

**THE INFLUENCE OF POLICE INSTITUTIONAL CAPACITY ON  
COMMUNITY POLICING IMPLEMENTATION IN KASARANI  
CONSTITUENCY, NAIROBI COUNTY, KENYA**

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Studies in Partial Fulfilment of the Requirement for the Award of the Degree of  
Master of Arts in Security Management and Police Studies of Kenyatta University.**

**September, 2020**

**DECLARATION**

This project is my original work and, to the best of my knowledge, has not been presented for examination of any degree in any Institute or University.

Sign..... Date.....

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

Sign..... Date.....

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## **DEDICATION**

This work is dedicated to my wife, Virginia Vose and to my brother, Wesly Korir

## **ACKNOWLEDGEMENT**

First and foremost, my gratitude is to the almighty God for the good health and graceful time during my studies. I wish to acknowledge the support of my supervisor Dr. Kavivya, for his constant guidance, constructive criticism and encouragement throughout the project period. Special thanks go to the Kenyatta University Postmodern Library staff for their support when I was collecting secondary data. I also acknowledge my informants and survey respondents for their participation in this research.

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## ABSTRACT

The police service in Kenya is legally entrusted with the mandate of crime prevention. Towards this endeavour, the service is expected to adapt various crime prevention strategies such as community policing. The community policing concept was adopted in Kasarani in 2003. However, this has not wholly met public expectation since crime is still a major challenge to the citizens. This study sought to establish the influence of police institutional capacity on community policing implementation in Kasarani constituency, Nairobi County. A high crime rate can be an impediment to the achievement of Kenya's aspiration in the social and economic development envisaged in the Vision 2030. This study, therefore, looked at the training of police officers in community policing as critical in imparting skills, values and appropriate attitude in community policing. Resource allocation to community policing were found to be insufficient this made it difficult for the operationalization of community policing. Police organization and administration of the police service was found not to be in line with community policing. The study also looked at community policing policies and found that community policing operations in Kasarani lacks legal rules and procedures. The System Theory was applied in examining the importance of collaboration between the community members and the police in crime prevention. The study took its independent variables as police training, resources allocation, police organization and administration, and community policing strategies. The intervening variables were support from the Government and community behaviour, while the dependent variable was effectiveness of police institutional capacity on community policing implementation. The study adopted a survey research design and targeted both regular and administration police officers in Ruai sub-county, a population of 240. A sample of 120 respondents were served with questionnaires for data collection and interview guide. Quantitative data were analysed with the assistance of SPSS while content analysis was done with qualitative data. The study found out that police officers involved in the maintenance of law and order needed community policing training to give them more awareness on crime prevention through community-police partnership to build their capacity and effectiveness in crime prevention. Provision of additional resources to community policing, police organizational and administration should be aligned to the community policing strategies. New police strategies should be adopted that can address issues of crime prevention effectively through community policing.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CLOs</b>	Community Liaison Officers
<b>CP</b>	Community Policing
<b>CPC</b>	Community Policing Committee
<b>C-CPC</b>	County Community Policing Committee
<b>CPF</b>	Community Policing Forum
<b>CPU</b>	Contact Community Policing Unit
<b>GOK</b>	Government of Kenya
<b>ICPC</b>	International Centre for Policy and Conflict
<b>IG</b>	Inspector General of Police
<b>NCBD</b>	Nairobi Central Business District
<b>NGO</b>	Non-Governmental Organization
<b>NPH-CPC</b>	National Police Headquarters Community Policing Committee
<b>NPS</b>	National Police Service
<b>SC-CPC</b>	Sub-county Community Policing Committee
<b>UN</b>	United Nation
<b>USA</b>	United States of America
<b>W-CPC</b>	Ward Community Policing Committee

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Community policing is a crime prevention strategy. It involves a partnership between the police and the community in which the police officers patrol the same area on permanent basis while working with citizens in solving crimes (Reeds, 2013). According to Coquilhat (2008), community policing aims to transform policing organizations from relying on criminal law and procedures, and to adopt consensual extra-legal strategies in problem solving. It puts an emphasis on partnership and participation of communities so as to address lack of security and other social disorders. Community policing is globally recognized as an ultimate solution to crime prevention, especially with the new upcoming waves of crimes like human trafficking, terrorism, cybercrime, drug trafficking and money laundering (Fielding, 2009). Reduction of crime has been associated with community policing programs since its inception (Miles & Cox, 2014).

Community policing has been widely practiced in Europe and North America and has been proved to be effective in crime prevention (Fielding, 2009). According to Kiarie (2012), the two primary functions of community policing which cut across different countries are promoting dialogue between members of the community and police officers, and sharing of criminal intelligence. Additional roles include: policing priorities setting; policing services evaluation; and, ensuring police accountability. In South Africa, Malawi and Botswana, community policing implementation has improved co-operation between local

communities and police in developing and implementing crime reduction particularly of rape and domestic violence (Mastrofski, 2006). In Uganda, Davis et al (2003) suggest that community policing has contributed to the strengthening of the links between police and the communities, and has led to a decrease in domestic violence.

In Kenya, community police partnership was started in 1990s although in a few isolated projects. Community policing in Kenya was meant to create understanding between the police and the community about their roles in crime prevention by supplementing police patrols and neighbourhood watch. Later, the New York based Vera Institute of Justice, offered to support the community policing through the Kenya Human Rights Commission (KHRC) and Nairobi Central Business District (NCBD) association (Ruteere and Pommerole, 2003). In addition, the National Task Force Report on Police Reforms which was formed after the 2007-08 post-election violence, made a strong case that community policing needed strengthening to ensure that the public participated in providing security services and public safety.

The Kenyan Government has embraced community policing since 2003, as a major strategy of preventing crime through police capacity building and empowering community members. In 2005, the then president of Kenya, H.E Mwai Kibaki, formally launched community policing in Ruai Police Station of Kasarani sub-county. Subsequently, several such programs have been rolled out. The spirit of community policing was captured by article 244(e) of the Constitution of Kenya, 2010, and operationalized by the National Police Service act, 2011.

Implementing community-policing in Ruai was about minimizing crime rates and, therefore, promoting socio-economic development and enhancing the ability of the people to prosper through the provision of a secure and safe environment (Pelser, 2009). This is in full recognition that the nature of the crime has changed drastically, patterns of crimes vary across the country with different counties facing different security challenges and the signal is moving towards integration of the police resources and other service providers.

The introduction of community based policing programs has brought local police operations closer to the people (Lebas, 2013; Brodgen, 2004). The programs have been implemented in various forms. These include community policing forums and, presently, the Nyumba Kumi initiative. However, the different forms of implementation have faced varying degrees of failures and successes. There is need, therefore, to analyse whether the challenges of implementation could be associated with police institutional capacity to implement the community policing programs.

## **1.2 Statement of the Problem**

The community policing concept of crime prevention is little known, in spite of several attempts towards its implementation in Kenya. Community policing initiative is aimed at reducing crimes and fear of crimes Cordner (2014). Citizens have placed demands on the police institution to help manage rising crime through community policing, which is a globally recognised initiative for solving problems arising from crime (Ruteere and Pommerole, 2007). Despite these demands, little progress has been achieved in the implementation of community policing. There have been many challenges affecting the

implementation of community policing in Kenya. There is, therefore, need to determine the cause of these challenges with a view of helping make community policing successful.

### **1.3 Objectives of the Study**

#### **1.3.1 Main Objective**

The general objective of the study was to assess the influence of police institutional capacity on community policing implementation in Ruai ward, Kasarani Constituency in Nairobi County, Kenya, with the view of improving the practice.

#### **1.3.2 Specific Objectives**

This study was guided by the following specific objectives:

- i. To assess how police institutional training has influenced community policing implementation in Ruai.
- ii. To analyse how resource allocation has affected the implementation of community policing in Ruai.
- iii. To establish how police organization and administration affect the implementation of community policing in Ruai.
- iv. To establish community policing strategies that could strengthen community policing implementation in Ruai.

#### **1.4 Research Questions**

At the end of the study, the following research questions were answered:

- i. How does the police institutional training affect the implementation of community policing in Ruai?
- ii. How does the resources allocation affect the implementation of community policing in Ruai?
- iii. How does police organization and administration affect the implementation of community policing in Ruai?
- iv. What are the community policing strategies that could strengthen community policing implementation in Ruai?

#### **1.5 Justification for the Study**

The community-police partnership has been seen as a viable strategy under the community policing concept in addressing security and safety issues. The Government of Kenya initiated community policing program to help in improving the police community relationship to curb the rising cases of insecurity.

The findings of this study, can help in the formulation of policies, which would be key in addressing the performance of the police institution, by laying strategies that can assist in the implementation of community policing. This study would benefit the ministry of interior and coordination in making decisions and formulating policies, whose overall objectives is to reduce criminal activities and attacks on the community.

The findings of this study could help the police, in general, to understand their role and contribution in crime prevention through community policing strategies. In addition, the findings would be of value to the academicians as a contribution to the existing literature in the field of community policing. They could also act as a stimulus for further research, especially in other parts of Kenya.

### **1.6 Assumption of the Study**

The basic assumptions of the study were:

- i. Police institutional training, has an influence on the implementation of community policing in Ruai.
- ii. Allocation of resources, affects community policing implementation in Ruai.
- iii. The police organization and administration, affect the implementation of community policing in Ruai.
- iv. Improved strategies on community policing, can help in community policing implementation in Ruai.

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

Ruai ward is a vast geographical area. Because of the distances involved, the study was not able to cover the whole area. However, the study was able to pick selected police posts to represent the entire ward though the preference was to capture views of all police officers and other security agencies within Ruai.

The study faced the difficulty of getting all the police officers to respond as expected. This was due to their fear of victimization. To resolve this, the police officers who were sampled as representative of the entire population under study were assured of the confidentiality of the study and that the findings were for academic purposes and were not to be used against them.

The scope of the study was confined to the influence of police institutional capacity on community policing implementation. Other aspects of community policing were, therefore, beyond the scope of this study. The study was also confined to Ruai ward in Kasarani Constituency of Nairobi County, Kenya. Community policing in other areas in Kenya were not within the scope of the current study. The study also focused on community policing from the time community policing was introduced in Kenya in 2003. As such, other forms of community policing before then are beyond the scope of this study.

## **1.8 Definition of Terms**

### **Community Policing**

This is an approach to policing, which recognizes voluntary participation of the local community, in the maintenance of peace, and which acknowledges that the police need to be responsive to the community and their needs. Key elements include crime prevention and maintenance of public order.

### **Nyumba Kumi**

Is a community policing government initiative. It involves a group of people living in the same geographical area sharing the same attitudes, aspirations, and goals.

**Community policing forum**

This refers to the meetings between the police and the members of the public, for the purpose of promoting community policing work.

**Police institutional capacity**

This is the process by which the police obtain, improve and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently.

**Effective police training**

This means to integrate the best practices into a basic police training curriculum, to improve efficiency and equip police stations.

**Police capacity building**

This is a planned and systematic effort to develop and modify the knowledge, skills and character traits of police officers through learning experiences, thereby achieving effectiveness in policing work.

**Pilot community policing program.**

This is the introduction of community policing into the community, with the aim of creating partnership between the police and the community in crime prevention.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the literature relevant to this study. It also presents the theoretical and the conceptual framework.

#### **2.2 Police Institutional Training on Community Policing**

According to Fielding (2009), Community Policing has existed for about three decades and has been widely practiced in Europe and North America. It has been proved effective in crime prevention. In a study by the Bureau of Justice Assistance, U.S. Department of Justice (2008), adequate training among the police on community policing was seen to be lacking in community policing efforts. It was noted that effective community policing requires training for both police personnel and community members as it aids the development of new police attitudes, knowledge and skills to facilitate reorientation of perceptions and refinement of existing skills (BJA, 1994; Office of Community Oriented Policing Services, 2007). The study recommended that training must target misconceptions about community policing, including conducting accurate community needs assessments. The training should involve all stakeholders in collecting data to develop community policing strategies, in the assurance of appropriate resources available for community programs and, finally, in evaluating and modifying programs as needed. This portrays a positive influence towards police officers' engagement in community policing and can bring out new approaches to community policing training in Kenya.

Ali and Dancun (2007) revealed that most police officers were not trained in the formation of partnerships. They had no experience in empowering the community and community involvement organization. It was unlikely for police to realize community policing's full potential because they had limited or no training. The study observed that since community policing is labour intensive, training was often 'short-changed'.

In his study, Mastrofski (2006) established that to promote community policing techniques, recruit training had not been substantially revised in the United States. He noted that American police officers. Generally, less than one week is devoted to learning and functioning in new police thinking roles. The present study is necessary to bring out the influence of police institutional capacity in the implementation of community policing in urban areas of Kenya. Police need members of the public to work in the implementation of community policing. Consequently, police must act professionally and with respect to the members of the public (Kiarie, 2012).

In Kenya, police training starts at the Kenya Police College Kiganjo and GSU Training School in Nairobi for the Kenya Police, and Embakasi for the Administration police. In these institutions, the concept of safety, physical fitness, and basic laws are emphasized. The colleges are mandated to train recruits, officers attending promotional courses, and those attending performance enhancements courses. The IG of the National Police Services, Mr. Boinet, while addressing stakeholders' conference on 21st April 2016 spoke on the ongoing curriculum review of the National Police Service. He said the new curriculum which was being developed was prompted by the ever-changing complexity of

crimes, particularly those organized and technological in nature. He noted that the curriculum was expected to focus on emerging and complex crimes including terrorism, cybercrime, gender-based violence and money laundering. This conference was expected to come up with policies to improve on the police institutional capacity through training on police community relationship.

### **2.3 Resource Allocation to Community Policing**

Ferreira (2006) studied community policing effectiveness and use in Central Europe. He found out that, inadequate resources to support the cost of community policing activities and forums was among the challenges that the police faced. To transform the police requires huge resources necessary for its demands and implementation. It requires resources to transform the provision of equipment and technology, training, salary, improvement forums for community policing activities, cost support, monitoring, and evaluation, among others, which constrained countries are unable to meet (Fruhling, 2007).

Mammus (2010) established that inadequate funding, manpower shortage, inadequate infrastructure and logistic support, lack of technological equipment and serviceable information covering all the country's areas, were the major challenges of policing in Nigeria. Additional factors included the average policeman's poor conditions of service, insufficient training and education. The study targeted police officers and police stations on the availability of resources.

According to Pelsler (2009), lack of cars and motorbikes was found to be a challenge to community policing in South Africa. Some sub-counties had only four cars to serve all police units and cover the whole area of operation.

From routine police officers' interviews, it is evident that ability to consistently visit communities is affected by limited means of transportation. It was noted that the planned expansion of Community Police Councils requires equipment of communication, transportation, food allowances, housing, human resource support and access to training. To ensure that the program motivates the officers responsible and that it is effective for the communities, quantification of the true program cost ought to be done and rolled out in a dedicated and consistent manner.

On implementation of community policing by security agencies in Nakuru, Kenya, Chimera and Likaka (2014), revealed that 80% of the respondents said that community policing was highly hindered by inadequate information. Performance of community policing committees was affected by lack of information required to pre-empt crime. Lack of communication facilities reduced the efficiency of the community policing in general, as it could identify criminal activities or criminals but could not communicate. This study relied on interviews to collect data.

A study by Ruteere and Pommerolle (2007) revealed that, historically, the various district community police officers and the community policing units have been underfunded severely. The police in Kenya are often constrained by limited resources for the

enhancement of community policing. Such are seen in dilapidated structures in police stations. Moreover, the Kenyan government has not done enough to improve facilities that include the police cells and station facilities. Improved facilities entail improved service delivery to the community members, and therefore, improved security. The government ought to allocate enough resources to community policing through the provision of transport, equipment, funds, good salaries for the general motivation of officers and build houses and policing offices for effective implementation of community policing in Kenya.

#### **2.4 Police Organization and Administration on Community Policing**

For community policing to be effective, police institutional capacity needs to be focused on. The structures of the police organization and the related issues of decentralization of local service delivery need special attention. Local level actors need to be provided with incentives that reward effective and innovative practices (Pelser, 2009). Any police framework should support the flow of information and intelligence. There should be effective tasking and coordinating arrangements, to make the connection between the communities across police units more efficient and smoother.

Research by Community Policing Consortium (2012) in the USA revealed that momentous challenges face the police and communities that want to see their investment in community policing survive and progress. The police organization structure has been characterized as extremely hierarchical, largely rigid and centralized. This is contradictory to the structure, values and processes applied by community policing. The argument is that a decentralized structure that is innovative, proactive and flexible is difficult in the traditional structure of the police. There is, therefore, need for co-production of policing priorities that consider

community input as central in community policing (Fruhling, 2007; Jones, 2008; Pelser, 2003).

The National Centre of Community Policing Studies (2013) of Michigan, USA, found that three out of four initiatives on community policing meant to identify priorities and solve problems, were being conducted without the contribution of the community. It was found that the community policing officers were working independently of the community when identifying and providing solutions to community issues. This made the community policing program ineffective. Another barrier observed was that, rather than the police building relationships with the community, performance measures were being based on law enforcement practices. This results in the inability to reward an officer's good work as Bucqueroux (2007) observes in the case of Nigeria.

Walker and Kats (2005) define organizational transformation as “the alignment of management structures, personnel and information systems to support police-community partnership and proactive policing. Community policing refers to a major change in the role of the police.” The study relied mostly on secondary data obtained from educational offices and commission reports. The current study, however, obtained data from the primary sources.

Another survey by Carroll, Buracker and Associates Ltd (2007) in the USA showed that the effectiveness of community policing becomes limited when community police operate as specialized units. It was observed that specialized units tended to create an environment

of isolation, or cause friction between staff. More successful community policing initiatives were found to be those that incorporated a 'whole of organization' approach. Nevertheless, a 'whole of organization' approach implementation was often problematic (Cordner, 2009). It was noted that within the organization where community policing is delivered through dedicated units or specialist officers, community police officers suffered isolation.

Working in specialized units was found to lead to difficulties establishing credibility and gaining status amongst colleagues who were still largely driven by old law enforcement and criminal justice practices. According to the Davies et al (2013), the structure of the police organization influences the level and quality of decentralization which is fundamental in enhancing the working relationship between the police and the citizens.

A study by Onwudiwe (2009) on informal policing in Nigeria established that frequent transfer of senior police officers was a challenge to community policing in Nigeria. This was according to 55% of the respondents who strongly indicated that frequent transfer of senior police officers affected the performance of community policing. It was noted that, as the officers got acquainted with their areas of jurisdiction, created a conducive working environment with the policing committees and got to identify and know the criminals, they were transferred to other areas. This acted as a challenge to community policing thus, reducing its effectiveness. The study targeted community policing committees and private citizens in a random survey and did not include police officers.

Masese and Mwenzwa (2012) noted that possible challenges to community policing were not identified and addressed during the design phase of community policing initiatives. Some of the common organizational barriers included lack of involvement by police management in the initiative's design, poor implementation and monitoring, disagreements about resource allocation and personnel deployment; confusion and disagreement about changes in department systems and structures, middle level management differences, clashes between 'command-and-control' management styles, expanded decision making by line officers, and preferential treatment for community police officers. The current study addressed organizational and administrative structure of the police, which is centralized, hierarchical and bureaucratic, with a view that it should be decentralized and made flexible to be able to adapt to community policing.

## **2.5 Effectiveness of Community Policing Policies**

Fear of crime can be alleviated and normalcy restored within a neighbourhood when there are innovative strategies on community policing (Zhao et al., 2002). A study by Polzin (2007) in the State of Michigan identified inadequate strategies as a challenge to community policing. He argued that in order to ensure successful implementation of community policing, the police need to employ change management strategies. For about three decades, community policing has existed and has been more widely practiced in Europe and North America than in other regions (Brodgen, 2004; Ruteere and Pommerole, 2003). Community policing has spread to the developing countries through international aid programs geared towards reforming policing organization (Brodgen, 2004).

According to Neild (2007), the introduction of community policing does not necessarily address police malpractices. He argues that community policing should only be implemented once endemic problems in policing have been addressed. Hence, a clear national standard institutional restructuring and accountability mechanism should be in place, before the implementation of community policing. This can help avoid the risk of reinforcing undemocratic power structure.

Several studies have been carried out on the effectiveness of community policing, both from the citizens perspective and from the police perspective. The Cincinnati community sector team policing experiment in 1977, found out that an increase in police job satisfaction on community policing is important (Mazerolle, Bennet, Davies, Sargeant and Manning, 2013).

In Kenya, community police partnership was started in the 1990s and was limited to the Nairobi CBD (Ruteere and Pommerole, 2003). Later on, a number of community policing programs were initiated with the help of NGOs (Saferworld, 2008). The report of the National task force on police reforms, formed after the 2007-2008 post-election violence, presented a strong case: that community policing should be strengthened, in order to ensure the participation of the public, in the provision of the public safety and security services. It also recommended the fast-tracking of the National Policing Policy (NCPP) to provide a legal and institutional framework for the implementation of community policing (Kiarie, 2012). Emphasis on community policing was made by H.E Uhuru Kenyatta, the President

of Kenya on 20th October 2013: “Security is a shared mandate of all people living in Kenya. The first rule of security is vigilance; we must all embrace Nyumba Kumi”

## **2.6 Theoretical Framework**

The research study is guided by the System Theory. The theory assumes that a system is an entity with interrelated and interdependent parts. A system is defined by its boundaries and is more than the sum of its part. The System Theory, therefore, focuses on a system which is organized with a set of interrelated and interacting parts that maintain its own balance amid the influence of its environment (Anderson and Gerbing, 1988). This theory has provided important insights and innovation to the field of community policing.

According to Lester (2000), the System Theory can be described in two models. The first is the closed systems model which focus on a division in society that works in isolation from the rest of the community (environment). It does not allow views from the rest of the community members. The second model is an open system which operates through interaction with the environment in order to survive. The current national police organization is developed on the closed-model perspective. It puts emphasis on the autonomy of the police from the community. However, there is a growing need to adopt an open systems approach by the police organizations. Police leadership seems oblivious to the principle that, community policing unit is a subsystem of the whole organization. For the organization to function efficiently and achieve its intended goal, all the subsystems must be interdependent. This perspective has featured in the work of numerous scholars (Langworthy, 1986).

The figure 2.1 below represents how the closed system model works.

**Figure 2.1: Close model system**



Input – information received from external sources

Black box – police organization,

Output – information feedback to the members of the public

The figure above shows how information and other resources collected by the police as the input, are sent to the black box, which is the police organization, for processing. The police later use the same information to provide the solution to the crimes affecting members of the public (the output). A successful organization depends on its environment to adjust and adapt to changes in the environment (Curlip Centre and Broom, 2006). Police organization in this case, view themselves as crime prevention and fighting experts who do not need the help of the public in actualizing their roles as law enforcement agents.

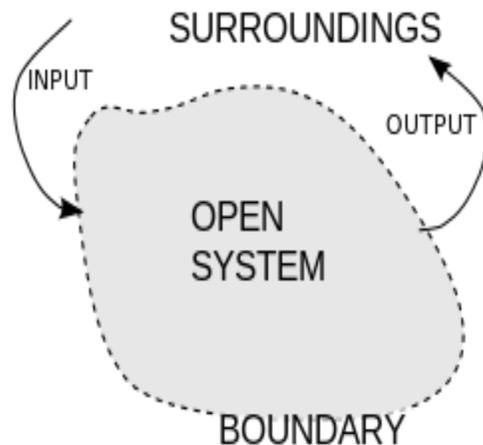
The open system approach identifies organizational behaviour by mapping the repeated cycles of throughput, output, input and the external environment, and organization's feedback (Bertalanffy, 1951). Input from the environment is received by system, in the form of either resources or information. The input is then processed internally and the output is released into the environment. Feedback is then pursued by the system to determine the effectiveness of the output, rather than the short term goals. This approach, therefore, focuses on long term goal attainment.

Systems can be considered theoretically as either open or closed. Information, resources or energy are exchanged with the environment by an open organization. A closed system does not. Practically, social systems are mostly identified as relatively open or closed since they cannot be completely closed or open. Sensitivity to the external environment is used to determine the difference between open and closed system. A closed system is insensitive to the deviations of the environment, whereas, an open system is responsive to the changes in the environment.

According to Daft (2001), organizations in general, are shifting from mechanical, closed systems to more biologically open systems and police organizations must adopt the open model system theory for it to fully implement community policing.

The figure 2.2 below, shows how open system model works.

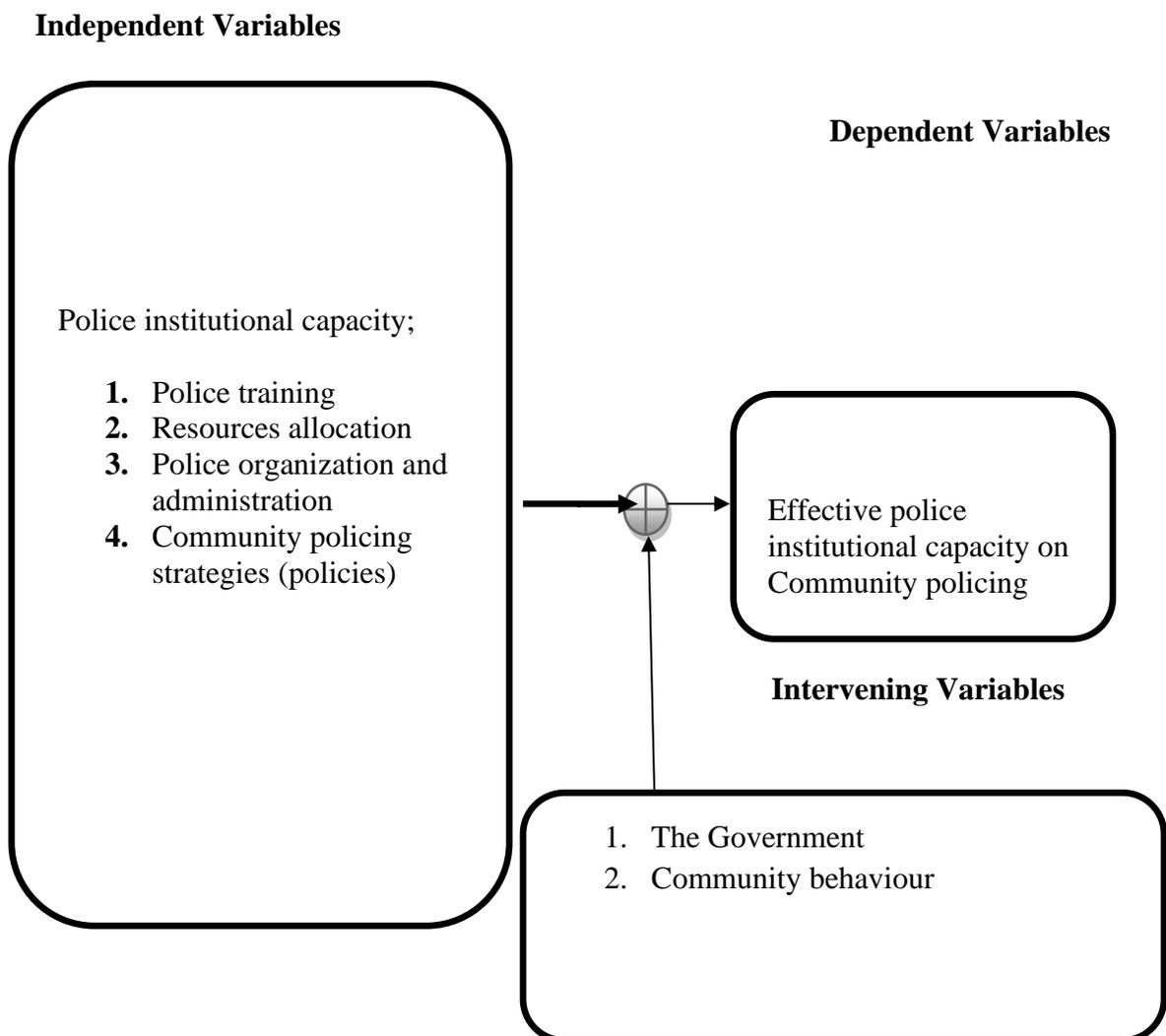
**Figure 2.2: Open system model**



The figure above shows how an open system, such as the police organization, is able to relate with the community and work as part of the community. The system is able to gather

information and work with the public in enforcing the law. For the police organization, the porous boundaries show interdependence and interaction between police and the community. This is the idea behind community policing initiative. The notion of System Theory, open system model especially, has provided important insights and innovation to the field of community policing.

**Figure 2.3: Conceptual Framework**



Source: research data (2017)

### **Figure 2.3: Conceptual Framework**

The conceptual framework presents a summary of the interaction between independent variables and dependent variables. The independent variables include; effectiveness of police training, resources allocations, police organization and administration, and community policing strategies (policies). The level of support from the Government, and Community behaviour are intervening variables because they influence the effectiveness of police institutional capacity on community policing implementation (the dependent variable).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter presents the methodology that was used to carry out the research. It covers the research design, variables and categories of analysis, the site of the study, as well as the target population, sampling techniques and the sample size. The chapter also covers the research instruments that were used, validity and reliability measures, data collection, data analysis, data management and ethical considerations.

#### **3.1 Research Design**

Research design is a set of procedures, used in collecting and analysing measures of the variables, specific in the problem research. This study employed a survey research design. The study use quantitative and qualitative approaches where qualitative methods permits a flexible and interactive approach for example data is presented in form of words rather than numbers and this words are often grouped into categories Mugenda and Mugenda (2003) while the quantitative research methods include design, techniques and measures that produce discreet numerical or quantifiable data

#### **3.2 Site of the Study**

This study was carried out in Ruai, an electoral ward in Kasarani Constituency, Nairobi County, Kenya. Ruai is located approximately 28 kilometres east of the Nairobi CBD. The ward covers an area of 98 Km<sup>2</sup> according to Map No. 4187 Rev. United Nations. The other electoral wards in Kasarani are Clay City, Mwiki, Kasarani, and Njiru. Kasarani constituency had a population of 200,984 with Ruai ward having a population of 35,961,

according to the 2009 population census enumerated by the Kenya National Bureau of statistics.

### **3.3 Target Population**

Bernard, H. R. (2011) define population as the collection of data to which the researcher wishes to make inferences. In this research the target population was all police officers working within Kasarani Sub County and this include those working in the junior rank category and senior police officers. Available police database shows that there was a total of 220 police officers working in Ruai police station, according to the National Police records, database as presented below in table 3.3.1

**Table 3.3.1: Target Population**

<b>Cluster</b>	<b>Site of the study</b>	<b>Target population</b>	<b>Sampled size</b>	<b>Percentages</b>
1	Police officers attached to Ruai police station	78	34	29.6
2	Police officers attached to Mawembili police post	13	8	7
3	Police officers attached to Kamulu police post	4	2	1.7
4	Police officers attached to Makongeni police patrol base	4	2	1.7
5	Ruai Location AP/Chief	46	27	23.5
6	Makongeni AP/Chief	11	7	6.1
7	Ngundu AP/Chief	7	4	3.5
8	Miango AP/Chief	10	6	5.2
9	Utawala AP/Chief	17	11	9.6
10	Water treatment plant AP/Chief	6	3	2.6
11	East park AP/Chief	10	6	5.2
12	Police officers attached to Nairobi area police headquarters/ county commissioner's office	6	3	2.6
13	Police officers attached to Inspector General's office	8	5	4.3
<b>Total</b>		<b>220</b>	<b>115</b>	<b>100</b>

**Source: Research Data (2017)**

### **3.4 Sampling Design and Size**

A simple random sampling was used in the study. This sampling method was selected because, it offered each member of a population an equal chance to become part of the sample. Members of the population had an equal chance of becoming a research participant. This is the most efficient sampling procedure according to Mugenda (1999). In conducting this sampling strategy, the researcher first define the study population of 220 respondent, then select the respondents to make the sample. A sample of 120 respondents were selected and issued with questionnaires and interview guide. From the categories of 120 respondents, 115 were able to answer and return the questionnaires and interview guide which is above 30%. According to Mugenda and Mugenda (2003), use of sample size above 30% of the target population, is a good representation of the target population.

### **3.5 Research Instruments**

A questionnaire and interview guide were used as data collection instruments and this was a printed self-explanatory report designed to elicit information that can be obtained from the written response of the system. Both primary and secondary data were collected in this study. Primary data was collected by the use of questionnaires which was Likert scale and close ended questions, which includes all possible questions and prewritten response categories where the respondents were asked to choose among them. Questionnaires were selected for this study, because it ensures a high response rate. The questioners were distributed to respondents to complete and were collected personally by the researcher.

### **3.6 Validity and Reliability Test**

According to Mugenda and Mugenda (2003), validity refers to the accuracy and meaningful inferences which are based on the research results. Validity is the degree to which, results obtained from the analysis of the data, actually represent the phenomena under study. To ensure validity of the questionnaire and interview guide, accurate measures of the instrument and standardized data collection procedure were developed during the pilot study. Provisions of training were availed to the respondents before commencing the data collection. Further consultation with the expert was obtained to provide further explanation about the content validity of the research measurements. The results of the discussion were shared with the supervisor for improvement of the validity.

Reliability is the degree of consistency which an instrument measures the attribute, for which it is designed to measure (Kombo & Tromp 2006). To check for internal inconsistencies in the content of the study instrument, a split half test of reliability was carried out. The questionnaire for this study was administered to 15 police officers from Njiru ward, and was found to be consistent with the research and, therefore, were reliable.

### **3.7 Data Collection Procedure**

Quantitative data were collected by use of self-administered questionnaires. The researcher was assisted by a research assistant in visiting and administering questionnaire to the respondents through hand delivery and pick-later method. This provided the respondents, ample time to fill the questionnaire in their own time. Arrangements were made to pick them at a later date. Qualitative data were collected by the use of interview guides through face to face interviews. The filled questionnaires were cross checked, edited

and coded for further analysis.

### **3.8 Pilot Study**

The research instruments were pretested to ensure their validity and reliability. This enabled the researcher to identify questions, that were vague or that did not elicit the right responses and ensure that the instrument would measure the concept intended and check for flaws and bias (Mugenda & Mugenda 1999). To uphold validity and reliability of the results of this study, the researcher did a pilot study with 15 police officers attached to the Njiru ward. Njiru ward is a ward with the same category as Ruai Ward under study according to the population census of 2009.

### **3.9 Data Analysis**

The researcher summarized and analysed the data by using tabulations and percentages. The results were presented in tables.

On the other hand, the qualitative data was grouped into similar themes and analysed so as to display the opinion of the respondents. The Statistical Package for Social Science (SPSS version 21) was used to compute the data. Qualitative data was analysed through content analysis. It was then formulated according to the objectives of the study. Topics and major subjects that came up in discussion and major concepts or themes were identified. Using this technique, the researcher analysed the collected data and identified information that was relevant to the research questions and objectives. A coding system based on the sample of collected data was then developed.

### **3.10 Research Authorization**

The researcher obtained a letter of introduction from the Graduate School, Kenyatta University, and a research permit was granted by the National Commission for Science Technology and Innovation, to conduct the study within Ruai ward in Kasarani Constituency, Nairobi County. The researcher visited and notified the County Education Officer and the County Commissioner of the intention to undertake the research and got official approval and support before the data collection exercise.

### **3.11 Data Management and Ethical Considerations**

At the onset, respondents were assured that the information adduced in the research was confidential and purely for academic purposes. Thus, it would not be used to victimise them or against them. This study sought informed consent from the respondents, who were also informed that they had a choice to withdraw from the study at their will, before the end of the exercise.

Approval to conduct the research was obtained from the University and authority to collect data was also sought from the National Commission for Science, Technology, and Innovation (NACOSTI) which included issuance of a research clearance permit. Data was stored electronically by use of a computer, with a password to deny unauthorized access.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents findings and their discussions, based on the research objectives of the study. Descriptive and inferential statistics have been used to analyse the findings. Quantitative data were analysed using descriptive statistics and presented in tables. Content analysis technique was used to analyse qualitative data.

The main objective of the study was to assess the influence of police institutional capacity on community policing implementation in Ruai ward, Kasarani Constituency in Nairobi County, Kenya. The specific objectives of the study were: to assess the effectiveness of the police institutional training to implement community policing; to analyse the challenges of resources allocation in the implementation of community policing; to establish how the police organization and administrations affect community policing implementation; and finally, to identify community policing strategies that can help to strengthen community policing implementation in Ruai.

##### **4.1.1 Response Rate**

The study targeted a population of 220 respondents. The sample had 120 respondents. Out of the 120 respondents, 115 filled the questionnaires resulting in 95.8% return rates. Berg (2004) states that a response rate of 70 percent and above is a good response rate, this is more than two third of all respondents putting in mind that even two third of all respondents is efficient statistically.

## 4.2 Effectiveness of Police Institutional Training in Community Policing

The first research objective was to assess the effectiveness of the police institutional training on community policing implementation in Ruai ward. The six questions asked on the impact of police institutional training on community policing required ordinal data which was serialized as; strongly agree (SA), agree (A), strongly disagree (SD) and disagree (D). The results are shown in Table 4.2.1 below.

**Table 4.2.1: Impact of Police Training on Community Policing**

Variables	SA		A		SD		D		Cumulative Total	
	f	%	f	%	f	%	F	%	f	%
Police are well trained in community policing	11	9.6	23	20	50	43.5	31	27	115	100
Police are interested in solving crime.	53	46.1	39	34	16	14	7	6.1	115	100
Police have enough instructors trained in community policing	14	12.2	26	22.6	40	34.8	35	30.4	115	100
Police trust on citizen participation in community policing.	18	15.7	11	9.6	38	33	48	41.7	115	100
Change of Police attitude through training can enhance community policing implementation	27	23.5	34	29.6	25	21.7	29	25.2	115	100
Police officers have skills to implement community policing.	5	4.3	10	8.7	44	38.3	56	48.7	115	100

SA = Strongly Agree, A = Agree, SD = Strongly Disagree, D = Disagree

**Source: Survey data (2017)**

The total number of respondents interviewed was 115 and the question as to whether the police were well trained in community policing was analysed. The results were as follows: strongly agree, 11 (9.6%), agree 23 (20%), strongly disagree 50 (43.5%), and disagree 31

(27%). This shows that majority of the respondents 50 (43.5%) strongly disagree that the police are well trained in community policing. It is evident from the data that the police are not well trained as indicated by the police officers interviewed. Therefore, there is need to train the police officers on community policing to assist in community policing implementation.

During separate interviews using interview guide during the same period in Ruai and Nairobi county headquarters, with the senior police officers. It was established that there was a serious deficiency in the police training on community policing. Senior officers admitted that the programs on community policing have been launched but due to lack of funds, training of police officers have failed. They were optimistic that training programs would be availed after the IG of police launched a new police curriculum.

The respondents were asked whether the Police were interested in solving crime. The results were as follows: strongly agreed, 53 (46.1%), agree, 39 (34%), strongly disagree, 16 (14%), disagree 7 (6.1%). This shows that the majority, 53 (46.1%), of the respondents strongly agreed that the police have a lot of interest in solving problems affecting members of the public. The police, therefore, need to be capacitated through training so that they can perform their mandate of crime prevention through community policing. Senior police officers.

The study interviewed respondents on whether the Police have enough instructors trained in community policing. The results were as follows: strongly agree 14 (12.2%), agree 26 (22.68%), strongly disagree 40 (34.8%) and disagree 35 (30.4%). The results show that there were 40 (34.8%) respondents who strongly disagreed that the police have enough

trained instructors to train police officers on community policing. Police trainers with requisite skills in community policing. Senior police officers agreed with the respondents that the police have enough community policing trainers. They argued that they, themselves, had a wide knowledge in community policing and therefore, they are able to offer training to the officers.

Further, the respondents were asked whether the police trust citizens' participation in community policing. The results were as follows: strongly agree 18 (15.7%), agree 11 (9.6%), strongly disagree 38 (33%), disagree 48 (41.3%). The results show that there were 48 (41.7%) respondents who disagree that trust was an impediment to the implementation of community policing. It is through community policing training that the differences between the police and the citizens can be eliminated.

The respondents were asked, whether training of the police on community policing can change their attitude towards community policing. The results were as follows: strongly agreed 27 (23.5%), agreed 34 (29.6%) strongly disagreed 25 (21.7%) and disagreed 29 (25.2%). Majority of the respondents 34 (29.6%) agreed that it is through training on community policing that police attitude toward community policing can be enhanced. Therefore, there is need to change police negative attitude towards community policing so as to have full realization of community policing programs. In a separate interview with senior police officers, the majority of the respondents agreed that a positive attitude by the police towards community policing can enhance its implementations. Police, therefore, need to be capacitated with new skills so as to understand the concept of community policing and avoid a negative attitude towards their citizens.

The respondents were asked whether they believed that the police officer have skills to implement community policing. Those who strongly agreed were 5 (4.3%), agreed 10 (8.7%), strongly disagreed were 44 (38.3%) and 56 (48.6%) disagreed. There were 56 (48.7%) respondents who strongly disagreed that the police officers have skills to implement community policing. There is, therefore, need to provide skills to the officers on community policing through training as evident from the above analysis. In a separate interview with senior police officers, it was found that police officers lacked the requisite skills to implement community policing. There is, therefore, an urgent need to provide training to the officers on community policing since they are key players in the implementation of community policing.

Police officers were asked whether they have undergone training on community policing. The results are shown in table 4.2.2 below.

**Table 4.2.2: Number of Police Trained on Community Policing.**

Variable	Frequencies	Percentage
Yes	40	34
No	75	65.2
Total	115	100

**Source: Survey data (2017)**

The respondents were asked whether officers have undergone training on community policing. The results indicate that 40 (34%) of the respondents had been trained in community policing, while 75 (62.2%) had not been trained. This means that they have not undergone any kind of training specific to community policing. Majority of the respondents

(75 (65.2%)) pointed out that most of the police had not been trained on community policing, which could be an impediment to the implementation of community policing. Training is necessary to impart skills to police officers necessary in the implementation of community policing.

In a separate interview with senior police officers, they agreed that, police officers have not been adequately trained on community policing. They reported that the issue of police training is currently being worked on by the Inspector General of police, to help solve the problem of police training on community policing.

The effectiveness of community policing training to those officers who had undergone training was analysed. The results are shown in table 4.2.3. below.

**Table 4.2.3: Effectiveness of Community Policing Training**

Variables	Frequencies	Percentage
Yes	32	80
No	8	20
Total	40	100

**Source: Survey data (2017)**

The results indicated that, 32 (80%) of the respondents confirmed that, community policing training was effective and 8 (20%) of the respondents showed that without training on community policing, police are still effective in the old crime prevention model. This shows that majority of the respondents, agreed that community policing training is effective. After the training, police officers are able to work well with the members of the public. In a separate interview, senior police officers agreed that officers who had been sent

for training on community policing were effective in discharging police duties and were able to embrace community policing in crime prevention.

Police participation in community policing training and sensitization was evaluated. The results are tabulated in Table 4.2.4 below.

**Table 4.2.4: Level of Police Participation in Community Policing Training**

Variables	Frequencies	Percentage
Non	52	45.2
Once	47	40.9
Twice	11	9.6
Many times	7	6.1
Total	115	100

**Source: Survey data (2017)**

The respondents were asked to indicate the number of times they had been send to participate in community policing from their places of work in Ruai by the police organization. The results indicated that 52 (45.2%) of the respondents had never been send, 47 (40.9%) had been send once, 11 (9.6%) twice, and 7 (6.1%) many times. Therefore, while 52 (45.2%) officers have never participated in community policing training and sensitization, 7 (6.1%) respondents had participated in community policing training and sensitization. This shows that the level of police participation in community policing was very low. Police organization need to be sending more officers to attend the training. This would help in the implementation of community policing. From the interview with the senior police officers, they agreed that majority of police officers have not been sent to participate in community policing training, while some failed to attend community policing training after being nominated to participate. They indicated that a plan was underway to

have community policing training made compulsory and be conducted at the local level so that all officers get the requisite skills.

### 4.3 Resources Allocation to Community Policing

The second research objective was to analyse, how resource allocations affect the implementation of community policing in Ruai. The questionnaire sought information from the respondents on the resource allocation to community policing.

One question sought information on the kind of duties and assignment allocated to the police officers in their work station. The results are shown in table 4.3.1 below.

**Table 4.3.1: Duties and Assignments to the Police Officers Serving in Ruai Ward**

Variables	Frequencies	Percentage
General duties	66	57.4
Community policing	3	2.5
Beats and patrols	31	27
Guards duties	8	7
Crime office	4	3.5
Report office/ customer care	2	1.7
Other duties	1	0.9

**Source: Survey data (2017)**

The results were; general duties 66 (57.4%), community policing 3 (2.5%), beats and patrols 31 (27%), guards' duties 8 (7%), crime office 4 (3.5%), report office and customer care 2 (1.7%), while 1 (0.9%) was assigned other duties. Majority of the police officers 66 (57.4%) indicated to have been assigned to perform general duties. Very few police officers were assigned to community policing 3 (2.5%). This shows a lack of commitment by the police organization to the implementation of community policing. In a separate interview with senior police officers, the findings were the same: that few officers were assigned to

community policing. The argument was that, all officers were expected to perform community policing duties in their daily job routine and that officers who have been privileged to attend training, should induct other officers, in the course of their duties.

The respondents were further given a list of statements concerning how resource allocation affects the implementation of community policing in Ruai. They were to indicate the extent to which they agreed or disagreed with the statements. The findings are shown in Table 4.3.2

**Table 4.3.2: Community Policing Resources Allocation**

Variables	SA		A		SD		D		Total	
	f	%	F	%	F	%	f	%	f	%
Police organization provides for the cost of implementing community policing.	16	13.9	19	16.5	33	28.7	47	40.9	115	100
Police have office space for the community policing	15	13	17	14.8	45	39.1	38	33	115	100
Training facilities are available for the community policing	10	8.7	16	13.9	37	32.2	52	45.2	115	100
Motor vehicles and stationery allocation are available for the community policing	13	11.3	9	7.8	44	38.2	49	42.6	115	100

SA = Strongly Agree, A = Agree, SD = Strongly Disagree, D = Disagree

**Source: Survey data (2017)**

The respondents were asked to express their agreement on, whether the police organization is able to provide for the cost of implementing community policing. Those who strongly agreed were 16 (13.9%), those who agreed were 19 (16.5%), strongly disagreed 33 (28.7%)

while 47 (40.9%) disagreed. This shows that majority of the respondents, 47 (40.9%) disagreed that the police organization is unable to provide for the cost of implementing of community policing. This shows that the police organization, is unable to provide for the cost of implanting the community policing. Police were able to implement community policing through less costly means, such as, by mobilizing the citizens to form community policing at a local level, for example, during market days and local administrators' meetings. Interviews conducted with senior police officers agreed with the fact that, the cost was not an impediment to the implementation of community policing. Meetings with community members at their convenient places can help promote community policing.

Police have office space for the Community policing, was analysed to establish if it was an obstacle to the implementation of community policing. The results were as follows: those who strongly agreed were 15 (13%), agreed were 17 (14.8%), strongly disagreed were 45 (39.1%) while 38 (33%) disagreed. This shows that majority of the respondents strongly disagreed, 45 (39.1%) were of the opinion that police do not have office space for the implementation of community policing. This shows that community policing officers lack offices to conduct community policing. There is a need to create community policing office space in Ruai to help improve community policing implementation. Interviews with senior police officers indicated that police lack office space to conduct community policing operations. They said that they were forced to use the office of the officer commanding the police (OCS) to conduct community policing meetings. These meetings were normally affected by other important meetings concerning other security matters. This has slowed down the implementation of community policing.

Views on whether training facilities for community policing are available were sought. The results were as follows: strongly agreed, 10 (8.7%) agreed, 16 (13.9%) strongly disagreed, 37 (32.2%) while 52 (45.2) disagreed. This shows that majority of the respondents, 52 (45.2%) disagreed that training facilities were available for the community policing for example training manuals for community instructors and other materials was an impediment to the implementation of community policing. Only a small number, 10 (8.7%), strongly agreed that training facilities was available. This implies that training facilities like equipment, buildings and community policing training manuals need to be availed to assist in the training of police officers. Results from the interviews with senior police officers indicated that police officers lack training facilities. There is only one approved training facility at the Nairobi County Headquarters which cannot handle the large number of officers required to undergo community policing training.

The study examined resources allocation to the community policing like; motor vehicles for transport and stationaries for community policing were available. The results were as follows: strongly agreed were 13 (11.3%), agreed were 9 (7.8%), strongly disagreed were 44 (38.2%) while 49 (42.6%) of the respondents disagreed. The majority of the respondents, 49 (42.6%) disagreed that transport and stationery was available for the community policing. This shows that there was a great need for the allocation of enough funds for transport and stationery for the community policing. Stationery like computers and printers would help in enhancing community policing. Interviews with senior police officers indicated that community policing lacks equipment to help fast track on the implementation of community policing.

#### 4.4 Challenges of Police Organization and Administration on community policing

The third research objective was to establish how the police organization and administration affect the implementation of community policing in Ruai. The six questions on police organization and administrative challenges required ordinal data. They were ordered as: strongly agreed, agreed, strongly disagreed and disagreed were analyzed. The results are reported in table 4.4.1 below.

**Table 4.4.1: Challenges of the Police Organization and Administration on community policing**

Statements	SA		A		SD		D		Total	
	F	%	f	%	F	%	f	%	f	%
Police make proper use of trained community policing personnel	7	6.1	13	11.3	51	44.3	44	38.3	115	100
Police have special department to handle community policing	12	10.4	16	13.9	45	36.5	42	36.4	115	100
There are frequent transfer of trained police officers in community policing	55	47.8	37	32.2	11	9.6	12	10.4	115	100
Police organization have a well-structured community policing.	8	7	11	9.6	50	43.5	47	40.9	115	100
There is Collaboration among security agencies in community policing.	8	7	14	12.2	53	46.1	40	34.8	115	100

SA = Strongly Agree, A = Agree, SD = Strongly Disagree, D = Disagree

**Source: Survey data (2017)**

The respondents were asked whether trained community policing personnel, were properly deployed to the community policing duties. The results were as follows: strongly agreed 7

(6.1%), agreed 13 (11.3%), strongly disagreed 51 (44.3%), while 44 (38.3%) disagreed. The fact that majority of the respondents 51 (44.3%) strongly disagreed implies that the police organization does not make use of trained personnel in community policing work. There is, therefore, a greater need for the police organization to let police officers trained in community policing perform the duties of community policing. Interviews with senior police officers indicated that police officers trained in community policing, are deployed in other police duties on needs basis, may arise from time to time. They were of the opinion that all police officers should master community policing strategies. Consequently, those who are trained in community policing duties have the duty of inducting those who have not been trained. This could be an impediment to the implementation of community policing.

Police have a special department to handle community policing was examined. The results were as follows: strongly agreed 12 (10.4%), agreed 16 (13.9%), strongly disagreed 45 (36.5%), while 42 (10.4%) disagreed. The majority, 45 (39.1%), of the respondents strongly disagreed, that there was special police department to handle community policing work. There is a great need, therefore, to create a special department in all the police offices to help in the implementation of community policing. Interviews with senior police officers confirmed that, there was no special department in police to handle community policing. Accordingly, all police officers in every department have a duty to work and ensure the success of community policing. As such, there was no need to create specialized units like community policing.

The issue of frequent transfers of police officers trained in community policing was analysed, to establish whether it affected the implementation of community policing. The

results were as follows: strongly agreed 55 (47.8%), agreed 37 (32.2%), strongly disagreed 11 (9.6%) and 12 (10.4%) disagreed. The majority 55 (47.8%) of the respondents strongly agreed that frequent transfer of officers who had undergone training and got familiar with community policing operations, was a challenge to community policing implementation. They reported that they were transferred immediately they were trained and got acquainted with their work environment. There is a need to review the transfer policy of the police officers, to ensure maximum use of trained police officers. Interviews with senior police officers confirmed that officers are normally transferred after serving in one area for a specific period of time. They said that, when an officer acquired a new skill like training in community policing, they were transferred to other areas to be utilized across the country.

The respondents were asked whether the police organization have a well-structured office for community policing. The results were as follows: strongly agreed 8 (7%), agreed 11 (9.6%), strongly disagreed 50 (43.5%) and 47 (40.9%) disagreed. The majority, 50 (43.5%) of the respondents, strongly disagreed that police organization, has a well-structured community policing in line with community policing principles, and that police administration has not assigned police officers to perform community policing activities. Senior police officers in an interview, admitted that police administration has not structured the policing organization to adopt community policing in every police office, and that community policing duties are being conducted by the Officers Commanding Station (OCS).

The respondents were asked whether there was collaboration among security agencies in the implementation of community policing. The results were as follows: strongly agreed 8

(7%), agreed 14 (12.2%), strongly disagreed 53 (46.1%) while 40 (34.8%) disagreed. This shows that majority, 53 (46.1%), of the respondents strongly disagreed. This means that collaboration between security agencies and the community policing, was a problem leading to slowing down community policing implementation. Security agencies need to have a good working relationship with community policing personnel. The senior police officers confirmed to have a united strategy with the community in their security operations. Effort should be put in place to ensure that they embrace community policing initiatives, which have proved globally to be a solution to the security problems bedeviling our society.

The question as to whether national police service is doing enough to support community policing was examined as shown in table 4.4.2.

**Table 4.4.2: National Police Service Support Community Policing**

Variables	Frequencies	Percentage
Yes	19	16.5
No	96	83.5
Total	115	100

**Source: Research Data (2017)**

The results indicated that 19 (16.5%) responded in the positive (yes) while 96 (83.5%) responded in the negative (no). Thus, the majority, 96 (83.5%), agree that the National Police Service was not supporting community policing implementation. There is a need

therefore to ensure that National police service provides the required support for the community policing. In a separate interview with the senior police officers, they agreed that there was a need for the national police service to support the community policing concept.

Participation of the police officers in community policing was rated as shown in table 4.4.3 below.

**Table 4.4.3: Rate of Police Officers Participation in Community Policing**

Variables	Frequencies	Percentage
Excellent	5	4.3
Very good	13	11.3
Good	42	36.5
Bad	55	47.8
<b>Total</b>	<b>115</b>	<b>100</b>

**Source: Research Data (2017)**

The respondents were rated on their community policing participations and the results were as follows: 5 (4.3%) excellent, 13 (11.3%) very good, 42 (36.5%) good while 55 (47.8%) bad. The majority, 55 (47.8%), of the police officers' participation in community policing was bad. This shows that police officers were not availing themselves for community policing participations. The reason could be that, they feel community policing was not core to their crime prevention and that it was just a public relations exercise. In a separate interview, senior police officers said that, police officers were unwilling to participate in community policing and that, efforts were being made to include community policing in the training curriculum.

Ways of motivating police officer to participate in community policing were evaluated. The results are shown in table 4.4.4 below.

**Table 4.4.4: Effective Ways of Motivating Police Officers on Community Policing**

Variables	Frequencies	Percentage
Promotions	35	30.4
Awards	26	22.6
Recognition	49	42.6
Transfers	5	4.3
Total	115	100

**Source: Research Data (2017)**

The respondents were asked the best way of motivating police officers to participate in community policing. The results were as follows: promotion 35 (30.4%), awards 26 (22.6%), recognition 49 (42.6%) and transfers 5 (4.3%). The majority, 49 (42.6%), confirmed that police officers get motivated when they are recognized in their community policing participation. Senior police officers in a separate interview indicated that, officers were always getting motivation once they excel in an area. They are recognized and awarded annually and during national celebrations. Recognition has been used as a form of motivation and has proved effective in enhancing community policing.

#### **4.5 Effectiveness of the Community Policing Policies**

The fourth objective was to analyse community policing policies that could strengthen community policing implementation. The respondents were given a list of statements to indicate the extent to which they agreed with the statements concerning policies which was being used in community policing in Ruai. The findings are presented in Table 4.5.1 below.

**Table 4.5.1: Effectiveness of Community Policing Policies**

Statements	SA		A		SD		D		Total	
	F	%	F	%	f	%	f	%	f	%
Existing Kenya security policies works toward improvement of community policing	8	7	15	13	59	51.3	33	28.7	115	100
The current community policing strategies are effective in implementing community policing	17	14.8	9	7.8	48	41.7	41	35.7	115	100
There is conflict between community policing strategies and law enforcement procedures	52	45.2	45	39.1	6	5.2	12	10.4	115	100
Police are committed to the implementation of community policing	15	13	9	7.8	44	38.3	47	40.9	115	100
Community policing strategies are aligned to modern policing technology	16	13.9	10	8.7	47	40.9	42	36.5	115	100

SA = Strongly Agree, A = Agree, SD = Strongly Disagree, D = Disagree

**Source: Survey data (2017)**

The notion that the existing security policies work towards the improvement of community policing was examined. The results were as follows: strongly agreed 8 (7%), agreed 15 (13%), strongly disagreed 59 (51.3%) while 33 (28.7%) disagreed. This shows that the majority 59 (51.3%) respondents strongly disagreed that, existing security policies work toward improving community policing. This implies that existing security policies did not supporting community policing. There was a need to align national security policies to the community policing in crime prevention. From separate interviews with the senior police officers, it was established that, existing security policies do not recognize community policing as part of crime prevention strategies. There is, therefore, a need to have both legal

and policy regulations drafted and adopted to ensure effective implementations of community policing.

The idea that the current community policing strategies are ineffective in the implementation of community policing was analysed. The results were as follows: strongly agreed 17 (14.8%), agreed 9 (7.8%), strongly disagreed 48 (41.7%) and 41 (35.7%) disagreed. The majority 48 (41.7%) of the respondents strongly disagreed that, the current community policing strategies are effective in the implementation of community policing. There is a great need for the police and other stakeholders in the security sector, to relook at some of the community policing strategies which have not been effective in the implementation of community policing. Senior police officers agreed that community policing strategies have not been effective, but blamed legal policies makers in the security sector for the slow pace of the community policing operationalization.

The conflict between the community policing strategies and law enforcement procedures was studied. The results were as follows: strongly agreed 52 (45.2%), agreed 45 (39.1%), strongly disagreed 6 (5.2%), while 12 (10.48%) disagreed. The majority 52 (45.2%) of the respondents strongly agreed that there was a conflict between community policing strategies and law enforcement procedures. This means that the operations of the community policing, were not in line with the law enforcement procedures. The police believe that, they know it all in terms of law enforcement and they do not require members of the public to assist them.

The respondents were asked whether the police were committed to the implementation of community policing strategies. The results were as follows: strongly agreed 15 (13%),

agreed 9 (7.8%), strongly disagreed 44 (38.3%), while 47 (40.9%) disagreed. The fact that the majority, 47 (40.9%), disagreed means that the police are not committed to the implementation of community policing. The police officers view community policing as an intrusion by members of the public into their work. There is, therefore, an urgent need to provide training to the police on the new concept of community policing, for them to understand community policing. Senior police officers portrayed the police as committed to the implementation of community policing, stating that the police were misunderstood by the members of the public and other security stakeholders.

The respondents were asked whether they believed that, community policing strategies were aligned with modern technology. The results were as follows: strongly agreed 16 (13.9%), agreed 10 (8.7), strongly disagreed 47 (40.9%), while 42 (36.5%) disagreed. This shows that, majority 47 (40.9%) of the respondents strongly disagreed that, community policing strategies are aligned to the modern technology. This implies that community policing strategies, need to be changed, to be in line with current technological advances. This can be done through legal and policy change. Senior officers agreed that the challenges of the community policing operations were that, it was not in line with the current technological shift and that plan is underway to ensure that community policing remain relevant to the current technology.

The respondents were also asked whether community policing policies on ‘Nyumba Kumi’ have been effective. The results are shown in table 4.5.2 below.

**Table 4.5.2: Effectiveness of Community Policing Policy on ‘Nyumba Kumi’**

Variables	Frequencies	Percentage
Yes	48	41.7
No	67	58.3
Total	115	100

**Source: Survey data (2017)**

The respondents were asked to indicate, whether the policy on ‘Nyumba Kumi’ in the implementation of community policing was effective. 48 (41.7%) said yes, while 67 (58.3%) said no. Thus, the majority of the respondents was of the opinion that, the community policing policy of ‘Nyumba Kumi’, was not effective. Senior officers agreed that, Nyumba Kumi has not been as effective, as was anticipated during its initiation. They blamed the lack of effectiveness on the citizens who sometimes demanded to be paid.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter gives a summary of the study findings in relation to the objectives. Recommendations emanating from the study are also presented, as well as suggestions for further research.

#### **5.2 Summary of the Findings**

##### **5.2.1 Effectiveness of the Police Institutional Training on Community Policing**

The first objective of this study was to assess how police institutional training has influenced community policing implementation in Ruai. Several questions were put to the respondents so as to achieve the objective. A summary of the findings is presented in this section.

The first question aimed to determine whether the police are well trained to implement community policing. The respondents indicated that they strongly disagreed. This concurred with the findings of the Bureau of Justice Assistance, US Department of Justice (2008) who found out that adequate training among the police officers was seen to be lacking in community policing efforts in the US. This shows that there is a need to train police officers with an aim of enhancing their skills in community policing implementation.

A second question aimed at finding out if the police were interested in solving crime. The results indicated that the police have a lot of interest in solving problems affecting members of the public. This agrees with Smith (2001) who found out that police organizations are always interested in performing their work. There is need, therefore, to provide the police with training to enhance their work. The police, therefore, need to be motivated to achieve their mandate through trainings.

The third question was on the availability of instructors trained in community policing who can train police officers in community policing. The respondents indicated that there were no trained instructors. This is in agreement with Pelser (2009) who found that, among the challenges facing community policing implementation was lack of trainers and training strategies to facilitate human capacity building. Therefore, police trainers with requisite skills in community policing should be employed.

The fourth question aimed at finding out if the police trust citizens' participation in community policing implementation. The observation was that the police do not trust citizens in community policing. This study agrees with Kiarie (2012) who reported that there was a need for the police and the community to build trust on each other. Building trust between the police and the community is important for effective implementation of community policing since the police and the community can effectively solve crime together.

The fifth question looked at whether the training of police officers in community policing could change their attitude and, thereby, enhance community policing implementation. The respondents indicated that training can change the attitude of police officers towards

community policing. This finding concurs with that of BJA (1994) which recommends that police need to first train in so as to be effective in the implementation of community policing. There is, therefore, need to change police attitude towards community policing if implementation is to be achieved.

The sixth question was police officers have skills to implement community policing. The results indicated that the police lack such skills. This finding agree with that of Ali and Dancun (2007) who reveal that most officers were not trained in the formation of the partnership and had no experience in organizing community involvement and empowering the community. There is a need therefore, for the police officers to be provided with skills on community policing through training.

Police officers who were expected to implement community policing, lacked the required training on community policing. This agreed with the findings of BJA (1994), who revealed that inadequate training among the police officers, was a problem towards the implementation of community policing. This could be an impediment to the implementation of community policing in Ruai.

The respondents indicated that, training had really assisted them in the implementation of community policing. After the training, they were able to work well with the members of the public. These findings are in contradiction to the findings of Heald (2009) on transforming community policing in Northern Tanzania. The study found out that the lessons learned in community policing training, were too difficult or too theoretical and had no practicality. This current study opens an avenue for the police organization to

provide training to the police officers to enhance their capacity to implement community policing.

The study established that police were not well trained in community policing. It also established that training should be given priority so as to facilitate community policing implementation. The training of police officers can facilitate the transition from traditional policing procedures toward community policing practices by improving overall crime prevention through community policing initiative.

The police were found to lack trust in working with the citizens they serve, because of fear that citizens could interfere with their work. Training, therefore, should focus on changing police attitude towards community policing.

Majority of the police officers were found to be lacking training in community policing the reason being that they normally refuse to attend to community policing training when it is availed. Training of police officers in community policing, needs to be made part of the police syllabus in the training and be made compulsory for all.

### **5.2.2 Community Policing Resource Allocation challenges.**

The second research objective was to establish how the resources allocation affects community policing implementation in Ruai. The results indicated that, majority of the respondents perform general duties. Few police officers were assigned to community policing. This was a clear indication of lack of commitment by the police organization to assigned enough officers to community policing. Inadequate resource allocation to the community policing was also found to be a challenge to community policing

implementation. These findings concur with Ferreira (2006) on the effectiveness of community policing in Europe which observes that allocation of resources to community policing, such as personnel, was a challenge. There is a great need for the government to allocate enough resources so as to enhance community policing implementation.

The results indicated that office space was a challenge to the community policing implementation. Community policing members lack office space to conduct community policing. This agreed with the findings of Ruteere and Pommerole (2007) who found that for effective community policing implementation, resources must be allocated to support community policing forums by building office space.

Training facilities necessary for the success of the community policing were lacking. This finding concurs with Pellser (2009) who observes that resources such as offices, equipment, vehicles, qualified trainers to train the police on community policing are necessary for the success of the community policing.

The study revealed that police departments engaged community policing initiatives with a relatively small number of motor vehicles and very few trained community policing police officers. This shows lack of commitment by the police organization to adopt community policing. Community policing can be implemented with lesser cost by mobilizing citizens at the local level to form community policing forums.

The study found that there was no community policing office space. Therefore, Police must create community policing office space to help in community policing activities.

Police organization should also provide motor vehicles for transport and facilities like food, communication equipment's and trained police officers for community policing operations and training of the community policing officers to be able to be accessible to the members of the community.

### **5.2.3 Effectiveness of Police Organization and Administration on Community**

#### **Policing**

Lack of proper use of trained community policing personnel in community policing was a challenge to the implementation of community policing. The police organization does not make use of trained personnel in community policing work. This finding agreed with the findings of Mases and Mwenzwa (2012) who identify disharmony between personnel ability and personnel deployment as a challenge to community policing.

Another challenge was lack of a special department in police service to handle the implementation of community policing. This finding contradicts the survey by Carrol, Burracker, and Associate Ltd (2007) in the USA, which shows that the effectiveness of the community policing becomes limited when community policing operates as a unit because an environment of isolation and frictions is created among police officers.

Frequent transfers of trained police officers in community policing affect the implementation of community policing. The transfer of officers who had undergone training and had become familiar with community policing operations was a challenge to community policing implementation. This agreed with the findings of Onwudiwe (2009) on informal policing in Nigeria, who establishes that frequent transfer of senior officers was a challenge to community policing implementation.

Another finding was that normal police organization was structured to adapt community policing. The findings shows that policing Operations were not in line with community policing strategies. This agrees with the findings of Polzin (2007) on the studies of community policing in the state of Michigan. The study identified inadequate police strategies required for the implementation of community policing.

Collaboration among security agencies and community policing was found to be a problem slowing down community policing implementation. This finding concurred with the findings of Carol, Buracker and associate ltd (2007) in the USA whose findings was that, the effectiveness of community policing became limited, when community police operate as units that create isolation and friction.

One major finding was that the National Police Service was not supporting community policing implementation. This concurred with Taylor, Fritz and Caeti (2008) who found out that, the problem of full implementation of community policing was a change which was difficult to be adopted by the police and therefore it only remains on paper.

The rate of police participation in community policing, the finding found that, police participation in community policing was bad. This shows that the police themselves are not interested in embracing community policing implementation. This is in agreement with Taylor et al (2008) in Uganda, who observe that poor participation in community policing, arising from poor motivation of community policing liaison officers in terms of promotion opportunities and uncoordinated transfers.

The research studied on ways of motivating police officers on community policing and found that, Recognition was a great motivator of officers to work more in community

policing. The finding is in line with Davies et al (2013) who found out that an increase in job satisfaction on community policing matters helps a lot in the implementation of community policing.

It was established that most of the police officers comprise of officers with little knowledge on the basic principles of community policing. Trained police officers on community policing, were deployed to other duties or transferred to other police station across the country, hence hampering community policing full implementation in Ruai.

The study also established that, security apparatus in Ruai was not collaborating, to help in conducting community policing in one coordinated structure and commands. Therefore, the National police service should therefore, be in the forefront, in supporting community policing initiative. A special police department needs to be created to coordinate all the activities of community policing in every level of police management. The rate of police participation in community policing was found to be low and that trained officers needed to be motivated through recognition. This can be done with the support of the National Police Service.

#### **5.2.4 Effectiveness of the Community Policing Policies.**

The study found out that, existing security policies were not supporting community policing. This agrees with the findings of Ruteere (2011) who cited the USA, South Africa and Rwanda in Africa, as countries which have entrenched community policing within their legal and policy framework. Kenya is yet to fully put in place community policing policies in her legal system. This legal and policy framework is necessary in the implementation of community policing.

It was also observed that, the current community policing was ineffective in the implementation of community policing. Community policing policies need to be relooked at to promote their intended objective of promoting the implementation of community policing. Likewise, Neild (2007) found out that for effective implementation of community policing, an endemic problem in policy need to be addressed. A clear national standard institutional restructuring and accountability mechanism should be put in place first to support community policing.

Conflict exists between the community policing strategies and law enforcement procedures. Police operations and procedures need to be realigned with the community policing strategies. As Coquilhat (2008) observed, community policing aims at transforming policing organizations, from relying on traditional law enforcement, to adopting consensual extra-legal strategies to solve crime problems.

A finding was that, police are reluctant in the implementation of community policing. This statement agrees with the findings of Community Policing consortium US (2012) who revealed that, the community policing still faces challenges of implementation, because police organization was highly centralized, hierarchical and largely rigid bureaucracy in contradiction to the structures, processes, and values applied by community policing and that police do not like community policing to interfere with their work.

The study also found out that community policing strategies were not aligned with modern policing technology. This implies that community policing needed to adapt to the current technological advances. This is in tandem with Taylor et al (2008) who found out that the community policing lacked holistic research and most evaluations were being carried out

on specific programs. As such, community policing needs to adapt to the current technology and avoid the old model of community policing which involves a lot of face to face meetings.

On the effectiveness of community policing policies on 'Nyumba Kumi' initiative, it was found that 'Nyumba Kumi' was ineffective. And therefore, should be operationalized in line with the findings of Zhao et al (2002) who found out that fear of crime can be alleviated and civility restored within a neighbourhood, when there is innovative strategies on community policing. Nyumba kumi community policing initiative, is a noble idea towards the attainment of full implementation of community policing.

The study found that existing police security strategies, like beats and patrols were conducted regularly by police officers who do not have skills on community policing strategies in crime prevention was not performing their duties to the expectation. Police must be made to understand that community engagement and trust are vital in crime prevention.

Community policing strategies like 'Nyumba Kumi' were viewed by the police as conflicting to the police procedures and practices. Police officers need to be appraised on the new global crime trend and new crime prevention tactics, through community policing strategies and adaption of modern policing technology, for the police organization to manage the new waves of crime like cybercrime, human trafficking, drug trafficking and terrorism which cannot be addressed through the old police procedures of crime prevention.

The study found that community policing implementation fails because the police are not capacitated to handle information sharing with the communities they serve. Therefore, the

newly established laws under the national police service act 2011 of Kenya, need to be operationalized to help fast track on community policing implementation.

### **5.3 Conclusions**

The following conclusions were made from the study;

1. On the examination on the effectiveness of the police institutional training to implement community policing. The study observed that training is critical in imparting skills, values and appropriate attitude in community relations. Training of law enforcement officials can facilitate the transition from traditional policing procedures and practices towards community policing and enhances ordinary performance abilities. Training should be done, to enhance police officers' standard performance abilities for solving security issues arising from the community. The components of community policing training should consider unique community wishes and the likelihood of fulfillment in meeting those desires.
2. The study concludes that resources assigned to community policing were insufficient for the implementation of community policing. This makes it hard for community policing to respond to emergencies in Ruai ward. Insufficient office space for community policing was additionally diagnosed as a task which made it impossible for officers to address community policing needs as a separate entity, as well as information sharing. There is also insufficiently trained community policing personnel and communication systems to undertake a community policing assignment.

3. On the police structural and administrative challenges affecting the implementation of community policing in Ruai, the findings were that Ruai ward security agencies operations were poorly organized structurally, and poorly coordinated. Used of trained community policing personnel was found to be a challenge because the police organization does not deploy trained personnel in community policing. There are no special department created specifically to deal with the community policing and this hinders its implementation. Frequent transfers of trained police officers on community policing and lack of well-structured community policing organization to fit into the normal police organization was found to be lacking. National police service was found to be unsupportive to the community policing and that police officers needed motivation to implement community policing. There was inadequate collaboration amongst security agencies. An absence of good enough police posts in communities were cited as a challenge to community policing implementation.
  
4. On the analysis of the community policing strategies that could strengthen the implementation of community policing in Ruai. The study conclude that, existing security policing policies was not supporting community policing and that the current community policing was ineffective in the implementation. The study found that there was conflict between community policing works and the old law enforcement procedures and that police officers were found to be reluctant in the implementation of community policing.

#### **5.4 Recommendations of the Study**

In view of the above conclusions the following recommendations were made;

The study recommends that the government should facilitate training for all police officers and other law enforcement agencies on community policing in order to enhance their understanding of crime prevention through community policing. It recommends the introduction of compulsory community policing training to be adapted in the police colleges in order to enhance community policing in the entire country.

The study also recommends that, the government should provide additional resources for police officers and community policing forums in order to enhance smooth operations of community policing. For example, the government should provide community policing offices with trained personnel and motor vehicles, to be used strictly on community policing. Community policing should be provided with a serviceable communication line and other modern communication technological platforms, which are able to trace and identify the caller's location. Community policing activities should be outlined and special offices created to help in monitoring and evaluation of community policing activities.

The study also recommends that, community policing concept should be adopted in all police structures and administrative units to help in fully implementing and operationalization of community policing at all levels of the police organization.

Legislative organs should come up with bills on the best policies and procedures to adequately address critical issues of community policing. County legislative bills are necessary for the formation of county policing authority. This will assist in the formulation of policies relevant to the community policing implementation. The current community

policing strategies were found not to be in line with modern policing technology and that Nyumba Kumi was ineffective.

### **5.5 Recommendations for Further Studies**

First, this study was limited to the influence of police institutional capacity on the implementation of community policing. The study suggests that further research should focus on the influence of the citizens' participation in community policing in any part of Nairobi. Secondly, the study was limited to Ruai, a ward in Nairobi County, where the population is middle and low class. A study should be conducted in other parts of the country where the population is of a different class.

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## APPENDICES

### **Appendix I: A blank Interview Schedule for Police Officers**

My Name is David Kipronoh Korir, a student in the Department of Security and Correctional Science at Kenyatta University. I am doing research in partial fulfilment of the requirement for a Master's Degree in Security Management and Police Studies. This study is on the influence of police institutional capacity on community policing implementation in Ruai. The research asked some questions and assured the respondents that the responses they were giving were to be treated as strictly confidential.

### **Section A: Effectiveness of the Police Institutional Training in Community Policing**

1. For how long have you performed community policing duties?

Less than 1 year [19] 2 to 4 years [10] 5 to 9 years [26] 10 years to 14 Years [48] above 15 years [12]

2. Have you received any training on community policing? Yes [40] No [75]

3. How many times have you participated in the trainings and sensitization of the community in community policing matters? None [52], once [47], twice [11], many times [7]

4. If you have participated in the training or sensitization, is the police training in community policing implementation effective? yes [32] no [8] (Choose one)

5. Please indicate the level of agreement with the following statements concerning the effectiveness of the police institutional training in community policing; SA – Strongly Agree, A – Agree, SD – Strongly Disagree. D – Disagree.

Statement	SA	A	SD	D
Police are well trained in community policing	11	23	50	31
Police are interested in solving crime.	53	39	16	7
Police have enough instructors trained in community policing	14	26	40	35
police trust citizens participation in community policing	18	11	38	48
Change of Police attitude through training can enhance community policing	27	34	25	
Police officers have skills to implement community policing.	5	10	44	56

**Section B: Challenges of community policing resources allocation**

1. Please indicate the resources you are using in community policing? Motor vehicle [41], special offices [9], additional personnel [26], communication equipment [39]

2. What kind of duties do you perform in your work station? General duties [66], Beats and patrols [31], Guard duties [8], Community policing [3], Crime office [4], Report office and customer care desk [2], Others [1]

3. Kindly indicate the extent to which you agree with the following statements concerning challenges of the community policing resources allocation in Ruai. Use Scale of (SA – Strongly Agree, A – Agree, D – Disagree and SD – Strongly Disagree).

Statement	SA	A	SD	D
Police are able to gather for the Cost of implementing community policing	16	19	33	47
Police have Office space for the community policing	15	17	45	38
Training facilities are available for the community policing	10	16	37	52
Motor vehicles and stationary allocation are available for community policing	13	9	44	49

**Section C: Challenges of the police organization and Administration in the Implementation of Community Policing**

1. Kindly indicate whether you agree with the following statements concerning challenges of the police organization and administration in the community policing initiative in Ruai. Use Scale of (SA – Strongly Agree, A – Agree, D – Disagree and SD – Strongly Disagree).

Statement	SA	A	SD	D
Police make proper use of trained community policing personnel	7	13	51	44
Police have special department to handle community policing.	12	16	45	42
There are frequent transfer of trained police officers in community policing.	55	37	11	12
Police organization have a well-structured police community policing.	8	11	50	47
There is Collaboration among security agencies	8	14	53	40

2. National police service is doing enough to support community policing? Yes [19], No [96](Choose one)

3. Please rate the police officers participation in community policing; excellent [5], very good [13], good [42], bad [55]

4. Suggest the best way the national police service may motivate officers actively participating in the community policing, promotion [35], Awards [26], recognition [49], transfers. [5]

## Section D: Effectiveness of the community policing Strategies

1. Kindly indicate the extent to which you agree with the following statements concerning the effectiveness of the community policing Strategies to implement at community policing in Ruai. Use Scale of (SA – Strongly Agree, A – Agree, D – Disagree and SD – Strongly Disagree).

<b>Community policing strategies</b>	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>
Existing Kenya security policies works toward improvement of community policing	8	15	59	33
The current community policing strategies are effective in the implementation of community policing	17	9	48	41
There is conflict between community policing strategies and law enforcement procedures	52	45	6	12
Police are committed to the implementation of community policing.	15	9	44	47
Community policing strategies are align to the modern policing technology	16	10	47	42

2. Community policing policy on “Nyumba Kumi” has been effective in crime prevention. Yes [48], No [67] (Choose one)

***Fill with prudence. Thank you for your co-operation***

**Appendix II: Interview Guide for Commanding Officers and Other Security Agencies.**

1. How well are the police and other security agencies trained on community policing implementation in Ruai?.....

.....

.....

.....

2. **Are the police officers interested in solving crime through community policing in Ruai?.....**

.....

.....

.....

..... **(Probe for adequacy of training of security agencies, levels of community sensitization and the role of county administration, police service and community policing committee on awareness creation).**

3. In what ways is access to policing resources a challenge to the implementation of community policing in Ruai? Are there missing resources ... ..

.....

.....

.....

..... **(Probe for availability and**

**adequacy of vehicles, stationary, communication equipment, security personnel, funding, office space and office equipment).**

4. Is your organization structured to provide for the office of community policing? What are some of the structural and administrative challenge that could be affecting community policing in Ruai? .....

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

..... **(Probe for community policing organizational structures and administration and whether it is providing room for collaboration).**

5. Are there community policing policies put in place to make sure community policing strategies are effective in Ruai .....

.....

6. How effective is Nyumba Kumi community policing in Ruai. Comments on whether Nyumba Kumi has been effective.....

.....

**Appendix III: Work Plan**

Activity / Time	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	July 2017	Aug 2017
Developing draft proposal							
Writing final Proposal							
Preparation of instruments							
Proposal defence							
Pre-testing instruments and data collection (fieldwork)							
Editing and processing of data							
Analysis of data							
Report writing							
Project Defence							
Final report writing and submission							
Graduation							

**Appendix IV: Budget**

<b>S/N</b>	<b>ITEMS</b>	<b>QUANTITY</b>	<b>UNIT COST (KSHS)</b>	<b>TOTAL COST (KSHS)</b>
<b>1.</b>	Reams of Printing Papers	5	400	2,000
<b>2.</b>	Proposal Typing and Printing	50	50	2,500
<b>3.</b>	Note book	13	100	1,300
<b>4.</b>	Folder	10	100	1,000
<b>5.</b>	Flash disk	14	1,500	6,000
<b>6.</b>	Pilot Survey		180,000	180,000
<b>7.</b>	Principal Researcher	5 researchers	30,000 each	150,000
<b>8.</b>	Supervisors fee	3 supervisors	15,000 each	45,000
<b>9.</b>	Developing and photocopying of questionnaires	400 copies	65	26,000
<b>10.</b>	Travelling, Accommodation and literature search	1 person	80,000	80,000
<b>11.</b>	Internet services		10,000	10,000
<b>12.</b>	Project typesetting and Printing	1000 pages	30 per page	30,000
<b>13.</b>	Photocopying	10 copies	300 per copy	3,000
<b>14.</b>	Binding	5 copies	100 per copy	1,000
<b>15.</b>	Research Consultancy			45,000
<b>16.</b>	Sub-total			583,800
<b>17.</b>	Contingencies	10% of total		58,380
	<b>Grand total</b>			<b>525,420</b>

**Source: *Self Sponsored***

**Appendix V: Research permit.**

**THIS IS TO CERTIFY THAT:**  
**MR. DAVID KIPRONOH KORIR**  
**of KENYATTA UNIVERSITY, 30083-100**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**

**on the topic: THE INFLUENCE OF POLICE**  
**INSTITUTIONAL CAPACITY ON**  
**COMMUNITY POLICING**  
**IMPLEMENTATION IN RUAI WARD,**  
**KASARANI CONSTITUENCY IN NAIROBI**  
**COUNTY, KENYA.**

**for the period ending:**  
**14th November, 2018**

  
**Applicant's**  
**Signature**

**Permit No : NACOSTI/P/17/67040/20016**  
**Date Of Issue : 14th November, 2017**  
**Fee Received :Ksh 1000**

  
  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

### CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation

RESEARCH CLEARANCE  
PERMIT

Serial No.A 16426

CONDITIONS: see back page



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: 020 400 7000,  
0713 788787, 0735404245  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No: **NACOSTI/P/17/67040/20016**

Date: **14<sup>th</sup> November, 2017**

David Kipronoh Korir  
Kenyatta University  
P.O Box 43844-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“The influence of police institutional capacity on community policing implementation in Ruai Ward, Kasarani Constituency in Nairobi County, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **14<sup>th</sup> November, 2018.**

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

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

**COUNTY COMMISSIONER  
NAIROBI COUNTY  
P. O. Box 30124-00100, NBI  
TEL: 341666**

The County Director of Education  
Nairobi County.



Republic of Kenya  
MINISTRY OF EDUCATION  
STATE DEPARTMENT OF BASIC EDUCATION

Telegrams: "SCHOOLING", Nairobi  
Telephone: Nairobi 020 2453699  
Email: [rcenairobi@gmail.com](mailto:rcenairobi@gmail.com)  
[cdenairobi@gmail.com](mailto:cdenairobi@gmail.com)

REGIONAL COORDINATOR OF EDUCATION  
NAIROBI REGION  
NYAYO HOUSE  
P.O. Box 74629 - 00200  
NAIROBI

When replying please quote

Ref: RCE/NRB/GEN/1 VOL. I

DATE: 21<sup>st</sup> November, 2017

David Kipronoh Korir  
Kenyatta University  
P O Box 43844-00100  
NAIROBI

**RE: RESEARCH AUTHORIZATION**

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**The influence of police institutional capacity on community policing implementation in Ruai Ward, Kasarani Constituency**".

This office has no objection and authority is hereby granted for a period ending **14<sup>th</sup> November, 2018** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.

  
FLORENCE HUNGI  
FOR: REGIONAL COORDINATOR OF EDUCATION  
NAIROBI



c.c

Director General/CEO  
Nation Commission for Science, Technology and Innovation  
NAIROBI



**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

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**P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150**

**Internal Memo**

**FROM:** Dean, Graduate School

**DATE:** 30<sup>th</sup> October, 2017

**TO:** David Kipronoh Korir  
C/o Security & Correction Science Dept.

**REF:** C159/CTY/PT/33275/14

**SUBJECT: APPROVAL OF RESEARCH PROPOSAL**

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 18<sup>th</sup> October, 2017 entitled "The influence of Police Institutional Capacity on Community Policing Implementation in Ruai Ward, Kasarani Constituency in Nairobi County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

  
**ANNBELL MWANIKI  
FOR: DEAN, GRADUATE SCHOOL**

C.c. Chairman, Department of Security and Correction Science

Supervisors:

1. Dr. Cyprian Kavivya  
C/o Department of Security and Correction Science  
**Kenyatta University**

AM/nn

*Student has been informed of ID approval -*