needs, priorities, vulnerabilities and strengths. People with physical and mental disabilities can often be overlooked in many emergency situations. They are the most vulnerable in most societies and are often unable to articulate their needs and priorities. Therefore, if possible, special attention should be paid to them (Harvey et al., 2022).

In Rwanda, Community Policing (2017) states that the Rwanda National Police is committed to working closely with the community. This would improve the

working ability of the police, but it would also involve people, who would then live happier and carefree lives because they would be in control of the situation. Planning and implementing local police programs and initiatives was a prerequisite for realizing their vision, mission and goals. The community had to mutually provide information about crime to the police to help them address security concerns. To achieve the above, the Local Police Department (2017) recommended strengthening existing cooperation with stakeholders and partners both nationally and internationally. (Saferworld, 2018) Community Police Commissions (CPC) would be easy to establish, as existing governance structures reach the lowest basic level. It is the president of the commission at the district level, the District Police Chief (DPC), the provincial and Kigali city levels; Regional Police Chief (RPC) reports on community police committees are analyzed at various administrative levels.

Esonu and Kavanamur (2019).Members of the Community Police Committees would be at the village (Umudugudu) and cell (Akagali). At the sector level (Umurenge), the Community Liaison Officer (CLO) acts as the coordinator. From the additional station of the regional police (2017), it was revealed that at the village level, the committee included: the village administrator (chairman), the security officer (secretary) and three other persons elected by the village advisory committee. The members of the committee at the cell level are: the executive secretary (president) of the cell; Heads of Community Police Committees (CPCs) of all the villages under the cell; The person responsible for the young person in the cell; The person responsible for sexual matters in the cell; Security is the responsibility of all the people in the villages within the cell; Local Defense Unit (LDU) leader in a cell.

(Kynch 2019) Guidelines for Community Policing (Ministry of Provincial Government and Homeland Security [MoS-PAIS], 2019) are clear about the composition of the membership, which includes: community representatives working on peace issues, civil society organizations organizing peace programs in the region, women, youth (both men and women), disabled people, the private sector and any other institutions, organizations or bodies that can be useful in the peace process. However, Wambugha (2018) in her research on pastoralist community policing found that there was complete silence from respondents and documents on policing of women and other special interest groups among the Pokot.

The social process described power relations (Kynch 2019) reserved for women and men in households and the public sphere. Since security issues are at the core of decision-making and in the public arena, this may explain why local police forces were found to have structured themselves as a male-dominated club in that area. During colonial rule, police and security companies selected people based on height and build. Such a standard still remains for the police. Historically, it stems from colonial and post-colonial governments that did not require police forces to be trained beyond primary school. It was also due to the urgent need to recruit more policemen during the state of emergency caused by the Mau Mau rebellion of 1951-1960. During this time, sworn Kikuyu rebels tried to force white settlers out of Kenya. The police force now employs school and high school students (Mkutu and Kizito, 2017).

Implementation of community-based policing included police and community training and capacity building, development of national community policing policy,

strategic planning and piloting of community policing at the local level. Community policing pilot programs included community safety/information centers (locally christened “police booths”) and support for local partnership initiatives (Saferworld, 2018). Despite efforts to introduce and publicize community policing, mistrust and mistrust between police and communities hinder police-community relations (Saferworld, 2018). The rationale for citizen input is that law-abiding people deserve to participate in police processes, but instead participate and support the idea of community policing (Skogan, 2016).

Community policing isn't just about community involvement, it's about the best way to respond to community concerns. Communities define their own problems, which the police then take seriously, even if the problems they define differ from the priorities of the police. Local police commissions are made up of members of the local community, representatives of state agencies, law enforcement agencies and other interest groups. The commissions are owned and managed by the local community. Members must be persons of high moral standards, honest and a person who respects humanity and the rule of law. For fair representation, representatives of the committees should also include young people, disabled people and women. The duties of these commissions range from ensuring social order, crime prevention and reporting strategies, building strong community bonds, and protecting specific social interests for the well-being of the community. (Skogan, 2016). Local police commissions should consist of three members of the public, one representative of each religion in the area, one representative of business, one representative of county government, one representative of youth and women, one civil servant and a representative of all law enforcement agencies in the jurisdiction. The presidents of the clusters form a subcommittee, and the presidents of the subcommittee are the

members of the local police committee, the same members of the parish committees, which are led by the official of the National Assembly responsible for the region. . All information, concerns and suggestions will be sent to a higher committee until the problem is resolved. Those who reach the higher levels are very interesting (National Task Force on Community Policing, 2015).



Figure 1: Operational Structure of Community policing in Kenya.

Source: (Government of Kenya Publication, 2018)

2.2.3 Attitudes of Members of the Community towards Community Policing of Community Policing Committees

Using a survey of twelve cities, Scheider et al (2018) examined the relationship between citizens' perceptions of policing and fear of crime, including other factors such as satisfaction with the police and citizens' crime prevention behaviors.

Perceptions of community policing have been found to have a strong positive effect on police satisfaction and crime prevention. However, citizens' perception of local police activities does not directly affect the level of fear. In half of the cities studied, crime prevention behavior had a positive (not negative) relationship with fear of crime.

Generally, most people have a positive view of the police (Miller, 2017). However, researchers have found that race and socioeconomic status are positively correlated with perceptions of the police. An important research question would be whether the same individuals rate the police highly after a formal encounter with the police, especially during non-routine stops. It is interesting to note that there is not necessarily a positive correlation between positive or negative police encounters and their impact on the respective citizens' perceptions of the police (Schafer, 2018).

A citizen who had a bad encounter with the police has a more negative general perception of the police. However, the positive meeting does little to improve the citizens' perception of the police. Many people accuse the police of being rude (Carter, 2020). Sometimes it is justified and sometimes not. In any case, it is considered unprofessional and as such tends to tarnish the image of the police. It is often inappropriate, for example, when a citizen simply makes a request or seeks help with something. When officers mindlessly bark orders at a citizen, it is considered rude. Many police officers display an authoritarian attitude (Carter, 2020).

It may be a somewhat romantic notion that the community wants to adopt community policing methods. For some, community members are hesitant to seek

and develop sustainable partnerships with law enforcement (Long, Wells, & Leon-Granados, 2018), and communication barriers can often hinder the success of community policing, especially in minority and special needs areas. need groups (Schneider 2019).Relations between the police and citizens in Nigeria are largely characterized by suspicion, prejudice, mutual disrespect, conflict and violence (Alemika and Chukwuma, 2020).

It was also established that without the cooperation of those under supervision, it will be very difficult for any police organization to achieve its goal of ensuring law and order. So in order to solve this problem, there must be a cordial relationship between the police and the citizens, but there must also be a working partnership between them so that the laudable goals are accomplished. Several initiatives have shown positive improvements in police-community relations and community understanding of the police (Skogan and Steiner, 2018). For example, the Chicago Alternative Policing Strategy (CAPS) in America and the National Reassurance Policing Program (NRPP) in the UK have shown positive improvements in community perceptions of the police.

2.2.3 Attitudes of Security officers Towards Community Policing

Rosenberg, Sigler and Lewis (2018) examined police officers' attitudes toward community policing in the Racine, Wisconsin Police Department over a 19-month period. Senior commanders and sergeants answered the survey. Their study found that patrol officers and investigators had less favorable attitudes toward community policing concepts, programming, substation decentralization, and the community policing unit than did the chief and, in some cases, sergeants. Additional results indicated that both patrolmen and investigators showed strained relationships with

superiors and were more supportive of a decentralized organizational structure than sergeants and senior leadership.

Chiliza (2018) conducted a study on perceptions of police accountability in the Durban North Police District. The research used a quantitative approach. A questionnaire consisting of structured questions based on the functions and processes of the Community Policing Forum (CPF) was used to collect data. The results reveal disagreements between the police and the community regarding certain aspects of the operation and processes of police forums. Further analysis revealed that community and police agreement on the functions and processes of community policing forums is necessary to democratize policing and implement effective crime prevention. While police leadership in community action may be needed and may be sought by members, there are some less obvious barriers to implementing community policing.

The police may also be reluctant to prioritize community policing (Segrave and Ratcliffe 2018) because they perceive community policing to be different from other policing, reinforcing the perception that it is not 'real' policing. Strong anecdotal evidence indicates that community policing has a positive impact on policing through increased job satisfaction and increased engagement with and trust in the community (Mayhill, 2016; Patterson, 2017). Mayhill (2016) argues that community policing "embeds" officers in the community where they better understand local situations and promote a positive image of the police. This allows officers to have positive community and police experiences and contacts, which is said to increase police morale by encouraging a supportive and welcoming community (Palmiotto, 2020).

2.2.4 Strategies Employed to Improve Effectiveness of Community Policing

Huma (2019) explored the background of community-based approaches; and key issues, challenges and considerations in designing and implementing such approaches. The results show that knowledge of local power relations, especially between actors in conflict, is essential for designing systems that protect against elite capture. Capacity building was particularly needed in conflict-ridden environments to connect communities and autonomous institutions. Further analysis showed that realistic, adaptable and achievable goals increase the probability of success for community-led development (CDD) in conflict-affected contexts. State-society relations could be established and improved by creating institutions that involve community members in decision-making. Long-term financial strategies should be developed as early as possible to ensure long-term sustainability.

Wambugha (2018), writing about community policing in West Pokot District, suggested that for community policing to be fully functional, wakasa (elders), ngoroko (Mora) and especially women must be part of any successful community policing strategy. area Local policing had to develop an alternative approach to a broader understanding of security, where police activities were not limited to assisting local communities in combating criminal insecurity. In its report on the implementation of community policing in Kenya, Saferworld (2018) noted that when community-based policing was initiated in Kenya, one of the main challenges was the limited capacity of various stakeholders to implement it. Partnerships between the Office of the President, Saferworld, the Kenya Police Training College, the Kenya Administrative Institute and the Administrative Police Training College led to the development of the CBP training curriculum. The curriculum was launched in February 2004, followed by cascading training for police and civil

society groups. Training was central to expanding understanding of CBP and enabling its implementation (Saferworld, 2018).

The training curriculum includes modules that include Introduction to CBP, Legal Framework and Human Rights, Society and CBP, Strategic Management, Crime Prevention and Reduction, and Partnership Policing. Great attention is given to changing organizational culture, individual behavior and attitudes. Based on this, Saferworld, PeaceNet, Kenya Police, Administrative Police and representatives from pilot sites developed standard CBP training materials for community and police training (Saferworld, 2016). As of 2016, the Kenya Police had 40 Executive Police Officers, 40 District Commissioners, 120 District Officers and 60 Kenya Police Division Commanders trained by CBP. A total of 80 community and civil society representatives were also trained as trainers, who in turn trained several CBP police and citizen representatives. Each of Kenya's eight provinces now has a core team of three trainers (one from the Kenya Police, one from the Administrative Police and one from civil society) responsible for coordinating the training in their area. Despite this, there is still a need for technical assistance and training to support police organizational changes and development plans (Saferworld, 2018).

This goes some way to overcoming institutional and individual resistance to change. The concept of volunteer work must be born in local communities. Unlike in the past, the public should be encouraged to provide free information. Communities should understand that the reward for sharing information is a safer community. For long-term success, it is important that CBP approaches respond to local needs (Saferworld, 2018). Future work to support CBP in Kenya can go beyond current efforts by adapting activities to the specific security, expectations

and culture of specific communities. The existence of traditional legal mechanisms should be incorporated into programming and should not be ignored. Cordner (2019) suggests that there are several mechanisms to achieve community engagement, including systematic and regular community surveys, community meetings and advisory groups and business meetings.

Skogan and Hartnett (2018) suggest that the public have a lot to say to the police and appreciate the opportunity to make their voices heard. However, Reno, Marcus, Leary, and Travis (2019) warn that the type of neighborhood determines whether a community can handle its problems well. For example, when a community has greater social capacity, they are more likely to address their problems and participate in organized meetings than those without such investments. To ensure broad community participation, it may be necessary to adopt different engagement techniques, such as the National Reassurance Policing Program (NRPP) in the UK. The NRPP went beyond public meetings to reach the community through street meetings, door knocking and speak out days (Tuffin, Morris and Poole (2016).

2.4 Theoretical Framework

A theory is a statement about a phenomenon that can be proven true or false. All empirical research must be grounded and theory-based (Singleton, Straits, Straits, & McAllister, 2019). This study is based on contingency theory, Labeling theory, broken window theory and defensible Space Theory.

2.4.1 Contingency Theory

Some of the foundations of pre-theory can help understand key issues in implementing effective community policing programs. Lawrence and Lorsch first proposed the term contingency theory in 1967 in their publication Organization and

Environment. The authors showed in their empirical study that "different environments make different demands on organizations". They particularly emphasized environments characterized by uncertainty and rapid changes in market conditions and technological areas, because such environments present different requirements, both positive and negative, than relatively stable environments. Although contingency theory has been widely developed over the years, the general guiding hypothesis of the theory suggests that design decisions depend on environmental conditions, meaning that organizations must match their internal characteristics and environmental requirements to achieve the best fit . . In other words, "the driving force behind organizational change is the external environment, specifically the task environment that the organization encounters" (Scott, 2020).

Scott, (2020) presents three assumptions behind contingency theory that can be used to solve problems encountered in the implementation of local policing programs: there is no single best way to organize, any way to organize is not equally effective, the best way . organizing depends on the nature of the environment in which the organization joins. The first assumption challenges the traditional view that certain general rules and principles can be applied to organizations at any time and in any place. In local policing, it is often assumed that municipal police have certain guidelines necessary for an effective community policing program. It can be applied to key concepts of community policing, such as increasing cooperation between the police and the public and promoting public participation in law enforcement. However, a common misconception is that all program instructions and procedures can be applied uniformly regardless of time and place.

Scott (2020) argues that the second premise challenges the conventional wisdom of early economists that organizational structure is unimportant to organizational performance. Today, it is generally believed that organizational form is related to organizational performance. However, the importance of organizational structure in community policing is often overlooked 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, 2020).

Adams, Rohe, and Arcury (2019) suggest that community-based policing requires two fundamental changes: the first is to move the resources of the police organization away from crime control. That means more street patrols and problem-solving efforts, and more freedom for officers. Second, there are changes in police behavior and expectations. The third assumption is particularly important because it explains most of the factors that cause problems in the implementation and enforcement of community policing programs. As Scott emphasized, organizations are only as successful as they can adapt to their environment. When implementing a local policing program, environmental and community characteristics are often not taken into account, which is a serious threat to the success of the program. Scott (2020).

Wilson (2018) compares contingency theory and institutional theory to explain the nature of the relationship between community policing organizations and their environment. While institutional theory suggests that the structure and operations of organizations are responses to the institutional environment, contingency theory suggests that the organization's task environment (such as size and age, technology, and community characteristics) determines its structure and operation. Thus, the

contingency theory approach to community policing suggests that police departments can engage in community policing as long as it helps them manage and accomplish their mission.

2.4.2 Labeling Theory

According to labeling theory, people become criminals when significant members of society label them as such and accept them as a personal identity (Siegel, 2017). The theory has its roots in the work of W. I. Thomas, who wrote, "When people define situations as real, they are real in their consequences." . Once set, the label will stick. It is difficult for an ex-offender to recover from the label. Another proponent of the theory is Edwin Lemert (1972), who shifted the focus from the individual criminal to the social process of labeling a person as a criminal and the consequences of such labeling for the individual (as in Tischler, 2018). Criminals are individuals whom society chooses to label as outcasts or deviants because they have violated such social rules (Siegel and Senna, 2017).

Three types of criminal behavior have been identified. The primary is the actual violation of the law, the secondary is the behavior that results from being labeled as a criminal, and the third is when the criminal fully embraces the role but rejects the stigma (Andersen and Taylor, 2020). Research shows that children who perform poorly in school lack educational motivation, feel alienated, and are more likely to engage in delinquency (Siegel, 2017). When such children are negatively stigmatized, they develop negative attitudes and can easily become involved in crime. Street 37 children in Kenya are usually considered a social threat and this fact can lead them to terrorize other people, upsetting community policing. Labeling theory assumes that good or bad people are driven by the reactions of others. The reaction of others is the

most important factor in understanding how crime both occurs and persists. Research shows that many school dropouts, especially those who have been expelled, have a significant chance of entering a criminal career (Komblum and Carolyn, 2018).

Society has branded the police as a negative attitude. It reinforces and defines the way they behave and act against community policing when active partnership is required. This attitude causes them to misbehave with the public and stay away from the problems of the community they serve. For community policing to be successful, changing attitudes is not an option, but a necessity. The police must see themselves as part of the community they serve. A positive community brand of the police can help radically reduce crime in local police, reduce the workload of the local police commission and keep the community safe. Acquired stigma is extremely difficult to remove and the stigmatized person tends to behave as expected (Komblum and Carolyn, 2018).

Behavior is shaped by interactions between people in a community. Community policing encourages communication, building trust and partnership between the public and security agencies to control crime (OOP, 2019). Community policing is seen as a good strategy, especially in areas where it has significantly reduced crime. This confirmation strengthens the bond between implementing partners. In such places, it receives a lot of support from both the police and society. Interactionists, like conflict theorists, suggest that behavior is prohibited if it offends people who maintain the social, economic and political power necessary to satisfy the law's own interests or needs. Community policing works best when law enforcement agencies work closely with the public to eliminate opportunities for crime. At some point the criminal, if not caught or marked, can return to a normal lifestyle, causing little harm.

Because of the harm it causes, interactionists believe that society should intervene as little as possible in the lives of offenders so that they are not stigmatized and stigmatized (Siegel, 2017).

Community policing recommends arrest as a last resort. In local policing, the police play the role of community organizer and mobilizer. The community usually agrees on how it should be controlled. Labeling as a theory is important because it recognizes that people's judgments about allegedly criminal behavior have powerful social effects. However, the theory has been criticized for not explaining why crime occurs in the first place because it does not shed light on the reasons for crime. It also does not explain why law enforcement agencies define some activities as crimes but not others. It ignores cases where the stigmatization process might prevent a person from committing future crimes and treats the criminal as a misunderstood individual who wants to be accepted as a law-abiding citizen. Labels are also criticized for not always being supported by empirical evidence. In some cases, people can use stickers to change their behavior. For example, knowing how someone else has been punished can prevent the commission of a crime (Siegel, 2017; Komblum and Carolyn, 2018).

2.4.3 The Broken Window Theory

Wilson and Kelling (1982) supported this theory. They argued that if not taken seriously and acted upon in the community, small riots can escalate to levels that can cause enormous human suffering. The theory shows the influence of urban disorder and vandalism like promoters of crime and other antisocial behavior. This can reduce fear of crime, informal social control (formation of informal police groups) and crime growth. According to Taylor (2019), this theory contributed to the development of community policing and was adopted by the police in formulating their policies. The

theory calls for intervention in social disorders when they occur to prevent crime from increasing and escalating.

2.4.4 The Defensible Space Theory

This theory examines how the design of physical space relates to crime. The theory predicts that people living in a certain area would be more vulnerable to criminal attacks if compounds and their surroundings are poorly guarded. Theories listed include sociological theories that explain the emergence and escalation of crime in neighborhoods and can be applied to the development of municipal police training manuals for police officers and other local police stakeholders. (Tischler 2018) These theories were written by Shaw and McKay, who recognized that fragmented areas characterized by different values and multi-ethnic populations lead to crime. People at the lowest level economically develop a unique value system to compensate for inadequacies in satisfying their security needs (Siegel, 2020).

2.5 Conceptual Framework

The purpose of the study is to determine the factors affecting the effective implementation of a community policing program in Nakuru North sub county Kenya. The dependent variable of the study is the effective implementation of community policing programs, while the independent variables are community participation in community policing decision-making, community policing committee composition, the attitudes of community members towards community policing, and the attitudes of security personnel. to community policing. Figure 1 schematically presents the conceptual framework.

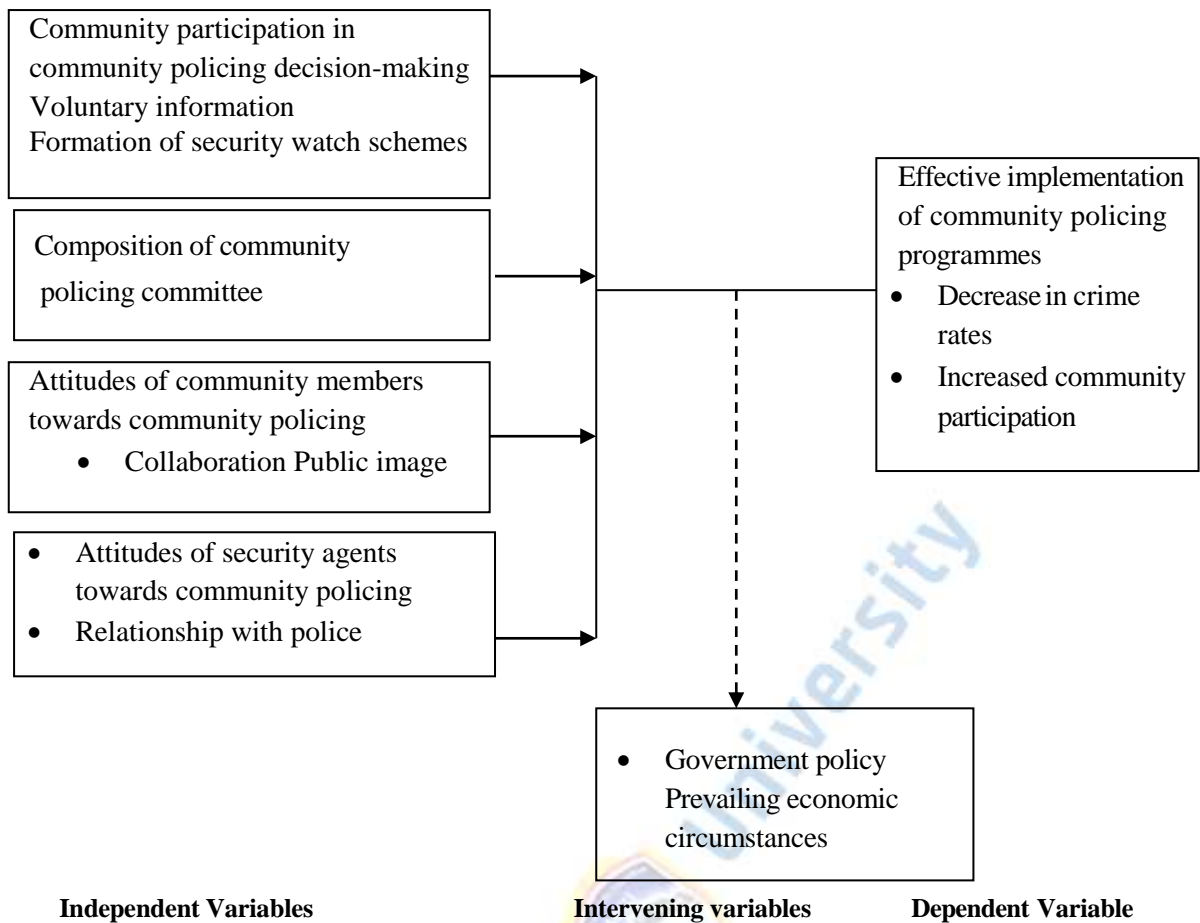


Figure 2: Conceptual Framework

Source Researcher (2024)

The study confirms that effective implementation of community policing programs can only occur when community members participate in municipal police decision-making, when the municipal police committee includes representatives from all community members, and when community members cooperate with security. the police have a positive attitude towards the local police. However, all these factors depend on government policies and economic conditions prevailing in the country.

2.6 Recap of Literature Review

Community policing is a proactive rather than reactive approach to crime and insecurity. It is participatory in nature when community members, along with other interest groups, consciously cooperate with the police. Community policing as a

policing strategy has gained momentum around the world as countries try to deal with everyday problems such as rising food prices and poverty, all of which have an impact on crime. Implementing community policing is not easy because it requires reforming police organizations organized along traditional military lines. Community policing works best where junior officers can exercise their discretion in addition to parental orders. Therefore, it was opposed both inside and outside the police stations. Community policing involves a lot of attitude change. All stakeholders, especially the police and community members, must change their attitudes towards each other. Strong partnerships and collaboration cannot occur when police-community relations are sour. The police must see themselves as part of the community they serve. Corruption, police harassment and extrajudicial killings that lead to fear of the police must be addressed. Community members must also have a positive attitude towards the police and understand that the police are there to serve them. The hostility of community members to law enforcement at work must be a thing of the past.

The literature reviewed demonstrated a theoretical rationale for community policing, with an emphasis on situational theory and etiquette theory, used to address problems encountered in the implementation of community policing programs. Based on the review, it became clear that there is no best way to organize community policing activities, each organizational method is not necessarily equally effective, and the best organizational method depends on the nature of the environment in which to organize police activities. The literature also sheds light on community participation in community policing decision-making and highlights the benefits of community participation in successful programs such as the Chicago Community Policing Evaluation Consortium (2019). The literature also draws

attention to the need to pay attention to the composition of local police commissions from the point of view of the success of the program.

Scholars such as Skogan (2016) and Saferworld (2018) call for broad coverage of citizen input so that the program can engage local people. The literature on the attitudes of community members and security personnel towards community policing was also studied. This shows that perceptions of community policing have a strong positive effect on satisfaction with the police and crime prevention behaviors. Attitudes also determine how much citizens and security officials support community policing programs (Scheider et al, 2018). Finally, strategies that have been used to improve community policing are highlighted. Most studies on community policing have been conducted outside of Kenya, such as in South Africa (Chiliza, 2018), the United States (Rosenberg, Sigler, & Lewis, 2018), Nigeria (Alemika & Chukwuma, 2020), and Rwanda (Department of Community Policing), 2017). Wambugha's (2018) study in Kenya was a case study of West Pokot District, a pastoralist community. Therefore, it is not clear which factors influence the implementation of community policing programs in urban Kenya. Therefore, this study sought to identify factors influencing the implementation of a community policing program in Nakuru North sub county, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures used to conduct the research, including research design, focus group, sampling and sampling procedures, data collection methods, and data analysis.

3.2 Research Design

The study used a descriptive research design to determine factors affecting the effective implementation of a community policing program in Nakuru North sub county, Kenya. According to Kothari (2017), probing describes, records, analyzes and reports existing or existing conditions. Kerlinger (2019) argues that the survey method is widely used to evaluate current practices and base decisions on obtaining useful information. This design was considered appropriate because it allowed the researcher to collect and analyze data from various respondents from the Regional Commissioners, Inspectorate Police Department, Police Officers, Local Police Committee members and members of the public. The design allowed the researcher to examine factors influencing the effective implementation of community policing programs without manipulating migrants. (Creswell, 2018).

3.3 Target Population

The target population is defined as the population in which the researcher participates. want to generalize the results of their research (Mugenda and Mugenda, 2003). Borg and Gall (1989) define the target group as all members of a real or hypothetical group of people, events or objects to which we wish to generalize the results of our research. This study targeted residents of Nakuru North

sub county, police officers, members of local police forums, District Commissioner (DC) and Police Department (OCPD). According to the 2009 census, Nakuru North sub county has a population of 130,917, of which 68,408 are males and 68,519 are females (Kenya National Bureau of Statistics, 2010).

3.4 Sample Size and Sampling Methods

The target group of the study was all 130,917 residents of Nakuru North sub county. A representative sample was determined from this population using the formula of Krejcie and Morgan (1970), which is used to calculate the sample size of a given finite population (P) such that the sample was within plus or minus 0.05. with a 95 percent confidence level. This formula is shown below.

$$s = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

Where:

X^2 = table value of Chi-Square for 1 degree of freedom at the desired confidence level (in this case 3.84)

N = the population size, in this case 130,917

P = the population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d – the degree of accuracy expressed as a proportion (0.05)

Calculating the desired sample size using this formula gives a minimum number of 383 respondents that should be selected from a pool of 130,917 people. As such, the researcher selected at least 383 members of the public from Nakuru North sub county. This sample was selected using stratified sampling to ensure

representativeness of all socio-economic groups in the municipality. Residents were divided into three categories based on residential areas – high income, middle income and low income. This increased the homogeneity of the study because it emphasizes the homogeneity of each review. According to the Kenya Demographic Health Survey (KDHS, 2019), the legal distribution of household is classified into five wealth levels (quintiles), with 20% falling in the lowest quintile, 20% in the second lowest and 20% in the second lowest at the second lowest level. in the middle, 19.9% in the fourth and 20.1% in the rich quintile. In this study, the first stratum—low income—consisted of the lowest and second lowest quintiles (40%); the second layer - middle income - consisted of the middle quintile (20%); and the third layer consisted of the fourth and highest fifth of wealth (40%). Based on that distribution, 40% of the 383 came from low income, 20% from average income, and 40% from high income. Therefore, the sample size consisted of 153 residents of low-income zones, 77 residents of middle-income zones, and 153 residents of high-income zones, for a total sample of 383. Additionally, non-probability sampling (particularly targeted).). sampling) was used. 20 police officers, 10 local police committee members, DC and OCPD are elected. These respondents provided qualitative data. As pointed out by Saumure and Given (2018), non-probability sampling is very suitable for qualitative research where the researcher wants to study a certain group to some extent and as a result can try to individually select people who represent typical characteristics from within. that. group of.

3.5 Data Collection Instruments

Questionnaires were used to collect information from community policing committee members, police officers and members of the public. Questionnaires were used to collect data because they offer significant administrative advantages:

questionnaires provide a uniform stimulus to a potentially large number of people at the same time and allow easy data collection for research purposes. The questionnaires gave the respondents the freedom to express their views or opinions and also make suggestions. All questionnaires had six sections that included: general information; level of community participation in local police decision making, composition of local police commissions, community attitudes towards local police, attitudes of security staff towards local police and strategies used to improve local policing. The interview schedule was used to conduct a personal interview with DC and OCPD regarding the implementation of the community policing program. The interview schedule consists of items related to the objectives of the study.

3.6 Data Collection Tools

Questionnaires were used to collect information from community police committee members, police officers and members of the public. Questionnaires were used for data collection because they offer significant administrative advantages: questionnaires provide a uniform stimulus to a potentially large number of people at the same time and allow easy data collection for research purposes. The questionnaires gave the respondents the freedom to express their views or opinions and make suggestions. The study, which was a qualitative study, relied heavily on in-depth interviews and interactions with respondents. Qualitative and in-depth interviews involved discussions rather than formal events with predetermined response categories. This method was used by government officials, local community police chiefs and police officers. Those who could read were given interview instructions to complete, and those who could not read or write were guided in their responses.

3.6.1 Pilot Testing

Mugenda and Mugenda (2018) argue that pilot testing is a very important step in any research. This helps to improve the research instruments so that they can collect the desired information. The researcher conducted pilot tests in Nakuru East sub county . Piloting was done by simulating a real data collection of 20 respondents to get feedback on whether the questionnaires would work for real respondents. There was a local police commission where five members were chosen at random. The deputy commissioner of the Nakuru East sub county, Local Police Commission, the chairman of the commission and the top police officer were deliberately taken. As they were the key informants for the pilot testing, they were interviewed using an interview guide. All respondents of the pilot received a questionnaire. Pretesting was important because ambiguous questions emerged when respondents interpreted them differently. Deficiencies in the instruments were revealed, such as unclear instructions, insufficient space to write the answer, incorrect numbering. The comments and suggestions made by the respondents during the pre-testing were considered and considered.

3.6.2 Validity of Instruments

According to Nachmias and Nachmias (2015), validity refers to the question "Do I measure what I intend to measure". Validity indicates the extent to which an instrument measures what it is supposed to measure (Kothari, 2017). The researcher sought help from her supervisor, colleagues, and other community development and safety experts to improve the content validity of the instrument. The pilot questionnaires were evaluated for clarity, and items found to be inadequate or unclear were modified to improve the quality of the research instrument, thus increasing its face validity.

3.6.3 Reliability of Instruments

Nachmias and Nachmias (2018) define reliability as the extent to which a measuring instrument contains errors that appear inconsistently from one observation to another during a single measurement experiment or change each time a certain unit is measured with the same an instrument A measuring device is reliable if it gives consistent results (Kothari, 2017). Reliability was checked using the test/retest method, where the researcher conducted two different tests using the same instrument. The two tests were performed on the same group of people, but two weeks apart. The researcher hoped to get the same result in the first test as in the second test. Both a questionnaire and an interview guide were used. The scores of both tests were combined and the coefficient was calculated using the Spearman rank correlation method. A coefficient above 0.7 or more means high reliability of the data (Mugenda and Mugenda, 2018). The reason for pretesting was to assess the clarity of the questionnaire items, so that items found to be incomplete or unclear could either be rejected or modified to improve the quality of the research instrument, which would increase its reliability's. The split technique was used to assess the reliability of the research instruments. The instruments to be tested were distributed to a sample group of respondents, and the total score of each item was divided into two halves, and a correlation was made between the two halves to assess the reliability of each half of the test. Statistical correlation was used to assess the reliability of the entire test using the Spearman-Brown Prophecy formula.

$$\text{Rho}(r) = 1 - \frac{6(\sum d)^2}{N(N^2-1)}$$

Where Rho (r) =Spearman correlation coefficient

(d)= difference between ranks of pairs of the two variables (N)= the number of subjects in the samples

$$\text{Reliability of the whole test} = \frac{2r}{1+r}$$

According to Gay (2019) any research instrument with a split half coefficient of 0.7 and above is accepted as reliable enough. Reliability of measurements concerns the degree to which a particular measuring procedure gives equivalent results over a number of repeated times.

3.7 Data Collection Procedure

A letter of introduction was obtained from Mount Kenya University, which allowed the researcher and his assistant to answer the questionnaires and interview the different types of respondents in the target group. The scientist then received a letter from the National Science and Technology Council. Chiefs of county municipal police and county deputy commissioners were contacted and informed of the intention to conduct the study in order to obtain their approval and support. Information on respondents is obtained from various police stations/facilities, local police forums and national administrations, and samples are taken from each respondent group. Respondents were contacted, met with the researcher to establish a cordial relationship, and were explained the purpose of the study. The researcher answered the survey personally and respondents were given four (4) days to understand and answer the questionnaire. . The respondents were given a week to conduct and collect the analysis. A response of at least 50% was sufficient for analysis and reports, 60% is good and 70% is very good (Mugenda and Mugenda, 2018).

3.8 Data Analysis Techniques

All copies of the completed questionnaire were checked for data quality prior to data analysis. This involved editing the data and thus ensuring that the raw data collected was free of errors and making corrections where gaps were found. Coding was done by assigning numbers to classify responses. Classification involved dividing data into groups or categories based on similarities. Both quantitative and qualitative procedures were used in the data analysis procedures. Quantitative data were analyzed using descriptive statistics such as frequencies, means and percentages. Quantitative data analysis required the use of a computer spreadsheet, and therefore a social science statistical package was used Martin and Acuna (2022) note that SPSS can handle large amounts of data, and due to its wide range of statistical methods for the social sciences, it is also quite powerful. Qualitative data were qualitatively analyzed using content analysis based on analyzing the meanings and implications of the respondents' data and comparing the responses with documentary data about the local police program and its implementation. Qualitative data were presented thematically according to the objectives of the study. The results of the data analysis were presented using frequency distribution tables and diagrams. The study adopted a multiple regression analysis model to test the relationship and strength between the variables. The regression model is as shown in the figure below.

$$CR = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon$$

Where; = Effective implementation of community policing programmes

X1 = ;Community participation

X2 = ; Composition of community policing committee

X3= ; Attitudes of community members towards community policing

X4 = Attitudes of security agents towards community policing

ε is the error term,

; β is the regression beta coefficient

3.9 Ethical Considerations

Ethics describe the norms that provide guideline on how the research should be conducted (Privitera, 2018). The research sought authority from NACOSTI, ERC Ethical Review Committee and introductory letter from Mount Kenya University post graduate. The research also issued informed consent to the respondents to participate, and all information provided was kept in the strictest confidence.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter introduces the study and analysis of data collected through questionnaires in the field. The purpose of the study was to identify factors influencing the implementation of the Community Policing Program in Nakuru North sub county. The research results were presented based on the objectives of the research. The chapter first presents the demographic characteristics of the respondents, then presents information about each of the four research objectives.

4.2 Background Data of the Respondents

383 members of the general public, 20 police officers, 10 local police committee members, 1 O.C.P.D and 1 D.C from Nakuru North sub county participated in the study. Therefore, the data was analyzed based on 415 respondents. Table 1 illustrates the gender distribution of survey respondents.

Table 1: Distribution of Respondents Gender

Gender	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Male	229	59.8	14	70.0	5	50.0	248
Female	154	40.2	6	30.0	5	50.0	165
Total	383	100.0	20	100.0	10	100.0	413

(Source field data 2024)

As can be seen in Table 1, of the 383 members of the general public, 229 (59.8%) were men and 154 (40.2%) were women. Out of 20 police officers, 14 (70.0%)

were men and 6 (30.0%) were women. Since security issues are the domain of men, the survey revealed that the majority of respondents were men. This was because men were more involved in community policing than their female counterparts. The table also shows that half of the 10 members of the local police commission (50.0%) were men and the other half (50.0%) were women.

Table 2: Age Distribution of the Respondents

Age in years	Designation						Total
	General Public		Police Officers		CPC members		
	F	%	F	%	F	%	
Up to 35 yrs	178	46	10	50	1	10	189
Between 36-45 yrs	145	38	5	25	2	20	152
Between 46-55 yrs	37	10	4	20	4	40	45
Above 55 yrs	23	6	1	5	3	30	27
Total	383	100.0	20	100.0	10	100.0	413

Source: Field Data (2024)

Table 2 shows that 178 (46%) of the population were aged 35 and under, while 145 (38%) were aged 36-45. Half of the police officers were aged 35 and under, and only 1 (6%) was over 55. 4 (40.0%) of the members of the local police commission were aged 46-55 and 3 (30.0%) were over 55 years old. Comparing the ages of the three groups, it turned out that the majority of public and police officers were under 45 years old, while the members of the community police commission were over 46 years old.

Table 3: Respondents Academic Qualifications

Academic qualifications	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Primary	19	5	0	0.0	2	20	21
Secondary	153	40	14	70.0	4	40	171
Tertiary college	146	38	4	20.0	4	40	154
University	65	17	2	10.0	0	0	67
Total	383	100.0	20	100.0	10	100.0	413

Source: Field Data (2024)

Table 4 shows that the majority of respondents (40% of citizens, 70% of police officers and 40% of members of the local police commission) had a secondary education. The table also shows that 21 respondents have primary education, 171 had secondary education, 154 graduated from higher education and 67 had college. This means that most of the respondents have reached high school and university level.

Table 4: Period of the Current Residence in the Neighborhood

Period of residence in neighborhood in years	Designation						Total
	General public		Police officers		CPC members		
	F	%	F	%	F	%	
Less than 5 yrs	132	34	16	80	0	0	148
Between 5-10 yrs	118	31	4	20	1	10	123
Between 11-15 yr	61	16	0	0	0	0	61
Above 15 yrs	72	19	0	0	9	90	81
Total	383	100.0	20	100.0	10	100.0	413

Source: Field Data (2024)

As can be seen in Table 4, the majority of the population and police have lived in the current area for less than 10 years. 90.0% of the members of the local police committee have lived in the current area for more than 15 years and only 1 (10%) of the members have lived for approximately 5-10 years. This indicates that most of the members of the Municipal Police Commission have been in their current residence for a very long time and were therefore expected to have reliable information about the factors affecting the implementation of municipal police programs.

Table 5: Period of Service in Community Policing Programme

Period of service in community policing programme	Designation				Total
	Police officers		CPC members		
	F	%	F	%	
Less than 5 yrs	13	65	2	20	15
Between 5-10 yrs	7	35	8	80	15
Total	20	100.0	10	100.0	30

Source: Field Data (2024)

Table 5 shows that 65% of police officers have served in local policing programs for less than 5 years and 35% have served for 5-10 years. In addition, the table shows that 80% of the community members have worked in the programs for 5-10 years.

4.3 Participation of Community in Community Policing Policy Decision-Making

The first objective of the study was to find out the impact of community participation in local police policy decision making on the implementation of local police in Nakuru North sub county . To achieve this goal, members of the Community Police Commission were asked to show how much the community participates in local policing. The obtained results are presented in Table 6.

Table 6: Community Policing Committee Members’ Participation in Community Policing

Extent of Participation	F	%
Very great extent	7	70
Great extent	3	30
Total	10	100.0

(Source: Field Data (2024))

Table 6 shows that the majority (70%) of committee members reported that the community was very involved in community policing. This means that community members saw it as their duty to ensure that the community remained safe and therefore cooperated with security personnel in reducing crime.

Table 7: Committee Members’ Community Participation in Community Policing

Activities	Yes		No	
	F	%	F	%
The community participates voluntarily by reporting suspicious characters	9	90	0	0.0
The community works closely with the police through local police forums	8	80	0	0.0
The community forms Security surveillance systems	8	80	1	80.0
The community helps the police define community problems and their solutions	9	90.0	1	10.0
The community encourages more communication between neighbors	6	60.0	5	40.0
The community contributes to police policies	2	20.0	9	80.0
The community supports crime victims with	0	0.0	10	100.0

(Source: Field Data (2024))

As shown in Table 7, all (90%) members of the Community Policing Committee reported that the community participates voluntarily by reporting suspicious characters and works closely with the police through community policing forums. The majority (80%) also reported that the community forms security monitoring systems and helps the police identify community problems and their solutions. This means that most members of the local police commission felt that the community was involved in keeping their neighborhood safe. Along with the findings, Ikuteyijo (2019) and Rotimi (2021) report that community partnership in policing has many benefits and promises to provide communities with the peace and security they need when well implemented. Saferworld (2018) also reported that in Kibera, one of the key factors contributing to the success of the community-based approach is the extent to which stakeholders worked together to create a sense of shared ownership and engagement within the community program . This means that the commitment of committee members has a strong and positive effect on satisfaction with police and crime prevention behavior. However, all (100%) committee members disagreed that the community provides support to crime victims through counselling. Most (90.0%) of them also disagreed that the community should contribute to police policy.

Table 8: Participation of Police officers on Community Policing

Tasks	Yes		No	
	F	%	F	%
The community participates in volunteer reporting of suspicious characters	10	50	10	50
The community works closely with the police through local police forums	17	85	3	15
Community form Security monitoring systems	10	50	10	50
The community helps the police define community problems and their solutions	9	40	11	55
The community supports crime victims through counseling	3	15	17	85
The community contributes to police policy	2	10	18	90
The community encourages more neighborhood ties between.	3	15	17	85

(Source: Field Data (2024))

Table 8 shows that ten (50%) equal proportions of police officers reported that the community voluntarily reported suspicious characters and worked closely with the police through local police forums. (50%) of the respondents stated that the community forms security systems. On the other hand, the majority of respondents did not agree with the following statements: The community promotes the creation of bonds between neighbors (15%), the community supports crime victims through counseling (15%), and the community contributes to law enforcement. politics (10%). This indicates that community members were not fully engaged in local policing programs. It also revealed that the biggest activity that most community members participated in was security. Tillman (2020) found that police empowered community-based organizations to provide local policing programs in their area. Similarly, a study by the Chicago Community Policing Evaluation Consortium (2019) found that more than half of residents contacted the police and 80 percent

believed that the police were helpful and treated them with courtesy. These results indicate that communities work hand-in-hand with the police in implementing community policing, and thus the police have a strong and positive influence in community policing. Table 9 shows responses from members of the public about how the community participated in local policing.

Table 9: General Public Members’ Participation in Community Policing

Tasks	Yes		No	
	F	%	F	%
The community participates voluntarily by reporting suspicious characters	203	53	180	47
The community forms security surveillance systems	144	386	239	62
The community works closely with the police through local police forums	131	34	252	66
The community helps the police define community problems and their solutions	107	28	276	72
The community encourages more neighborhood ties	99	26	284	74
The community contributes to police policy	88	23	295	77
The community supports victims of crime through counseling	79	21	304	79

Source: Field Data (2024)

More than 50.0% of the population disagreed with all the activities listed in Table 9. This shows that most of them thought that community participation in local police was very low, which prevented the good implementation of municipal police programs. The main activities that the community did not participate in included; supporting crime victims through counselling, contributing to police policy, increasing contacts between neighbors and assisting the police in defining community problems and solutions.

This was a clear indication that most members of the community were not involved in local policing activities. This undermined the good implementation of local police programs in Nakuru North sub county. These findings agreed with Wambughu (2020) who conducted a survey on how community policing principles were implemented in a nomadic community. Findings showed that local police did not strengthen security within and between communities in West Pokot District. Similarly, Kenneth (2018) explained that more than 78 percent in any location had not attended any meetings organized in the previous year where there was a question of improving crime or security.

During the interview, the O.C.P.D and D.C shared that community members established good public relations that facilitated good implementation of the community policing program. The main activities in which the community participated were: defining community problems, making decisions to solve community problems, and forming patrols to ensure security. This is contrary to the opinions of citizens who reported that they are not involved enough in political matters and decision-making. This means that security managers assumed that they would involve enough of the public, which was not the case. Overall, the above findings indicate that most respondents (community members, police and general public) believed that the community is involved in: volunteering information about suspicious characters; close cooperation with the police and the design of security systems. However, most community members never participated in the most important activities: supporting crime victims through counseling and participating in police policies. This shows that while community members participated in municipal policing, there was also a need for improvement.

4.4 Community Policing Committee Composition

The second objective of the study was to find out how the composition of the municipal police committee in terms of gender, age and education affects the implementation of the municipal police in Nakuru North sub county. To achieve this goal, survey respondents were asked to indicate the composition of community police committee members. Tables 10 illustrate the responses of police officers.

Table 10: Police responses regarding the composition of the local police commission.

Composition of community policing committee	Frequency	Percent
Community Members	15	75
Police officers	10	50
OCS, prison representatives	8	40
Divisional and District AP commander	3	15
NGOs representative	4	20
Chiefs and sub-chiefs	6	30
Religious organizations leaders e.g. church leaders	4	20
Provincial and District administrators	3	15
CDF representative	4	20
Youths representatives	2	10

(Source : Field Data (2024)

Table 10 shows that (75%) of the police officers reported that the local police commission consists of community members, 50% reported police officers, 20% representatives of non-governmental organizations and 20% believe that religious leaders are part of the commission group. . . . This shows that the core composition of the Community Police Committee included; regular police officers, Administrative Police (AP), Superintendent of Police (OCS), community members, religious leaders, community administrative officers (Chiefs and Sub-Chiefs) and Constituency Development Fund (CDF) representative.

Table 11: Community policing members' on community policing committee composition

community policing committee Composition	Frequency	Percent
Community members	10	100
Religious leaders e.g. church leaders	8	80
Police officers e.g. OCS, AP, Prison officers	6	60
Chiefs and sub-chiefs	5	50
Youths representatives	3	30
All security firms	2	20

(Source: Field Data (2024)

Table 11 shows that (100.0%) community police officers reported that the community police committee consists of community members. Eight (80%) thought that religious leaders were members, while (60%) of respondents were reported by the police.

Table 12: Community Policing Committees Composition

community policing committees Composition		Frequency	Percentage
Gender	Male	29	36
	Female	51	64
Total		80	100.0
Age	Below 35 years	19	23
	Above 35 years	61	77
Total		80	100.0
Disability	Disabled	6	6
	Not disabled	74	94
Total		80	100.0
Religion	Christian	69	86
	Non e.g Muslim	11	14
Total		80	100.0

(Source: Field Data 2024)

Table 12 shows the distribution of community members by gender, religion, age and disability. The table shows that 64 % of the 80 members of the commission were women and 36% were male. In terms of age, 23% were young (under 35) and 77 % were over 35. The results also showed that 6 % of the committee members were disabled, while 94 % were not. According to religion, 86 % were Christians and 14 % were non-Christians . This shows that the majority of the committee members were females , over 35 years old, non-disabled and Christian. Nakuru North Sub County O.C.P.D and D.C confirmed that at least 1/3 of the committee members were women and the rest were men.

This was due to the fact that men dominate security issues compared to their female counterparts. They added that the young people are involved in guaranteeing security and are among the members of the committee. Other committee members were disabled. These people were brought into the commission to ensure that they expressed their needs and views on how to support them. In terms of academic qualifications, O.C.P.D and D.C reported that the majority of community committee members had post-secondary degrees. Previous research has shown that the membership of the Community Policing Commission agrees that it is very important to ensure that minority groups, disadvantaged groups and poorer sections of the community are not excluded and that women, men and young people are defined. in consultation processes (Reed, 2020).

Additionally, people with physical and mental disabilities can often be overlooked in many emergency situations. They are the most vulnerable in most societies and are often unable to articulate their needs and priorities. Therefore, if possible, special attention should be paid to them (Harvey et al., 2022). However, Wambughu (2020) in her study on pastoral community policing found that there was complete

silence from respondents and documents on policing of women and other special interest groups among the Pokot. Since security issues are a central decision-making priority and a public arena, this may explain why local police forces have been found to have structured themselves into a male-dominated club on the ground.

4.5 Attitudes of Members of the Community towards Community Policing

The third objective was to find out the influence of community members' attitudes towards community policing on the implementation of community policing in Nakuru North subcounty. To achieve this goal, the general public was presented with eight statements, where they had to indicate their level of agreement on a four-point Likert scale. The scale ranged from strongly agree to strongly disagree with 1 indicating strongly disagree, 2 indicating disagree, 3 indicating agree and 4 indicating strongly agree. The midpoint of the scale was 2.5, indicating that one was neutral. Scores above 2.5 meant that a respondent agreed with the statements, while scores below 2.5 meant that respondents disagreed with the statements. Table 13 illustrates the resulting mean and standard deviation.

Table 13: Community Members Attitudes Towards Community Policing

Statement	Mean	Std. Dev.
The police respect no one, so the community cannot accept their presence	2.59	.825
Community police have eliminated crime in my area	2.45	.829
Community members want to inform the police of suspicious characters or activities	2.25	.719
The crime rate is still high. high so I don't see the need for community policing	2.38	.831
The relationship between the police and the community has improved significantly since the introduction of community policing	2.41	.759
Community policing has improved the public image of the police	2.38	.804
Community members lack trust and confidence in the police , so they see no need to help them eliminate crime	2.17	.812
Some community members cooperate with the police to increase corruption.	2.33	.801

(Source: Field Data (2024)

As can be seen in Table 13, the mean scores of members of the public on attitudes towards community policing ranged from 2.59 to 2.17. The highly rated statements were; the police do not respect anyone, so the community cannot accept their presence; the local police eradicated crime from my area; community members are eager to report suspicious characters or activity to the police and the crime rate is still very high so I don't see the need for local police. On the other hand, the lowest claims were; Some members of the community cooperate with the police to increase corruption, and the members of the community do not believe and trust the police, so they do not see the need to help them to eradicate crime. This shows that although the majority of the population had a positive view of the local police, they felt that the police degrades the public.

In an earlier study (Schafer, 2018), it was noted that it is interesting to note that there may not be a positive relationship between positive or negative police encounters and their impact on the respective citizens' perceptions of the police. A citizen who had a bad encounter with the police has a more negative general perception of the police. However, the positive meeting does little to improve the citizens' perception of the police. However, it can be quite a romanticized notion that the community wants to adopt community policing methods. For some, community members are reluctant to seek and develop sustainable partnerships with law enforcement (Long, Wells, & Leon-Granados, 2020), and communication barriers can often hinder the success of community policing, especially in areas with minority populations (Schneider). 2018).

Based on the analysis in Table 13, the general attitude of members of the public was calculated by averaging the agreement and disagreement scores. The results of Table 14 were obtained.

Table 14: Attitude General Public Members' Towards Community Policing

Attitude	Frequency	Percentage
Very positive	7	2
Positive	248	65
Negative	118	31
Very negative	10	2
Total	383	100.0

(Source: Field Data (2024)

As can be seen in Table 14, the results showed that 65% of respondents had a positive attitude towards community policing. This indicates that members of the public viewed community policing programs as a way to reduce crime and

corruption and to build good relations between the police and community members. At the same time, it was also revealed that 31% of the respondents had a negative attitude towards the programs and 2% had a very negative attitude.

4.6 Security Officers attitudes of towards Community Policing

The fourth objective of the study was to find out the influence of the attitudes of security personnel (police and administrative police) on the activities of the community police and the implementation of the local police. To achieve this goal, police officers and members of the local police commission were presented with eight statements that measured their attitudes towards the local police. They had to indicate their level of agreement on a four-point Likert scale ranging from strongly disagree to strongly agree. Table 15 shows the mean and standard deviation obtained by security managers for each statement listed.

Table 15: Security officers attitudes of towards community policing

Statement	Mean	Std. Deviation
Community policing is a step in the right direction to eliminate crime	3.71	.538
Community policing increases satisfaction with the work of the police and trust in the public	3.63	.523
The public is a great help to the police in ensuring law and order in communities	3.58	.514
Community policing promotes a positive image of the police	3.52	.519
Community policing helps the police better understand local situations	3.76	.528
Community policing is a big waste of time	1.49	.556
Community policing doesn't work	1.57	.571
The public doesn't respect the police so they shouldn't does not have any connection with them.	1.33	.469

(Source: Field Data (2024)

As can be seen from Table 15, the average points obtained by the respondents ranged from 3.71 to 1.33. Most of the police officers scored above 2.5 points, which means that the municipal police were viewed positively. The rankings were the statements: community policing is a step in the right direction toward eradicating crime; local police increase satisfaction with police work and trust in the public; the public is a great help to the police in maintaining law and order in communities and community policing promotes a positive image of the police and community policing helps the police better understand local situations. However, the respondents scored poorly on the following questions: the public does not respect the police, so there should be no relationship with them; the local police is a big waste of time and the local police cannot act.

This means that security personnel have a positive attitude towards the local police. Consistent with these findings, previous research has shown that community policing has a positive impact on police by increasing job satisfaction and improving communication with and trust in the community (Mayhill, 2016; Patterson, 2017). Mayhill (2016) argues that community policing places officers in the community where they better understand local situations and promote a positive image of the police. This allows officers to have positive community and police experiences and contacts, which is said to increase police morale by encouraging a supportive and welcoming community (Palmiotto, 2020). However, police may also be reluctant to prioritize community policing (Segrave and Ratcliffe 2021), as the perception that community policing is different from other policing reinforces the perception that it is not 'real' policing. Based on the analysis of Table .15, the general attitude of security personnel was calculated by averaging the agreement and disagreement scores. The results of Table 16 were obtained.

Table 16: Attitude of Security Officers' Towards Community Policing

Attitude	Frequency	Percentage
Positive	18	90
Negative	2	10
Total	20	100.0

Source: Field Data (2024)

Table 17 presents means and standard deviations obtained by the community policing committee members on security officers attitudes of towards community policing.

Table 17: Community Policing Committee Members Attitudes of Towards Community Policing

Statement	Mean	Std. Deviation
Community policing is a step in the right direction towards eliminating crime	4.15	.001
Community policing helps the police better understand local situations	3.98	.319
Community policing increases police satisfaction and public trust	3.83	.402
Community policing promotes a positive image of the police	3.39	.561
The public is a great help to the police to ensure law and order in communities	2.68	.931
Community policing cannot work	1.34	.314
Community policing is a big waste of time	1.07	.002
The public does not respect the police so they should not have anything to do with them.	1.13	.001

Source: Field Data (2024)

Table 18: Attitude Community Policing Committee Members Towards Community Policing

Attitude	Frequency	Percentage
Positive	8	80.0
Negative	2	20.0
Total	10	100.0

(Source : Field Data (2024)

The score obtained by members of the local police ranged from 4.15 to 1.07. Respondents received high marks in the following statements: community policing is a step in the right direction to eliminate crime, municipal policing increases satisfaction with the work of the police and trust in the public, the public is a great help to the police in maintaining the law and order in communities and community policing promote a positive image of the police. On the other hand, respondents received the following statements badly: the public does not respect the police, so there should be no relationship with them; community policing cannot work and community policing is a colossal waste of time. This shows that the majority of the members of the community policing thought that the security personnel have a positive attitude towards the community Police. Based on an analysis conducted in 2017, the general attitude of members of the local police commission was calculated by averaging the agreement and disagreement scores. The results of Table 18 were obtained.

Table 18 shows that the majority of the members of the community police committee (80%) had a positive attitude towards the activities of the community police. Therefore, the results suggest that committee members had a positive perception of the community policing program. In contrast to the above findings,

Chiliza (2018) conducted a study on police accountability in the Durban North Police District and the results showed disagreements between the police and the community on some aspects of the activities and processes of community police forums. . Further analysis revealed that community and police agreement on the functions and processes of community policing forums is necessary to democratize policing and implement effective crime prevention. In a previous study, Rosenberg, Sigler, and Lewis (2018) examined police officers' attitudes toward community policing in the Racine, Wisconsin Police Department over a 19-month period. Their study found that patrol officers and investigators had less favorable attitudes toward community policing concepts, programming, substation decentralization, and the community policing unit than did the chief and, in some cases, sergeants. Additional results indicated that both patrolmen and investigators showed strained relationships with superiors and were more supportive of a decentralized organizational structure than sergeants and senior leadership. This shows that community policing is negatively viewed by security personnel and an agreement between security personnel and the community is needed to change this.

CHAPTER FIVE
SUMMARY OF RESULTS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study. It also provides recommendations for further research.

5.2 Summary of Research Findings

The objective of the study was to identify factors influencing the implementation of a community policing program in Nakuru North sub county . 383 members of the public, 20 police officers, 10 local police committee members, 1 O.C.P.D and 1 D.C. participated in the study. Therefore, the data was analyzed based on the answers of 415 respondents. Below is a summary of the main findings of the study. The study found that while community members participated in community policing programs, there was room for improvement, particularly their participation in political decision-making. The survey also found that the public considered community policing programs to reduce crime and corruption and build good relations between the police and community members. The study found that security leaders supported the community policing program.

5.3 Discussions Community participation in local police political decision-making

The survey revealed that the majority of respondents (commissioners, police and general public) reported that the community participated: volunteering information about suspicious persons; close cooperation with the police and the design of security systems. However, the most important activities in which the majority of community

members did not participate were supporting crime victims through counseling and contributing to police policies. This shows that while community members participated in community policing programs, there was also room for improvement, especially involving them in political decision-making, thus engaging the community holistically and ultimately developing local solutions to local security problems and improvements of quality of life in a community police committee composition of the local police committee. The results of the study showed that the composition of the community police committee included police officers (OCS, AP and prison officers), community members, religious leaders and community Administrators (principals and deputy principals).

The survey also revealed that the distribution of community committee members by gender, religion, age and disability is as follows: 64% of the 80 committee members were men and 36 were women. By age, 23% were under 35 and 77 % were over 35. Four (5%) committee members were disabled, while 76 (94%) were not. By religion, 86 percent were Christians and 13 percent were non-Christians. This shows that the majority of the committee members were men, over 35 years of age, not disabled and Christians. This composition has significant advantages in society, because it includes at least one third of each sex, includes young people, i.e. 35 years and under, includes people with disabilities and includes representatives of different religions. Thus, all segments of the community can identify with and own the program, which facilitates its implementation.

Attitudes of community members about community policing. The survey revealed that the majority of the population had a positive attitude towards the local police. In particular, the survey revealed that 65.0% of the public had a positive attitude towards

the municipal police, 31.1% had a negative attitude towards the programs and 2.3% had a very negative attitude. Community policing programs have been viewed by the public as a means of reducing crime and corruption and building good relations between the police and community members. The positive attitude may have been the reason why the majority (80.0%) of the committee members reported that the community actively participated in local police. A positive attitude among stakeholders is likely to facilitate the implementation of programs including community policing. The attitude of the security personnel towards the performance of the local police. The survey revealed that the majority of the security personnel (95.0%) had a positive attitude towards the community police, and this was confirmed of 90% of the committee members. Therefore, security managers seem to have supported the local police program. Security chiefs agreed that community policing was a step in the right direction towards eradicating crime; the program increases the job satisfaction of security personnel and increases trust in the public, the public is a great help to the police in maintaining order in communities, and community policing promotes a positive image of the police.

5.4 Conclusions

Based on the results of the study summarized above, it can be concluded that the community actively participated in community policing, voluntarily providing information about suspicious characters and closely cooperating with the police in organization of security. . However, it appeared that the community never supported victims of crime through counseling and contributing to police policy. The study revealed that the community police committee consisted of police officers (OCS, AP and prison officers), community members, religious leaders and community administrators (chiefs and deputy chiefs). There was a balance of age and gender, and

minorities were represented in the committee (for example, people with disabilities). The survey also notes that the majority of the population and security officials had a positive view of the local police. A positive attitude led to a good working relationship between the police and the public, which strengthened the community policing program. However, it became clear that measures such as ensuring the confidentiality of information, regular meetings to discuss security issues and community awareness of the importance of local police should be implemented to improve local policing.

5.5 Recommendations of the study

Members of the local police commission should make the community aware of the importance of the local police. This can be achieved by organizing regular meetings with the community. ii. Community members should support crime victims and perpetrators in the community through counseling and other activities, such as providing employment opportunities. This would help reduce the number of lazy people in the society and thus curb crime. iii. The community should work with security chiefs to improve and strengthen local policing. iv. Security personnel must be trained to conduct undercover investigations and also ensure that the information they collect is obtained and kept highly confidential.

5.6 Recommendations for Further Research

- i. There should be a study to confirm government involvement in community policing.
- ii. A study should be done to find out the relationship between local police and crime in various parts of the country.
- iii. A similar study should be conducted in other regions of Kenya to see if similar results can be obtained.

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APPENDICES

Appendix I: Informed Consent Form

Dear sir/madam,

RE: REQUEST FOR YOUR CONSENT TO PARTICIPATE IN A RESEARCH

I kindly write to request for you to participation in a research project. The study title is: **DETERMINANTS INFLUENCING EFFECTIVE IMPLEMENTATION OF COMMUNITY POLICING PROGRAMMES INNAKURU NORTH SUB COUNTY,**

KENYA. The potential risks and discomforts of the study are minimal. This is because you will only be expected to participate in the questionnaire. Before filling the questionnaire, all respondents will be reminded and requested to keep what is discussed to be confidential. There are no potential benefits for you as a person for participating in this study. I am requesting you to volunteer and share your opinions. No payments will be made for the information that you give or for the time that you will spend with us. Confidentiality of any information that you provide will be maintained. Data collected will only be used for the purpose of this study and will be destroyed when the findings are published.

PARTICIPATION IN THIS STUDY IS ENTIRELY VOLUNTARY. YOU MAY REFUSE TO FILL THE QUESTIONNAIRE AND YOU MAY WITHDRAW AT ANY STAGE IF YOU SO WISH.

If you accept to participate in this study, please append your signature

below: Signature of participant..... Date:

If you have any query, please contact the following: Mobile phone: +254703380490 or by email @gmail.com

Sincerely,

RESEARCHER
Chaana Marko Saibung'wa

CONSENT

I have carefully reviewed the provided details, comprehended the information, and had the chance to seek clarification. I acknowledge that my involvement in this study is entirely voluntary, and I retain the freedom to withdraw at any point, without the need to provide a justification and without incurring any expenses. I am aware that I will receive a copy of this consent form. With full understanding, I willingly consent to participate in this study.

Participant's signature:..... .Date:.....

Investigators Signature:..... Date:.....

Appendix II: Questionnaire for General Public

Introduction

The aim of the study is to establish the determinants influencing effective implementation of community policing programme in Nakuru North sub County, Kenya. Please tick [√] where appropriate and provide information on the spaces provided.

1. Indicate your gender [] Male [] Female

2. Indicate age bracket?

[] Up to 35 years [] Between 36 – 45 years [] Between 46 – 55 years [] Above 55 years

3. Indicate academic qualifications.

[] Primary [] Secondary [] Tertiary college [] University Other

(Specify).....

4. Indicate the period in your current neighborhood.

[] Less than 5 years [] Between 5 – 10 years [] Between 11 – 15 year

[] Above 15 years

Part II: Participation of community in community policing

1. Describe the state of security in your neighborhood?

[] Excellent [] Good [] Poor [] Do not know

2. Awareness of about community policing?

[] Yes [] No

3. Does community policing exist in your neighborhood.

[] Yes [] No

4. Do you know members of your community who are involved with local law enforcement.?

[] Yes [] No

5. How does the community participate in local policing?

[] Volunteer information to the police about suspicious characters or activities

[] Encourage contact between neighbors

[] Support victims of crime through counseling

[] Establish security monitoring systems

Participate in police policy and help define priorities

Help the police define community problems and their solutions

6. Are women, disabled and economically disadvantaged people represented in the police forum in your area? Yes No

Part III: community policing Attitude

Please indicate that you agree with the following statements about your feelings about community policing by placing a check mark (✓) in the appropriate box. Use the following key: SA (Strongly Agree), A (Agree), D (Disagree), SD (Strongly Disagree).

Statement	SA	A	D	SD
Community policing has eliminated crime in my area				
The crime rate is still very high so I don't see the need for community policing				
Some community members work with the police to increase corruption				
Community members have no trust, and I don't trust the police so they don't see the need to help them fight crime				
The police don't respect anyone, so the community can't accept their presence				
The relationship between the police and the community has improved a lot since the introduction of community policing				
community members want to inform about suspicious characters or police actions				
Community policing has improved the image of the police.				

1. Do you think community policing has benefited the community?.

Yes

No

2. Rate the relationship between the police and the residents of Nakuru North sub county.

Very friendly Friendly Neutral Unfriendly Very hostile.

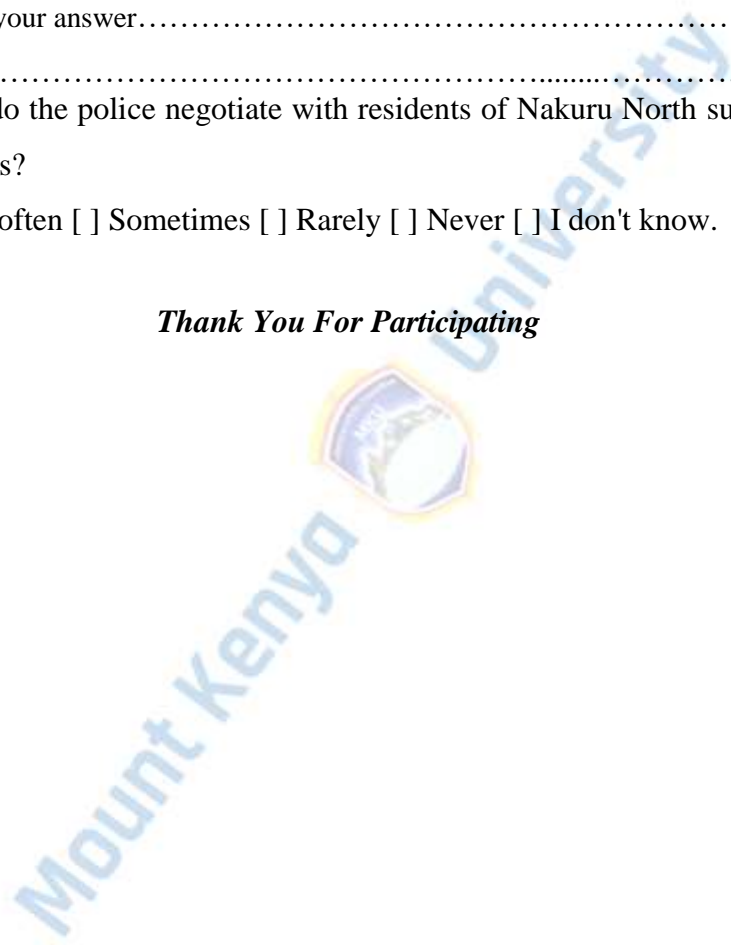
3. Has crime decreased in your area since implementing a community policing program? Yes No

Briefly explain your answer.....

4. How often do the police negotiate with residents of Nakuru North sub county on security matters?

Very often Sometimes Rarely Never I don't know.

Thank You For Participating



**Appendix III: Questionnaire For Community Policing Committee
Members/Security Officers/ Police Officers**

Introduction

This study is for academic purposes. The purpose of the study is to find out the factors influencing the implementation of the local police program in Nakuru North sub county. We ask that you answer these questions as honestly and accurately as possible. Answers to these questions will be treated as confidential. Do not enter your name anywhere in this survey. If necessary, mark [√] or fill in the required data in the cells provided for this purpose.

Part I: Bio Information

1. Indicate your gender?

Male

Female

2. Age bracket?

Up to 35 years Between 36 – 45 years Between 46 – 55 years

Above 55 years

3. Academic qualifications

Primary Secondary Tertiary college University

4. Period you have lived in your current neighborhood.

Less than 5 years Between 5 – 10 years Between 11 – 15 year

Above 15 years

5. Period of membership in community policing programme

Less than 5 years Between 5 – 10 years Between 11 – 15 year

Above 15 years

Part 2: Participation of Community in Community Policing

1. To what extent is the community involved in local policing?

To a very large extent

To a large extent

To a small extent

To a very small extent

Never.

2. In which of the following ways does the community participate in local policing?

- Volunteer information to the police about suspicious characters or activities
- Work closely with the police through local police forums
- Encourage contact between neighbors
- Support victims of crime through counseling
- Create security monitoring systems
- Participate in police policy and help identify priorities
- Help the police identify community problems and their solutions

Part 3: Community Composition in Policing Committee

1. Name members involved in community policing committee.

.....
.....
.....

2. Indicate the number of members in community policing committee according to gender

- Men
- Women
- Youth (below 35 years).....
- Persons: with disability
- Christian.....
- Non Christians e.g Muslims

3. What programs does Community Policing offer?

- Neighborhood program
- Citizen mobilization
- Situational prevention
- After school recreation programs.

4. Has community policing been beneficial to your community?

- Yes No

Part 4: Security Officers Attitudes towards Community Policing

5. Please indicate your agreement with the following statements regarding community attitudes to community policing by placing a tick (√) in the appropriate box. Use the following key: SA (Strongly Agree), A (Agree), D (Disagree), SD (Strongly Disagree).

Statement	SA	A	D	SD
Community policing is a big waste of time, it's not real policing				
Community policing can't work, the police should be left to do their job without public interference				
The public doesn't respect the police so they shouldn't have a relationship with the police				
Community policing is a step in the right direction towards eliminating crime				
The public is a great help to the police in maintaining law and order in communities				
Community policing develops satisfaction with the work of the police and \n trust in the public				
Community policing promotes a positive image of the police				
Community policing helps the police understand better local situations				

6. Does community policing effective in fighting crime?

Yes

No

Thank You For Participating

Appendix IV: Interview Schedule for DC AND OCPD

1. For how long have you served in your current station?
2. What is your rating regarding crime rate in Nakuru north sub county
3. How does your office participate in implementation of community policing in Nakuru north sub county
4. To what extent does the community participate in community policing decision-making?
5. What is the composition of community policing committees?
6. What are the attitudes of members of the community towards community policing?
7. What are the attitudes of security officers towards community policing?
8. Which strategies can be employed to improve the effectiveness of community policing?

Appendix V: MKU Introductory Letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2022/46175

30th May, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

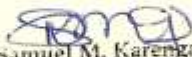
RE: CHAANA MARKO SAIBUNG'WA – REGISTRATION NO. MPAM/2022/46175

The purpose of this letter is to introduce the above named student who is pursuing Master of Arts in Public Administration and Management in the department of Management in the school of Business and Economics

The title of the research is "Determinants Influencing Implementation of Community Policing Programmes in Kenya: A Case of Nakuru North Sub County, Nakuru County." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between June, 2024 and August, 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

Appendix VI: ERC Letter



Dear Sir/Madam,

RE: DETERMINANTS INFLUENCING IMPLEMENTATION OF COMMUNITY POLICING PROGRAMMES IN KENYA; CASE OF NAKURU NORTH SUBCOUNTY, NAKURU COUNTY.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2790**. The approval period is **29/05/2024 - 28/05/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 01000 Thika

Appendix VII: NACOSTI Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Ref No: 102442

RESEARCH LICENSE



This is to Certify that **Mr. CHAANA MARKO SAIBUNG'WA** of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: **DETERMINANTS INFLUENCING IMPLEMENTATION OF COMMUNITY POLICING PROGRAMMES IN KENYA; CASE OF NAKURU NORTH SUBCOUNTY, NAKURU COUNTY** for the period ending : **18/June/2025**.

License No: NACOSTIP/24/36847

Applicant Identification Number: 102442

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license and rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
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