COMMUNITY POLICING STRATEGIES AND THEIR EFFECTIVENESS IN CRIME MANAGEMENT IN DADAAB REFUGEE CAMP, GARISSA COUNTY, KENYA

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NOVEMBER, 2021
DECLARATION

Student

I declare that this project is my original work and that it has not been submitted in this, or any other form, for the award of a degree in any other university.

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This project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This research project is dedicated to my immediate family for the offering the support I needed to accomplish this most trying part in my career progression. The work is also dedicated to my colleagues at Dadaab Refugee Complex, especially Mr. Simon Kipkemboi Birir who made Mombasa appear like a stone throw from Dadaab Refugee camp where I was working. When I was undertaking my coursework under his leadership, I was able to attend classes regularly and took all my exams without work challenges.

I also dedicate this work to C.I. Sangura Musee, who in 2012 was the Officer Commanding Station in Mombasa. He opened my eyes with regard to academic life. To the two officers, Mr. Simon Kipkemboi Birir and C.I. Sangura Musee, I will forever appreciate your contribution to my academic life, especially at Kenyatta University.
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ABSTRACT

Community policing seeks to promote organizational strategies aimed at systematic partnerships approach to problem-solving in security operation. It seeks to proactively address conditions that affect public safety including crime and social order and their adverse effects. Crime has been largely associated with poor economy, bad health, and psychological issues among victims. The study is founded on the assumption that the police may not be able to handle crime related challenges satisfactorily without the involvement of the community within which criminals thrive, plan and execute their motives. The study was carried out in Dadaab refugee camp which shelters the highest population of refugees in Kenya and the second largest in the world. The study aimed at evaluating the effectiveness of community policing strategies in crime management in Dadaab Refugee Camp as a case study. The specific objectives of the study included: Analysing community policing characteristics adopted in Dadaab; evaluating the effectiveness of community policing strategies with regard to crime management; analysing the challenges facing community policing as a crime management initiative and finally examining ways of making community policing strategies more effective in crime management in Dadaab Refugee Camp. The study was informed by the Broken Windows Theory which assumes that if trivial crimes are not addressed by communities, they will result to dangerous crimes. The target population for the study was the refugees and the senior police in Dadaab Refugee Camp. By use of Yamane formula, a sample size of 111 respondents were selected for the study out of a total of a total population of 255,600 community members. The research design adopted was cross sectional survey in which both qualitative and quantitative methods of data collection were employed. Primary data was collected using questionnaires and interview guides. To test the validity and reliability of the questionnaires, a pilot study was carried out in addition to test pre-test methods of validity checks. The study found out that utilization of neighbourhood watch, neighbourhood town meetings, utilization of civilian education, and decentralization of the police authority were the most effective community policing strategies adoption in Dadaab Refugee Camp. The results further indicated that community policing adoption, community policing strategies used, and crime management in Dadaab Refugee Camp were positively and significantly related. However, the major challenge associated with community policing practice in Dadaab Refugee Camp included lack of support from the police management, lack of integrity among the police and lack of awareness on community policing operations. Nevertheless, such challenges encountered during community policing had no significant effect on crime management in Dadaab Refugee Camp. The study recommends civic education by the police to discuss with the community their role in security management and crime prevention and encourage ownership of the practice by the local communities.
OPERATIONAL DEFINITION OF TERMS

Community: The study will adopt Osse’s (2016) definition of community as a small or large social unit that has something in common, such as norms, religion, values, or identity.

Community Policing: As defined by Braga & Weisburd (2015), community policing includes efforts by the government and civil society movements as well as the public to improve security and crime management in particular in a given environment, in this case Dadaab Refugee Camp.

Community policing strategy: This applies to policies, methods and practices aimed at voluntary involvement of communities and other stakeholders in crime prevention and security management.

Crime: An illegal activity which causes physical or moral injuries on individuals or communities. It is the omission of a duty that makes the offender liable to punishment by law, or a behaviour that is prohibited.

Crime Management: The study will adopt Skilling (2016) definition of crime management to include all non-coercive actions on the causes of crimes with the specific goal of reducing their likelihood or severity. Crime management therefore is the anticipation, recognition and appraisal of a crime risk, and the implementation of action to remove or reduce it.
ABREVIATIONS

ANOVA: Analysis of Variance

CP: Community Policing

DRC: Dadaab Refugee Camp

GoK: Government of Kenya

LSC: Local Security Contracts

NGOs: Non-governmental Organizations

SPSS: Statistical Package for the Social Sciences

UN: United Nations

UNHCR: United Nations High Commissioner for Refugees
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Security and crime management are very complex initiatives that may require multiagency and multi-dimensional approaches with a view to making deliberate effort to bring on board stakeholders and more so communities among whom suspected criminals dwell. Moreover, new strategies in addressing crime related issues may be required as the world of criminals gets more complex and sophisticated owing to advanced knowledge and technologies. Indeed, the traditional policing methods and styles require upgrading or replacement all together with more contemporary and effective innovations and technologies in order to keep criminal activities under control. The study examined crime prevention and management strategies through partnership among the community and the police in Dadaab. The aim was to evaluate the effectiveness of community policing strategies in crime management in Dadaab Refugee Camp and the possible challenges.

The history of community policing as a crime management strategy is largely associated with the London Metropolitan Police at a time when crime rates were skyrocketing and the police realized they were fighting a losing battle unless the community was involved (Boettke, Lemke & Palagashvili, 2016); (Braga & Weisburd, 2015). In this case the community was expected to report crime incidents to the police as a way of deterrence. Moreover, the citizens were encouraged to work with each other and in collaboration with the police to reduce crime rates and the fear associated with the same.
According to Matsuda (2017), community policy is one of the problem-solving strategies for crime management which thrives on partnerships and collaborations with the public to address issues of crime and deviance that might adversely affect communities and the public in general. This view is shared by Mburu and Helbich (2017) who assert that community policing aims at ensuring that community members take the forefront in initiating plans, programmes and policies, to reduce crime. Consequently, this has been one of the many approaches initiated worldwide to curb insecurity. According to Skilling, (2016); Diphoorn & Kyed, (2016); John, (2015) community policing has been implemented in many parts of the world which, somehow, indicates its popularity. However, in many situations, especially in Africa, the characteristics of community policing strategies and their effectiveness in crime management in refugee related situation have never realized sufficient scholarly attention explaining why this study is significant.

In English speaking countries, the focus of community policing has been racial and ethnic oriented. However, in other parts of the world, the focus has shifted to locations and neighbourhoods (Caless & Tong, 2015). In a study carried out in Chicago by Robert E. Park and Ernest Burgess, (Charis E, 2009) for example, crime rate was found to change or depend on the type of neighbourhood, in which case more structured and controlled urban areas were experiencing less criminal occurrences compared to disorganized urban neighbourhood. This view is shared by Poland in Allendu (2004) who argues that orderly communities are more desirable and effective compared to disorderly ones, a view used to support community policing in many parts of the world.

According to Caless and Tong, 2015) community policing strategies in most developing countries has been more centralized systems which are largely state-centric and militarized with
little role allocated to the communities. However, in China, the police emphasize the need for dialogue with the public as well as collective responsibility as the main security strategies in maintenance of law and order (Sun, Liu & Farmer, 2016). Wong, (2011) on the other hand observes that effectiveness of community policing largely depends on the contribution of social and political institutions to safety and security. In this case community policing assumes some type of a democratic approach in which case it is for the community and by the community.

Although in France, police officers rarely live in the neighbourhood, community policing is still encouraged as a way of security management and peace and therefore officers still receive training on neighbourhood policing (Lambert, et al. 2014). The study Lambert recommended strategies such as establishment of local security contracts through schools, civil societies, and business operators. Other strategies of addressing insecurity in the community include intelligence led policing (Dupont, 2017; Lawday, 2013).

There were many challenges in Africa when efforts were made to introduce community policing as a strategy for security management (Simon, 2017). Some of these challenges included poor resource allocation for police work, poor trust by the population and inter-community conflicts among others, (Leting, 2017). Community policing in South Africa for example was sees as a way of transforming the police where consultations were to be central (Baker 2012). Foot patrols were to a large extent adopted in community policing in Western Cape in which the community members were involved. However, as was the case in other parts of Africa, community policing strategy has faced lot of challenges, some of which include lack of resources, low morale among police officer and the community members as well as little value or support from the police leadership itself. In South Africa, for example, it was difficult for communities during the apartheid system to mobilize the limited resources they had for community policing. It was also a
challenge for blacks to work with the white police force who were already seen as brutal to them. In other words, due to mistrust, blacks were not willing to fully adopt community policing strategies. Similarly, there was confusion as to what and how community policing was supposed to be adopted as well as the expected results. The question was whether the citizens were to be mobilized as a resource for intelligence in which the community would forward crime related information to the police for further action. This was contrary to the traditional security management approach in which the police were expected to own and control intelligence and other security related resources.

In Kenya, strategies to community policing and crime management are not different from other parts of the world as observed by Brainard & Derrick-Mills, (2011). Such strategies date back to 2001 in densely populated areas, such as Nairobi, Mombasa and Kisumu. Later, community policing strategies were initiated within other regions in Kenya as a way of maintaining law and order (Mwaura, 2014). Unfortunately, community policing efforts in Kenya have largely depended on group/individual efforts as opposed to community and police efforts as noted by (Mburu & Helbich, 2017). Most of those involved in community policing strategies in Kenya have been groups and individuals dealing with crime prevention, management and control in given localities (Mwaniki, 2015). Perhaps due to lack of domestication of community policing strategies, the practice has not been successful in many parts of the county (Awino & Kimani, 2017) although the police department in Kenya is still optimistic regarding adoption of community policing. Nevertheless, there is need for scientific research to evaluate how community policing as a crime management strategy in Kenya has been implemented in refugee related situations, the strategies employed as well as the successes and the challenges faced in the process.
Dadaab Refugee Camp, where the research was undertaken, hosted a total of 245,126 refugees by April 2017. However, during the 2018 voluntary registration of refugees, the number of refugees was recorded as having reduced to 235,269 by the end of January 2018 {UN 2018}. Nevertheless, the camp, which is still the second largest in the world, is managed by UNHCR with donor funds. The centre is occupied by refugees mainly from Somalia. The camp is divided five into five villages or sections, namely Ifo-1, Ifo-2, Dagahaley, Hagadera and Kambioos. Somali refugees form the majority of its population. Other refugees in Dadaab come from Sudan, Eritrea, Ethiopia, Congo, Burundi, Uganda and Syria (UN, 2018). With such a combination of population, one would expect that the camp is not very secure even though it could be classified as a gated community. The wave of terror attacks in Kenya has made the camp more insecure with the government requiring that people entering the camp must obtain special pass from the government. With this in mind, issues of security in the camp are key and the involvement of the community in security management is important.

The camp is not only multi-racial but also multi-ethnic and multi-religious with Islamic domination. The study was undertaken to establish how community policing strategy is practised in such a complex refugee camp with people from different communities and countries, cultures and interests. Special interest was on how people from different countries understood the concept of community policing and what challenges the implementers faced in the process. Of special concern again was how community policing was adopted in the camp with reference to conflict management, conflict mediation, crowd management, foot patrols, and general security management in the camp and how effective such strategies have been.
1.2 Statement of the Problem

Kenya has of late been experiencing an escalation of insecurity among both urban and rural communities despite increased government initiatives to fight against crime and terrorism. In Dadaab Refugee Camp which had a total of 235,269 registered refugees and asylum seekers by 2018 (UN, 2018) from different countries, there has been aspects of numerous cases of crime and insecurity. This at some point led the Government of Kenya contemplate its closure. Nevertheless, such aspects of insecurity have realized community policing efforts to manage crime.

Just like in many parts of Kenya, Community policing in Dadaab has adopted various strategies and characteristics most of which have been borrowed from other parts of the world. However, crime and insecurity continue to rise despite the adoption of community policies as a security management strategy in the Dadaab camp as observed by Farah, (2019) and Cronin-Webb, (2019). This situation raises a concern on how effective community policing has been in addressing crime and insecurity in refugee related situations. This concern therefore creates a research need to examined the strategies and characteristics of community policing initiatives in Dadaab Refugee Camp, their effectiveness in security management, the challenges, as well as ways in which the strategy could become more effective.

1.3 Purpose of the Study

The study aimed at analysing community policing strategies and their effectiveness in crime management in Dadaab Refugee Camp, with a view to examining ways of improvement where possible.
1.4 Objectives of the Study

The following specific objectives were formulated to guide the study;

i. To analyse the community policing characteristics adopted in Dadaab Refugee Camp.

ii. To evaluate the effectiveness of community policing strategies with regards to crime management in Dadaab Refugee Camp.

iii. To analyse the challenges facing community policing as a crime management initiative in Dadaab Refugee Camp.

iv. To examine ways of making community policing strategies more effective in crime management in Dadaab Camp.

1.5 Research Questions

The study was guided by the following four research questions;

i. What are the characteristics of community policing strategies adopted in Dadaab Refugee Camp?

ii. How effective have community policing strategies been regarding crime management in Dadaab Refugee Camp?

iii. What are the challenges facing community policing as a crime management initiative in Dadaab Refugee Camp and how can they be addressed?

iv. How can community policing strategies in Dadaab Refugee Camp be made more effective in crime management?

1.6 Significance of the Study

The study may benefit the security enforcers in Dadaab Refugee Camp and the government in crime management strategies especially regarding policy formulation. The study brings out the
weaknesses and strength of community policing in Dadaab Refugee Camp. This research informs the police and other stakeholders in Dadaab Refugee camp on the level of awareness of community policing strategies and how best to engage the community in crime management. The findings will hopefully assist in policy making formulations regarding community policing efforts in general. The study will also benefit scholars and researchers in security studies, the UN community as well as NGOs operating in refugee camps in Kenya and other parts of the world. Moreover, it will hopefully make a contribution to stakeholders in highlighting strengths and areas that require modification, continuity and discontinuity with regard to community policing as a strategy for security management.

1.7 Scope of the Study

The study area was Dadaab Refugee Camp in Garrisa sub-county, Kenya (Appendix IV) It holds refugees from various countries such as Southern Sudan and Somalia. The camp is said to be the second largest worldwide and is supported by the UN. The target population was the community members/refugees and the police bosses in Dadaab refugee camp. The study highlights the role of community policing in crime management. The study used Yamane (1967) sampling formula to select respondents. A police commander from each of the 5 camps was selected for interview with regards to community policing approach to crime management. The questionnaire had structured questions aimed at capturing respondents’ observations for the purpose of collecting primary data. The study examined community policing strategies and characteristics and how they contributed to crime management in the camp. The data was thematically arranged in preparation for its analysis using qualitative and quantitative approaches, such as content analysis, theme analysis, statistical analysis etc. The objectives of the study guided the data analysis process.
1.8 Limitations of the Study

There were challenges in accessing the study area due to its complexity. Consequently, the study used two field assistants from the area in data collection. In addition, the study area of Dadaab Refugee Camp is large and extensive. This was a limitation in that it took a lot of time to reach out to the respondents. However, it was ensured that the sampling process was done in such a way that a representative sample was selected. Due to high insecurity levels in Dadaab camp, there were security challenges during data collection. Nevertheless, assistance was sought from the security agencies in the camp during data collection. It was feared that some respondents may not provide accurate information having in mind that the study was very sensitive as far as law and order is concerned. The respondents in this case were assured of anonymity and non-disclosure of data to unauthorized persons. They were assured the data was for academic purposes only. All other ethical protocols were observed throughout the research process.
CHAPTER TWO
LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

Chapter has two main sections: theoretical framework and empirical literature. The discussion on empirical literature from other scholars in this chapter is guided by the objectives of the study while the theoretical framework is guided by Wilson and Kelling broken windows theory. Findings from other studies are analysed with a view to examining their contribution to the study as well as the knowledge gaps the study could address.

2.1. Theoretical Framework

The broken window theory will guide this study as was developed by Wilson and Kelling (1982) and Kelling and Coles (1998). The theory was first tested in 1969 by Philip Zimbardo, a psychologist from Stanford University and later advanced by Wilson, Kelling and Coles. The theory has been used in studies carried out throughout the 1990’s and the beginning of the 21st century to test crimes associated with neglected environments. The broken window theory seeks to explain disorder and vandalism associated with urban crime. In an experiment vandalism it was confirmed that vehicles with broken windows were more likely to be vandalised as opposed to those without broken windows. In other words, broken windows would attract vandalism as they signified obsolete and negligence. The main argument is that a broken window will always attract attention and eventually crimes unless it is repaired (Njiri, Ngari & Maina, 2014). The theory is thus quite relevant in explaining the role of communities in securing environments.

According to the theory, broken windows are an indication of disorder which may result to fear of insecurity. Studies have shown that disorders will create potential for crime and crime will
lead to further disorder. Wilson and Kelling (1982) argue that trivial offences or criminalities might in future result to more serious criminal offences. This view is shared by the supporters of community policing who argue that the community should deal with minor offences as the police handles serious crimes. The theory later realized what came to be known as Brocken window policing in which the security sector was expected to work with communities on security management. The assumption here was that if the community can address minor offences, then, there will be less serious crimes for the police to deal with and thus effectiveness in policing and crime management. This theory has therefore informed community policing strategies in many parts of the world, Kenya included. The theory assumes that naturally, order is desirable as opposed to disorder and therefore communities wish to participate in making more orderly societies (Pollard in Allender, 2004).

It should be noted, therefore that community policing is an attempt to create a more orderly environment, free from crime and deviance (Wong, 2008). The theory will help the to analyse how effective the community in Dadaab camp is with regard to addressing the broken windows or minor offences and how they partner will the police in security management and crime prevention strategies.

2.2. Empirical Literature Review

The literature review has been discussed as per the study objectives which include; form and characteristics of community policing; how community policing could have influenced crime management; the possible challenges facing community policing implementation in Dadaab camp and finally how such challenges could be addressed.
2.2.1 Nature, Characteristics and Effectiveness of Community Policing

As noted by Murray (2007) local crime alertness programmes, which includes neighbourhood watch, could be a good strategy for community policing and crime management at local household level. Outreach activities such as visits to schools or sports and music events, could also enhance closer relations between police and the community as well as most at-risk of committing crime members of the society. Such strategies however require sufficient resources in order for them to be effective.

According to Casey (2010), community policing in the developed world has been largely replaced with homeland security. However, some people still think that both county policing and homeland security are compatible especially in intelligence gathering. Both might be a challenge where the police and the community have low co-operation as well as during political activities in which communities take sides or differ with the state on matters such as for example election results. Nonetheless, the study established that Nyumba kumi initiative” somehow had a positive effect on crime management in Kenya.

The National Task Force on police reforms initiated after 2007-2008 post-election violence in Kenya recommended that the public be fully involved in provision of safety and security. In addition, the task force underlined the need for a policy to give direction and institutional framework in which the public would be a stakeholder in the security management in Kenya. (Wekesa and Muturi (2015). The study by Wekesa and Muturi analysed the challenges affecting community policing in Kisii. However, it did not investigate the influence of community policing on crime management which the current study examined.

Osse (2016), is of the opinion that law enforcement officers do not have sufficient knowhow regarding community policing as indicated by the notion that they often refer themselves as the
first responders even where community policing is involved. Indeed, there is limited awareness with regard to the role of community policing perhaps due to the nature of the department of security which is largely associated with the central government or the state. The need to decentralize security in which responsibilities are shared across the government and the public as well as the civil society cannot be overemphasized. However, studies have shown that many organizations involved in security and crime prevention lack the necessary training capacity especially at leadership levels, equipment as well as necessary references. The need to evaluate capacity and resources for community policing is therefore more critical than ever before.

A study done in East Timor by Wassel and Rajalingam (2014) found a gap between crime reporting and the day to day incidents of crime taking place. According to the study, 60% of the crimes reported were solved through community mediation systems. Nevertheless, about half of the crimes ended up not being reported and thus making it difficult for the police to address them. This created a challenge as far as evaluating the effectiveness of community policing is concerned.

According to a study by Gitau (2017), community policy strategies will require very close ties between the community and the security sector, mainly the police. The study underlined the need for partnership and problem-solving strategies for community policing approach between the community and the police. In addition, the study established the need to pull resources together for effective crime prevention and more involvement of communities. Consequently, the need for appropriate training in police community partnership cannot be overemphasized. Such training may include ways of analysing and addressing, how communities are organized, the skills of communication, mediation, conflict resolution, mobilization, networking, linkages as well as cross cultural competencies. The study expounded on the conceptualization of community
policing as opposed to evaluation of community policing on crime prevention, which this study focuses on.

Effective community policing according to Tilley (2014) must go beyond establishing partnerships between citizens, law enforcement and government security agencies. Inter-governmental and interagency collaborations are also key in intelligence exchange, threat identification as well as sharing of resources on security matters especially on terrorist attacks. According to Singh (2016) community policy approaches emphasize community police trust and beneficial mutual ties. In addition, citizens should also be involved in prevention of crime and disorder.

Further, Masese and Mwenzwa (2012) observe that Nyumba Kumi Initiative is the apparent push to improve security. Consequently, it perceives the need for collaboration between the security actors and the community. Besides, it is a dynamic association between the police officers and people in general, to battle wrongdoing and improve group security. Through this approach, the group becomes more acquainted with, and comprehend that, it has a part to play in guaranteeing its own particular wellbeing and that of their property (Masese & Mwenzwa, 2012).

Among the main issues affecting community policing according to Bush and Dodson (2014) is lack of a good relationship between the police and the community. In some cases, the citizens do not want any close association with the police and on the other hand the police are not friendly to the citizens. As a result, the citizens become suspects targeted by the police and the police on the other hand become enemies creating suspicion to the public in addition to lack of professionalism. This makes it difficult for community policing programmes to make any meaningful results as far as crime management is concerned.
Sikhulekile (2018) established that in East Timor, many criminal incidents had been addressed at the community level through traditional approaches. However, some incidences required recording in order for available resources be deployed consistently in tracking community policing effectiveness in crime reduction. The effectiveness of traditional approaches to community policing among refugees is yet to be established Kenya scientifically. This gap motivated the current study to examine how effective is community policing in reducing crime in Dadaab Refugee Camp, Kenya.

Onwudiwe (2019) examined informal policing in Nigeria and found that the police officers were frequently moved from one station to another especially after developing acquaintance with the local communities, which consequently, affected their efforts towards working with community on crime prevention strategies. The study found that community policing was challenged by frequent transfers of senior police officers. Such challenges could as well be affecting the performance of police officers in Dadaab camp as the case in Nigeria.

A study by Taylor, Fritsch, and Caeti (2008) found that most researches in community policing concentrated on urban areas. The study found that most evaluations on community policing were carried out on general implementation of specific programmes especially by city government. The study noted that community policing lacked full implementation and was only paper work. Other challenges to community policing were lack of political good will, and negative criticisms. Some of the challenges established in the study could also be issues affected community policing in Kenya and more so in refugee camps.

In many developing countries, community policing is not fully supported by the government, NGOs and the public as expected (Kimilu 2013). Officers involved in community policing lack
housing near place of work. In addition community policing seems to benefit from well-wishers owing to poor state commitment and resources. The current research focusses on the challenges faced in implementing community policing is Dadaab Refugee Camp, which could also be a reflection in other forms of settlement.

A study by Adambo (2015) indicated that the budget allocated to the department of security management in Kenya is spent on salaries, thus affecting implementation of new policies. In addition, the study found inadequate funding of police works. The need for funding regarding community policing cannot be over emphasized. However, the study did not clearly indicate whose salary was being paid. Nevertheless, similar challenges could be affecting community policing in refugee camps in Kenya. Since independence the police in Kenya have always been poorly paid, they lack sufficient working tools and resources and live in deplorable conditions. They also lack adequate transport, communication equipment and forensic laboratories, most of which could similarly be affecting community policing and crime management in Dadaab refugee camp.

Konz (2016) argues that effective policing depends on building and maintaining of community trust by law enforcement officers who must strive to constantly maintain good public image towards the citizens. This view is shared by Noble and Alpert (2009) who argue that although thousands of law enforcement officers in the United States of America may perform excellent police work, police misconduct such as corruption could result to irreparable damage to the service. A more positive partnership between the security sector and the public should be encouraged. Nevertheless, the issue of corruption among the police cannot be ruled out as a factor in community policing in refugee camps in Kenya.
Borovec, Vitez, & Mraović, (2014) argue that within the traditional model, police effectiveness is measured by their effectiveness in crime control. Therefore, the higher the rate of crime the lower the perceived effectiveness of the police and consequently the higher the likelihood of crimes to occur. Bennett, (1990) concluded that the fear of crime is likely to affect negatively the well-being of a large portion of the population. The challenge then becomes how best the security sector could reduce crime and disorder in the community. There is therefore need to building public trust and confidence among the security sector in order to lower the rate of victimization and thus make public spaces more save. In so doing the police will be meeting the security needs of the citizens they should serve in addition to identifying any adverse impact they may be causing to the public and the respective social costs.

A report by Borovec, Vite and Mraović (2014) found that officers who were patrolling on foot weekly (high visibility) were highly rated implying a positive relationship between high ratings and visibility. Ordinarily foot patrols created public confidence and a general feeling of a secure environment although this might not be the case all the time. The security departments of the government should use an open system in order to get feedback from the community especially regarding their effectiveness in handling crime and deviance and thus becoming more responsive to public security concerns (Sindall and Sturgis, 2013; Dalgleish and Myhill , 2014; and Wakefield 2016).

Paterson (2011) recommends that officers must be well trained in order conceptualize and expand theoretical and analytical skills for better performance in police work. This view is shared by Frej (2014) who argues that better education among officers will demystify certain biases and concepts or preconceived notions about the communities and citizens they serve and thus improving of their performance. Sharing the same views Keesee (2015) notes that education
creates more awareness on implicit biases among police leaders and officers. It also improves the relationships, between the police and the public.

Kirby and Palgrave (2013) found that community policing informed citizens about police initiatives, their progress and input in a specific area, as well as the effectiveness of the department and its personnel in crime control and management. They argued that police accountability is assessed through dialogue with the community, organizations, the media, and other forms of communication both public and private. Such means of communication should create the impression of an “approachable” security sector otherwise as Saunders (2013) and Kirby and Palgrave (2013) observe, the police department is bound to fail should the partnership issues among the security sector and the citizen such as fear and mistrust remain unsolved. These authors continue to argue that officers sometimes suffer in the hands of the public during the call of duty and sometimes are killed in the process by the public. They recommend a carefully designed in service training programme to ensure effectives in the security sector in the handling of the public to avoid open confrontations. Although, the police are expected to address conflicts skilfully, in most cases they end up using force to maintain peace and order creating more challenges between them and the public. Such challenges could be some of the issues affecting community policing among refugee camps in Kenya.

The use of discretion by the police is of necessity especially where resources are scarce (Reiner 2018). Indeed, in many parts of the world, the police have always lacked the resources necessary for reinforcement of law and order. Consequently, they are expected to spare the front line resources for frequent operations against security concerns (Crawshaw, Devlin & Williamson, 2018).
Community policing according to Manning (2014) and Bayley (2018) has faced many challenges, some of which include: crime increase, inadequate community policing approaches, poor partnership between stakeholders, police delay in responding to crimes incidents, poor perception of the police by the public, concentration on intelligence gathering, corruption among the police as well as politicisation of community policing (Mwaura 2014).

Shaw (2018) notes that in South Africa, police find partnership relations and meetings with communities to increasing crime rates due to the time involved in the negotiations. However Ruteere and Pommerolle (2013), are of the view that the community should be used for assignments such intelligence gathering but should not be assigned more serious duties.

2.2.2 Community Policing Strategies and Crime Management

According to Wanjohi (2014), there is the possibility of positive association between police-community partnership and crime prevention. However, the study by Wanjohi did not analyse the challenges facing community policing in Machakos County, which would have informed the practice in other counties. A study by Wekesa and Muturi (2015) on the other hand concluded that community policing relied on data collected in the field for its effectiveness. The need for sub county security and intelligence committee for community policing was underlined in the study.

Leting (2017) studied Nyumba Kumi Community Policing and how it affected crime in Kenya. The study concluded that crime in Kenya could be reduced by Nyumba Kumi security initiative. The study found that some of the ways for curbing crime rate in Kenya included efficient policing strategies, political good will and support as well as government backing among others. In addition, it was found that community policing would be more productive in situations where the Judiciary was stable and autonomous. However, in situations where the police are poorly
paid in addition to management issues and corruption as is the case in Kenya, community policing is likely to face challenges.

Community policing aims at reducing crime by analysing issues affecting the community which could result to crime related situations. (Mwaniki, 2015; Cordner, 2014). However, according to Bennett, Newman and Gray (2016) community policing will require that the police uphold the best practices and values including involving the citizens in neighbourhood watch. The study underlined the need for establishing teamwork among the community and security agents.

Nyaura (2014) notes that Nyumba Kumi initiative is a reactive way of addressing the security needs of the local communities at the same time contributing to conflict management. In addition, Nyumba Kumi initiative, is expected to create awareness on community policing by giving feedback to security managers (Kenya Police, 2014). Furthermore, Nyumba Kumi initiative should increase awareness on the security needs of the public and either seek to solve them or escalate them to the police stations. In addition, Nyumba Kumi approach could assist in transparency and accountability issues in policing. Such attempts could mean that the approach might be effective in addressing crime among communities.

The philosophy behind community policing is that the community must be empowered in ways that could help them address crime (Diehr and McDaniel 2018). The approach is expected to enable the police to access information from the community which could help on prevention or reduction of crime among the communities targeted. The approach could as well be useful in assisting the police to fight against terrorism among other serious crimes.

On the side of the community, there are challenges such as different values and expectations, some community members getting involved in conflict, lack of social capital, lack of ownership of the process as well as poor community involvement. In addition, the community is voiceless
when it comes to discussions affecting community policing (Osse, 2016). In most cases the police fail to involve the community in addressing crimes within the community. The police may also be affected by lack of proper training on how to work with communities. In Nigeria for example, the challenges of community policing include poor manpower, lack of resources, poor infrastructure, lack of information as well as equipment. Other challenges related to community policing include poor education, poor training, inadequate equipment as well as poor working conditions. In South Africa challenges to community policing include poor relationship and mistrust between police and the community (Newham, 2013). Other challenges are poor cooperation, poor procedures in the police, poor communication as well as poor collaboration among both the civilians and the security experts. (Kungu, (2015); Mammus (2010). Issues such as these could as well be affecting community policing practice in refugee camps in Kenya, a matter that was investigated in this study.

In addition, other challenges such as misunderstanding between the community and the police service may derail efforts on curbing crime. In Daadaab, there exist multiple communities and nationalities who, possibly, affect community policing implementation a matter that was analysed in this study.

Nyaura and Ngugi (2014) identified inadequate infrastructure, and poor communication channels as some of the issues affecting Nyumba Kumi initiative in Kenya. In addition, there is widespread corruption, low quality of work force, low level of training, unfriendly police advertising, and the nation's police service drive is poorly prepared, amongst other challenges (Alemika and Chukwuma, 2010). These challenges could be similar to those affecting the police service in Dadaab.
The National police service is under resourced with regard to community policing especially on training Makara (2008). The sector is also faced with corruption associated with low salaries eventually affecting negatively the relationship with the public. In some instances the police colludes with criminals to hurt the public a situation that negates the efforts of nyumba kumi and other aspects of community policing.

Skilling (2016) found that community policing seeks to prevent crime and as such, the police should be more informed for purposes of sharing data with the public so as not just to reduce but also prevent crime. However, the police in the contemporary world are still using the traditional approaches of deterrence, protection of civilians and properties from criminals as well as trying to locate possible crime actors. Such traditional methods however have been limited as far as security management and crime prevention is concerned. (Office of Community Oriented Policing Services, 2017). A system of performance and measurement can be created to give specific operational meaning to community policing specifying values such as confidence, teamwork, dialogue, creativity, honesty, commitment, and hard work among others (Whitelaw, Parent & Griffiths, 2014; Schanzer, Kurzman, Toliver & Miller, 2018). There may need for a mission statement which in co-operates all these values to guide community policing initiatives as observed by (Boettke, Lemke & Palagashvili, 2016).

The origin of community policing has been the west, where it appears to have been well received than in Africa. The philosophy, consequently is foreign and as such there has been some resistance also associated with poor domestication. There has also been lack of commitment by the politicians and other stakeholders. In addition, there has been poor resource allocation to community policing related initiatives while the community has been apprehensive and sceptical with regard to the commitment of the police on community policing. There has also been lack of
economic and social support with regard to police reforms to accommodate community policing fully (Kungu, 2015). Matsuda 2017 and Tilley (2014) Sherman and Eck (2016), which could also be affecting community policing in Kenya.

According to Sherman and Eck (2016) there has been many attempts to apply policing models from developed countries to developing countries in which those considered as policing experts lecture the police in developing countries on how successful community policing in their home towns has been. Such success stories are usually not supported with any meaningful scientific evidence. There has also not been any attempts to consider the context in which community policing programmes in developed countries could be applied in Africa and other developing countries. It is on the basis of such gaps that perhaps the analysis of community policing strategies in Dadaab would assist to inform community policing successes and failures in other parts of the country.

A study on Nyumba kumi community policing initiative was carried out by Leting (2017) to examine its effect on addressing criminal related situations. The study narrowed down to only one strategy of community policing, that is, Nyumba Kumi. The study also suggested ways of improving the implementation of community policing in Kenya. The identified areas that future studies could address such as the characteristics of community policing and its effectiveness in crime management in selected areas.

A study by Ferreira (2016) found that inadequate resources was the main challenge affecting community policing in Central Europe. The study revealed that community policing did not have adequate staff and that the majority of the officers were involved in routine patrols and what is referred to as “real police work,” including traditional criminal justice initiatives as opposed to community policing. The study also found that community policing initiatives were inadequately
financed by the local governments. As such local governments were not able to provide adequate funding to community policing initiatives which affected efforts and devotions to community policing.

A study by Chimera and Likaka (2014) in Nakuru, Kenya, found that community policing committees lacked proper communication equipment resulting to inadequate information on crime prevention mechanisms, eventually affecting their effectiveness in community policing. Similarly, a study by Ruteere and Pommerolle (2017) found that the police who were involved in community policing in Kenya were also affected by severe underfunding due to lack of a clear budget to implement community policing initiatives in the country. The study confirmed that the supplementary budget through the head of state was too small for any meaningful community policing activities in the country. The study, however used desktop research missing out the people’s voices. Nevertheless, some of the concerns raised are of special concern to the current study, especially the services available for community policing in Dadaab refugee Camp.

Similarly, a study carried out in South Africa by Pelser (2019) found that transport was one of the main challenges facing community policing activities. This challenge affected police visits to communities where community policing was initiated. The study found that there was urgent need for policing councils to be provided with adequate and efficient transportation, communication equipment, housing, food allowances, access to training and general human resource support. The study in addition recommend the need to evaluate and quantify ahead of implementation the purpose, cost, and effectiveness of community policing projects. The study however found no sufficient political will to fund community policing programs sufficiently in South Africa, a matter examined in the current study.
A study by Rakgoadi (2019) confirmed resources to be a major issue in community policing and more so in crime prevention efforts. The study found that most of the police facilities which could be used in community policing and other projects were dilapidated and poorly managed resulting to lack of confidence on the side of the community in terms of their effectiveness in crime prevention, a situation very similar to community policing efforts in Kenya. The study recommended availability of resources for renovations and improved service delivery. In Kenya most of the police facilities are poorly kept although there have been efforts to reform the sector. It would be interesting to find out how police public confidence in Kenya could be affected by operational resources in the security sector.

### 2.2.3 Challenges Facing Community Policing and Crime Management Strategies

As noted earlier in this study, community policing in Africa seems not to have achieved as much as was expected initially despite efforts by the central governments and other stakeholders (Mburu & Helbich, 2017). This kind of situation is associated with challenges that have been part and parcel of policing in many parts of the world. Some of the challenges according to Braga & Weisburd, (2015) include poor control and flexibility of policing at neighbourhood level, honesty issues, and poor communication and information network. In addition, Muller (2010) found accountability issues in community policing as well as poor regulations/management of community policing initiatives. There are elements of reservations with regard to working with the police in crime prevention strategies. Nevertheless, it might be possible that some areas within the security arena could have improved such as door to door surveillance. The study recommended clear structures of vetting and training police officers. In order for the police to have faith in the regulatory system, they should be made to feel part of the system they serve,
which is not usually the case. Opposing public and private sector principles also present a barrier to closer working relationship between police and the public.

According to Maina (2016) the police fear loss of autonomy and control which is associated with community policing approach to crime prevention. Traditionally crime prevention and control were basically the work and responsibility of the security sector. The hierarchy and ranks within the police sector is also a factor that affects decentralization of crime prevention strategies. (Davis, Henderson & Merrick, 2013); Pelser (1999). Consequently, community policing approaches seem not delegate more power, authority, responsibility and resources to the community. This to some extend limits their role and capacity to deal with security needs and priorities within the community.

Awino and Kimani (2017), argue that human, material, and organizational resources have negatively affected community policing implementation in Kenya. They observe that many developing countries, Kenya included, are not able to initiate effective community policing due to lack of resources relevant to the agenda. There is therefore need for training resources, equipment and supporting technologies as well as sufficient funding for crime prevention strategies and the necessary packages to community policing implementation, monitoring and evaluation.

A research conducted by Kassaye and Danney (2013) in Ethiopia’s Amhara National Regional State indicates that community policing faces many challenges. Firstly, the resources are not enough to manage community policing. For instance, the police do not have transport means to reach crime scenes on time. The equipment in the offices like computers and access to internet are also limited. Community members also raise funds for community policing purposes, which they feel should be role of the government. Similarly, some indigenous communities in
Australia, are so poor that they lack basic social infrastructure resulting to poor living conditions, poor education, high level of alcoholism, drug abuse, violence and sexual abuse of women and children. For a long time, such communities have suffered neglect and insecurity due to under policing as well as over representation by the men in the criminal justice system. (Ransley & Mazerolle 2009).

According to Marks (2009), the ideal community policing requires that the partners or stakeholders work in harmony with each other. However, this is far from being realized. In most cases, there is tension between police and the community with regard to the extent by which the community should be involved in policing matters (Mottiar and White, 2016). While the community would like to be more involved in policing work, the police find this kind of attitude a form of intrusion (Kimilu, 2013). Normally the police have the desire to maintain their established monopoly in security and crime management and as such therefore partnership with the community becomes a challenge.

Dadaab camp has been affected by insecurities associated with militia groups and bandits as well as terrorists (Kumssa & Jones, 2014). The camp is overpopulated creating as such posing a serious challenge to homeland security. In addition, there are mobility issues affecting security operations in the camp. The UN mission in Dadaab operates under UN phase three security restrictions which stipulates travel by convoy including armed police escort, no free movement of staff without armed guards in the camps, and a curfew for humanitarian workers (Meyer, Nicol & Hassan, 2018).

Both the police and community members should change attitudes, and increase knowledge, and skills towards community policing for the practice to be successful. (Office of Community Oriented Policing Services, 2007). This could help to change the misperceptions about
community policing as well as assessing community needs, involving stakeholder and developing sound community policing strategies. There is need for more studies to establish the relationship between training and community policing.

According to Ali (2017) a lot of officer seems to lack training, knowledge and experience on how to organize community policing basically because they were not trained on the same during the initial training. They also lack skill on how to empower community’s security wise as well as on the issue of partnerships with other institutions. With these gaps in training and experience therefore, the police would find it difficult to initiate community policing successfully. The study observed that community policing was more labour intensive as was initially assumed which the police needed to understand and appreciate. According to Mastrofski (2016) things are not different in other countries, for example in the US recruit training is not geared towards community policing. Mastrofski further observes that in America only a few days are devoted to community policing style as opposed to the traditional policing practice.

Studies in the US on community policing have recommended training on effective community policing initiative for both police and the public. Areas of coverage in the training include change of attitude, skills, and dialogue among the stakeholders. (Bureau of Justice Assistance, U.S. Department of Justice 2008). The training should in addition address misconceptions regarding community policing as well as inaccurate information, community needs assessments, and involvement of stakeholders in community policing strategies. There should be continuous monitoring and evaluation of community policing related initiatives for improvement and efficiency. Although these studies were carried out in the US, the dynamics of community policing in Kenya may not be very different. Some of these challenges have been analysed in the study as shall be noted in Chapter four.
Patterson (2017) argues that successful community policing imitative requires that all stakeholders be empowered to improve their lives. It is also beneficial for every member of the community to understand their critical role in community policing. However, many a times the public have no idea regarding the role of the police and their role too with regard to community policing. The need to educate the public about community policing cannot be over emphasised, (Patterson, 2007), a view shared in this study.

A study done in Nigeria (Onyeozili 2018) found a training gap in community policing initiative. The study recommended a well-trained police sector to deal with conflict situations in addition to public awareness on the same. This is likely to create interest among the public and the police to ensure community policing were successful. In addition, the police must also improve their attitudes and behaviour towards the public and the vice versa. According to Patterson, (2017) if communities were empowered then they would have quality life and the need to present crime through community participation would be much easier.

A study undertaken by Bucqueroux, (2017) observed that there were no priorities and nor local input in community policing and that policing officer were driving the initiative without the community’s involvement which made community policing not to be very effective. There was also the barrier were police officer’s performance in community policing could not be clearly determined or measured and therefore not able to appreciate the good work by some of the offers involved in community policing.

A study by Polzin (2017) showed that change management strategies was necessary for community policing to succeed in Michigan and that community policing becomes ineffective when the police operates as a specialized unit creating a situation of isolation and sometimes friction. (Carroll, Buracker and Associates Ltd (2017). It was therefore concluded that
community policing should incorporate every one. Working in specialised units had credibility and collaboration challenges as well as isolation of the officers and community’s members involved. Sometimes however it may not be that easy to involve every police officer and every community member in the initiative as noted by Cordner, (2019).

Heald (2019) carried out a study in Tanzania with community policing officers after undergoing a three-day in-service training programme. The study found that the lessons were too theoretical, unpractical in the field and very hard and therefore recommended simplification. The study recommended training to give skill related to problem-solving for all officers. The current study examined the challenges encountered in community policing with regard to conceptualization and the actual work on the ground.

Studies have explored institutional challenges that obstruct community policing approaches (Masese and Mwenza (2012) such as management issues, monitoring and evaluation, resources allocation, deployment issues and change of structures. Other issues affecting community policing include ‘command-and-control’ management styles as well as expanded decision making by officers and preferential treatment for community police officers.

Worldwide, there has been low ratio between the police and the community they should serve. The gap realized the growth of the private security industry which has of late grown tremendously assisting the police in crime prevention. Nevertheless, there is still need for more services in the security sector as the private security sector has not been able to meet the demand. The private security sector has however attempted to fill the security gap left out by the state security organs especially the police service (Minnaar, 2015). The private security commands a lot of resources both human and physical as well as material both permanently and on contract.
(Schönteich, 2016). The contribution of the private security sector in community policing yet to be evaluated scientifically especially in refugee related situations.

According to Skolnick Bayley, (2018), Segrave and Ratcliffe (2019) community policing did not serve the interest of the voiceless majority but rather the interests of a few people who speak loudest dominating the community policing discussions and thus influencing decisions to their advantage. This view is supported by Young and Tinsley (2018) who discovered that in Namibia community policing was affected by poor team work and confusion by the police and criminal justice. In most cases police officers were self-protective against the public, and thus affecting community policing.

Onwudiwe (2019) observes that the police in Nigeria undermined the community in matters of policing as they considered themselves as experts of crime and disorder. However, the police only engaged the community for help and decided on the terms of engagement with the community in matters of community policing. In a study by Human Rights Watch (2010), the police in Nigeria undermined the rule of law by corruption, human rights abuses, unlawful detention and extortion of money which eroded public trust and police confidence. Kiarie (2012), found that community policing did not improve the trust between the police and the community as was expected because some the police officer’s bad behaviour which the public did not like at all, a possibility examined in this study.

2.4 Conceptual Framework

The study examined the characteristics of community policing and its effectiveness in crime management in Kenya with a case of Dadaab Refugee Camp. The independent variables were
community policing strategies and characteristics, while the intervening variables include government policy, resources and attitudes. The dependent variable was crime management.

Some of the strategies tested as independent variables include: neighbourhood watch in which the community is involved in monitoring the environment as a deterrence approach. Others were community meetings between the security organs and the community as well as police patrols and security related programmes. In addition, characteristics such as community needs, policing priorities, accountability and stakeholder’s participation were also tested as independents variables. All these were variables tested in the study to find out their effectiveness in community policing. With regard to intervening variables, resources and attitudes were assumed to affect community policing either negatively of positively. If community policing strategies were effective, then one would expect crime reporting by the public to increase, police civilian relationship to improve, and hot spots to reduce. These variables were tested in the field as discussed in chapter four and the conclusion drawn in chapter five.

**Figure 2.1: Conceptual Framework**
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three covers the methodology used in sampling the respondents, methods of data collection, tools used and finally data analysis procedures as well as the ethical issues considered in the research process. Other elements covered are the design used, site of the research, the population from which the sample was selected as well as the validity and reliability tests among others.

3.2 Research Design

The study employed cross sectional survey design to examine community policing effectiveness in crime management. The design was used to analyse the views of the stakeholders with regard to the effectiveness of community policing in addressing crime in Dadaab refugees camp. The study cross examined the police and the community to evaluate how each of the two categories evaluated community policing initiatives in Dadaab refugee camp. Samples were selected from both groups and the findings compared and conclusions drawn.

3.3 Location and Site Description

The study was conducted in Dadaab Refugee Camp (see Appendix IV). By 2017, the camp had a diverse multi-faith and multi-ethnic populations totalling about 245,216 refugees while in 2018 the population had decreased to 235,269 (UNHCR 2017) meaning that some people had left the camp. However, in 2019 when the research was carried out, the populated at Dadaab Refugee camp was estimated at 255,600 (UN, 2019). The camp is located in Garissa County, Kenya and holds refugees from various countries such as Southern Sudan and Somalia. The camp is said to
be the second largest worldwide and is run by the UNHCR with finances from donors. The refugee camp is divided into five main areas viz IFO 01, IFO 2, Daghaley, Hagadera and Kambioos. One of the main factors for selecting the camp is that, although community policing has been practiced in the camp, crime and insecurity continues to escalate. Following a series of insecurity incidents associated with radicalization of the youth, attempts have been made to scale up community policing initiatives with local efforts. The camp is densely populated with people from different ethnic groups and faiths.

3.4 Population and Sampling

Population is basically the aggregate of the people or subjects of investigation in this case the people occupying Dadaab Refugee camp including the police. As noted the camp had a total of 255,600 registered refugees by January 2019. (UN, 2019). Yamane (1967) simplified formula was used to obtain a sample size of 111 respondents as indicated below.

This is calculated as shown below.

\[ n = \frac{N}{1 + N(e)^2} \]

Where:

\[ n \] = sample size

\[ N \] = population size

\[ e \] = the level of precision

\[ 1 \] = Constant

This formula assumes a degree of variability (i.e. proportion) of 0.01, the level of precision of 1% and a confidence level of 99%. 
\[ n = \frac{255,600}{1 + 255,260(0.01)^2} \]
\[ = 110.5175 \approx 111 \text{ respondents} \]
\[ n = 111 \text{ respondents}. \]

Therefore, the study used 111 community members as respondents. The study used purposive sampling to select community members who were involved in community policing in the 5 camps. In addition, 5 police commanders in the 5 camps in Dadaab Refugee Camp were also selected purposively for the study making a total of 116 respondents.

3.5 Research Instruments

The questionnaire was the tool mainly used together with oral interview as well as observations with regards to community policing initiatives. The questionnaires were both open and closed ended using the Likert scale with the respondents not restricted to the way they were to respond to the questions. The Likert scale was coded as follows, 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5= Strongly agree. The scale was used to test variance as well as relationship or association among variables that were tested.

A police commander from each of the 5 camps in Dadaab was interviewed regarding the community policing adoption strategies and their effects in managing crime as well as the possible challenges and their voices recorded down descriptively for analysis to reinforce the quantitative data that was gathered by use of questionnaires. The police commander provided qualitative data that was used to present more information through interviews on community policing in Dadaab Refugee Complex.
3.6 Piloting

Piloting is required for testing of validity and reliability of instruments to be used in a given study (Sekaran 2006). Piloting for this study was carried out in Kakuma Refugee Camp in which 10 percent of the sample was selected for piloting. It should be noted that piloting should never be undertaken in the actual field work location that is why Kakuma was selected instead (Saunders, Lewis & Thornhill, 2007).

The main goal of the pilot was to ascertain how accurate the instrument was with regard to generating the expected results that would be reliable and consistent. However, the findings were not to be included in the findings as is usually the case but the instrument was adjusted especially where the questions were not very clear.

3.7 Validity and Reliability

Validity entails goodness, richness, and accuracy of the data Kruger and Westermann (2003). The study applied construct and content validity tests to ensure accuracy and standardization of the findings. To ensure the content was valid the instrument was tested against the objectives of the study guided by an expert in the area. The expert was asked to evaluate the statements in the questionnaire for relevance and whether they were meaningful, clear, loaded or offensive. On the basis of the evaluation, the instrument was adjusted appropriately before subjecting it to the final data collection exercise. The review comments were used to ensure that content validity was enhances. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective and ensured that the same were closely tied to the conceptual framework of the study.
Reliability is a situation in which the same results could be realized if the study was taken again in the same situation by different researchers. Reliability of the findings were confirmed during the pilot stage in which the results from the respondents were compared to check for inconsistency and corrective action taken as a way of controlling for response biasness. The results from the pilot were not to be included in the final data. The researcher used the most common internal consistency measure known as Cronbach Alpha (α) which is generated by SPSS (Cronbach, 1951). It indicates the extent to which a set of test items can be treated during measuring a single latent variable.

This study used the Cronbach Alpha for the five point Likert scale items. This helped the researcher to assess the interval consistency reliability achieved, the cut-off point was 0.7 as proposed by Oncu and Cakir (2011). The closer the Cronbach alpha coefficient is to 1, the higher the internal consistency reliability (Sekaran, 2006). A coefficient of 0.7 is recommended for a newly developed questionnaire. The results are shown in Table 3.1 below.

**Table 3.1: Reliability Analysis**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Items</th>
<th>Cronbach Alpha</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Management</td>
<td>5</td>
<td>0.837</td>
<td>Reliable</td>
</tr>
<tr>
<td>Community policing adoption</td>
<td>5</td>
<td>0.877</td>
<td>Reliable</td>
</tr>
<tr>
<td>Community policing strategies</td>
<td>7</td>
<td>0.853</td>
<td>Reliable</td>
</tr>
<tr>
<td>Community policing challenges</td>
<td>5</td>
<td>0.940</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

The results in Table 3.1 show that Cronbach alpha for all the items under crime management, community policing adoption, community policing strategies and community policing challenges were all above 0.7, implying that the instrument was sufficiently reliable for measuring or testing relationships among the variables in the conceptual framework.
3.8 Data Collection Procedures

The data was collected in the month of August, 2019 using two research assistants who had been trained on how to carry out field research using the questionnaire. The research assistants were familiar with the research environment including the culture and the people selected for the research. The assistants were taken through the instruments in order to have a clear understanding of the whole field research process. They were also enlightened on the objectives and expectations of the research at hand. The main approach used in administering the questionnaire was drop and pick also referred to as self-administered questionnaires (Russell 2004). Interviews were however done face to face by the researcher as is the requirement. These were carried out with the commanding officers and community leaders who were found to be resourceful.

3.9 Data Management and Analysis

As observed by Saunders, Lewis and Thornhill (2019) data analysis is a form of reasoning upon the data that has been gathered. This creates a clear meaning and explanation of the outcome showing new discoveries. Ordinarily, data has to be cleaned, corded and collated thematically guided by the objectives of the study. With the help of the SPSS the data collected generated clear themes that were analysed by use of descriptive statistics. The mean, median and standard deviations were used to test distribution of the results were applicable. Qualitative data was then presented using content analysis guided by the study objectives.

The qualitative data was analysed using content analysis where common themes organized together and then subjected to descriptive statistics. Inferential statistics were done including regressions and ANOVA. These were used to establish the relationship that existed between the independent variables and dependent variable.
According to Cooper and Schindlier (2013), three main issues need to be considered when conducting a research. They are the falsification of results, data reliability, and confidentiality. The respondents were assured of their privacy. The researcher upheld anonymity of the respondents and assured them that the information was only used for the research purpose. Again, the respondents volunteered and were not coerced to take part in the study. They were provided with information about the purpose of the survey so as to reduce any bias. The researcher further sought permission from the university administration to carry out the study and to ensure that the research process was authorized. Lastly, the researcher, after successfully defending the proposal, sought for introduction letter from the University to obtain a permit from National Council for Science and Technology. The permit was later obtained and research carried out guided by ethical standards regarding data collection among refugees and officers serving in refugee camps.
CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents an analysis and an interpretation of the collected data. The results are organised into various themes as per the objectives of the study. The chapter is divided into sections addressing: the form and characteristics of community policing; influence of community policing on crime management; challenges facing the implementation of community policing and crime management, as well as a summary of the findings. Demographic data analysed consisted of gender, age, and level of education. These were thought to have some influence on the way respondents made their observations. The field data has been summarized and presented in frequency charts, graphs and bar charts and finally explained in detail.

4.1 Response Rate

Response rate is an important aspect of research. It is a measure of credibility, reliability and consistency of data as well as its accuracy. The higher the response rate the higher the reliability and credibility and thus accuracy of the data. Accuracy of data can be generalized with high confidence levels compared to data with low response rate. The results from a low response rate can be biased and thus misleading. The sample size of the study was 111 respondents out of which and 11 questionnaires were used for pilot testing. Therefore, a total of 100 questionnaires were administered to the community members and 5 interviews carried out with the police commandants. The response rate results are as shown in Table 4.1.
Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Administered</th>
<th>Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Members</td>
<td>100</td>
<td>83</td>
<td>83%</td>
</tr>
<tr>
<td>Police Commandants</td>
<td>5</td>
<td>5</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

The response rate of the community members was 83% while that of the police commandants was 100%. According to Mugenda and Mugenda (2003) and Kothari (2004), a response rate of above 50% is adequate for a descriptive study. Thus, the response rate of 83% for the community members and 100% for the police commandants was considered appropriate for the study. The study collected the views of both the police and the community since both are critical players in community policing. In-depth oral interviews were conducted among the selected senior police officers while questionnaires were distributed among the community members involved in community policing.

4.2 Demographic Statistics

This section consists of information regarding the basic characteristics of the respondents including gender, age, and the level of education of the community members who participated in the study. Such variables were important since they could easily influence individual’s perception on the matter.

4.2.1 Gender of the Respondents

The respondents were asked to indicate their gender. The results are as shown in the Figure 4.1.
Figure 4.1: Gender of Respondents

The majority of the respondents were male, representing 66% of the respondents. Generally, security related engagements are male dominated both in formal and the informal sectors. Community policing environments are not an exception, one will find more men involved in household security compared to the women. In the same perception, more men are involved in community policing compared to the women who are usually involved in domestic engagements. This explains why the majority of the respondents in the study were male.

A study by McKinsey Global Institute (2017) on gender representativeness found that lack of gender diversity is associated with a greater likelihood of below par performance, and when institutions commit themselves to diverse leadership, they are more successful. On the other hand, in organizations where gender diversity is lacking, employees gave lower marks to their institutions for such factors as motivation, capability, accountability, and innovation. It might be interesting to establish the role or place of women in community policing initiatives.
4.2.2 Age Distribution

Participants were asked to indicate their age. These were classified into age group categories of less than 20, 21-30, 31-40 years, 41-50 years and above 50 years. Figure 4.2 shows the distribution of the participants by their age group.

Figure 4.2: Age Distribution

The results show that majority of the respondents, 57.8%, were between 31-40 years, 18.10% were between 41-50 years while 12% of the respondents were between 21 -30 and another 12% were above 50 years. This distribution showed that the community policing team maintained relatively older members due to their community engagement abilities. Age is a major factor in community policing initiatives. It is assumed generally that age increases experiences, skills and performance. It was thus key to find out the age of those who were interviewed in order to confirm the authenticity of the results.

It should also be noted that in most cases, community policing is handled by mature and experienced local leaders, which is also the case with general security arrangements in many organizations and communities. Another observation is that the age between 31-40 years is
generally assumed to be energetic and resourceful and therefore best suited to handle security needs within the community. This could explain why the majority of the respondents selected for the study fell with age 31-40 years.

4.2.3 Education Level of the Respondents

The respondents were asked to indicate their level of education and the findings are as shown in the Figure 4.3. The results show that majority, 42% of the respondents, had secondary level of education, 30% had college level qualification, while 15% had primary level qualification. Only 13% had attained university education.

Figure 4.3: Level of Education

The outcome suggests that the level of education was not a key emphasis in community policing since only 13% had University education. Nonetheless, this may be caused by lack of higher education facilities in the Camp. The findings indicate that most of the respondents are holders of KCSE certificate (42%). This might impact negatively on the implementation of community policing as the members may have limited knowledge in understanding the social dynamics and how to engage members of the community fruitfully as knowledge is power. According to Mesároš, et al
(2017), education is important when it comes to performance of duties. The higher the education level the better the performance in most cases. It would however be noted that although people with better education are expected to have better performance due to improved managerial and other work-related skills, this may sometimes not be the case. Nevertheless, education is usually a good measure of performance and productivity.

4.3.1 Form and Characteristics of Community Policing in Dadaab Camp

The first objective of the study was to establish the form and characteristics of community policing adopted in Dadaab Refugee Camp. The subjects were asked to respond to the statements on form and characteristics of community policing adopted. The results are as depicted in Table 4.2.

Table 4.2: Form and Characteristics of Community Policing Adoption

<table>
<thead>
<tr>
<th>Statements</th>
<th>No extent</th>
<th>Small extent</th>
<th>Moderate extent</th>
<th>Large extent</th>
<th>Very large extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilization of neighbourhood watch</td>
<td>4.80%</td>
<td>6.00%</td>
<td>15.70%</td>
<td>28.90%</td>
<td>44.60%</td>
<td>4.02</td>
<td>1.137</td>
</tr>
<tr>
<td>Neighbourhood town meetings</td>
<td>3.60%</td>
<td>4.80%</td>
<td>16.90%</td>
<td>43.40%</td>
<td>31.30%</td>
<td>3.94</td>
<td>1.004</td>
</tr>
<tr>
<td>Utilization of civilian education</td>
<td>7.20%</td>
<td>1.20%</td>
<td>21.70%</td>
<td>22.90%</td>
<td>47.00%</td>
<td>4.01</td>
<td>1.184</td>
</tr>
<tr>
<td>Decentralization of the police authority</td>
<td>2.40%</td>
<td>2.40%</td>
<td>25.30%</td>
<td>45.80%</td>
<td>24.10%</td>
<td>3.87</td>
<td>0.894</td>
</tr>
<tr>
<td>Weed and seed programs</td>
<td>6.00%</td>
<td>1.20%</td>
<td>9.60%</td>
<td>47.00%</td>
<td>36.10%</td>
<td>4.06</td>
<td>1.028</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>4.8%</strong></td>
<td><strong>3.12%</strong></td>
<td><strong>17.8%</strong></td>
<td><strong>37.66%</strong></td>
<td><strong>36.6%</strong></td>
<td><strong>3.98</strong></td>
<td><strong>1.049</strong></td>
</tr>
</tbody>
</table>

The respondents were asked whether they adopted utilization of neighbourhood watch in Dadaab. The majority, 44.6%, indicated a very large extent, while to a large extent had 28.90%
and those who thought the adoption was moderate were 15.70%. The respondents were also asked if neighbourhood town meetings were held in Dadaab. The majority, 43.40%, agreed to a large extent, followed by those who thought the meetings were held to a very large extent at 31.30%. Those who thought the meetings were held moderately were 16.9%. In line with this the respondents observed the following:

“We have monthly meetings of community policing committee at the Dadaab Police Station that is community oriented involving community and police partnerships, shared problem solving skills as well as proactive policing. Other respondents observed that “partnerships are a problem solving technique to proactively solve immediate condition that give rise to community safety issue such as crime and fear of crime.” From this observation it is clear that there was partnership between the police and the community in matters of security in Dadaab and that such partnership was addressing insecurity effectively.

The results also indicated that the utilization of civilian education was noted by a very large extent represented by 47% followed by 21.7% who thought civilian education was only utilized moderately. On the decentralization of the police authority, majority of the community members agreed to a large extent of 45.80% and a very large extent at 24.10%. Decentralization of the police authority had a moderate extent agreement of 25.30%. Weed and seed programs were used to a large extent according to 47.00% respondents and to a very large extent by 36.10%. On average, the normal mean of the respondents was 3.98. This implies that most of the respondents concurred with all the statements to a large extent. Responses were varied as shown by a standard deviation of 1.049. The average percentage of the respondents who largely agreed with all the statements were 37.66 % followed by 36.6% who agreed to a very large extent. While
those who were moderate scored 17.8%. This implies that all the community policing approaches use in the camp were familiar to the respondents to a great extent.

Generally, the findings showed that utilization of civilian education as characteristics of community policing was the most popular approach attracting 47% of the respondents, followed by neighbourhood watch with 44.6% indicating very large extent and then weed and seed with 47% indicating large extent. These community policing characteristics were followed by decentralization of police authority scoring 45.8% and neighbourhood meetings with a score of 43.4% who agreed to a large extent with the option.

On average all the characteristics of community policing were identified by 37.66% as being adopted in Dadaab to a large extent followed by 36.6% who thought that the adoption was to a very large extent. In total the respondents who thought the adoption of such characteristics of community policing where either to a very large extent or just large extent were 74.26% meaning that they were familiar with the effectives of various characteristics adopted. This is observed by one of the respondents in the following words;

“It has helped in prevention of many crimes and thus enhancing public security and reduction of community fears.” Local policing initiatives emerge as ready alternatives to deliver justice and security by making use of local knowledge, customary practices and/or traditional leadership networks.

According to a UNDP publication on philosophy and principles of community based policing dated 2006, the philosophy of community policing requires that the police share with the citizens the relevant decisions and policies. The citizens on the other hand should also freely share their security concerns with the police who should be willing to address them. Although professionalism in the police is a requirement the officers should be willing to receive assistance
from the community such as during beats and investigations. The police should be friendly and compassionate to the community if community policing has to make meaning. Enforcing the law and fighting crime remain important elements of policing. Nevertheless, community policing recognizes that, in reality, most police work is oriented toward non-enforcement tasks, such as maintaining order and providing social services, a view shared in this study.

The field research findings underlined the need for the police as a department to be reformed in their relationship with the community. In addition, officers should create positive attitude and behaviour towards the citizens. There should be closer rapport between the police department and the community to be served. There is also need for closer relationship between the police and the community. Finally, the need for the police to increase capacity towards community policies cannot be over emphasised.

The respondents observed that if the police have to be successful in community policing initiative, then the input by the community must be elicited. Ways of achieving this includes research, meetings and door to door visits by the police. The information collected this way would help the police to prioritize community security needs. In their attempts to reduce crime and disorder, the police can enlist the help of community members by encouraging citizens to report illegal or suspicious behaviour. In return, the police can educate citizens on how to avoid becoming victims of crime through crime prevention programs such as neighbourhood watch.

The study found that, although the police departments control decision making processes in security management, the community should be aware of such decisions since they will affect them. There should be long term relationships between the police and the community in Dadaab refugee camp and that the police should be accountable to the community. The police could be encouraged to patrol on foot or on bicycles so as to interact with the community more closely. In
addition, the police should improve the frequency and quality of interaction with the community in Dadaab.

The study in addition noted that police-community cooperation is cultivated by police officers getting to know residents on their beat. In addition, the removal of officers from their patrol cars gives them greater opportunity to engage in maintenance and social service tasks. The visible presence of police officers, who are easily accessible and caring in their encounters with residents may help reduce citizens' fears of crime, and improve rapport between the police and local citizens as well as officer's morale and job satisfaction. Finally, an officer's assignment to the community helps to create an officer's sense of responsibility toward the overall improvement of community life.

Cordner (2014) is of the opinion that community policing should have more collaborations between the police and the public in solving neighbourhood issues as opposed to just improving relationships among the two groups. There should be a departure from traditional policing to problem solving partnership between the police and the community. The law enforcement approach to crime by the police should therefore be replaced with problem solving approaches which are more effective in crime management.

4.3.2 Community Policing and Crime Management in Dadaab Refugee Camp

Objective two assessed effectiveness of community policing as a crime management strategy in Dadaab Refugee Camp. The respondents were asked whether community policing strategy in Dadaab had been affective in crime management. The findings are shared in Table 4.3 below.
Table 4.3: Effectiveness of Community Policing Strategies in Crime Management

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighbourhood watch Programs used by residents to reduce criminal activities</td>
<td>18.00%</td>
<td>6.00%</td>
<td>26.50%</td>
<td>49.40%</td>
<td>3.98</td>
<td>1.334</td>
</tr>
<tr>
<td>Effective use of door-to-door contacts as a crime reduction strategy.</td>
<td>16.80%</td>
<td>4.80%</td>
<td>38.60%</td>
<td>39.80%</td>
<td>3.89</td>
<td>1.316</td>
</tr>
<tr>
<td>Community members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of hotlines by police for crime reporting</td>
<td>14.40%</td>
<td>6.00%</td>
<td>38.60%</td>
<td>41.00%</td>
<td>4.00</td>
<td>1.169</td>
</tr>
<tr>
<td>Use of forums to discuss crime issues with the police</td>
<td>16.80%</td>
<td>8.40%</td>
<td>39.80%</td>
<td>34.90%</td>
<td>3.83</td>
<td>1.257</td>
</tr>
<tr>
<td>Community interest in solving crime problems.</td>
<td>15.60%</td>
<td>6.00%</td>
<td>50.60%</td>
<td>27.70%</td>
<td>3.81</td>
<td>1.194</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.90</td>
<td>1.254</td>
</tr>
</tbody>
</table>

The respondents were asked if there were any watch programs in place to deal with criminal activities and if such programs had led to crime reduction in Dadaab camp. The majority of the respondents (75%) agreed with the statement that there were neighbourhood watch programmes that helped to reduce criminal activities in Dadaab as opposed to 18% who disagreed with the statement. The respondents observed that the strategy reduced fear and suspicion between the public community and the police......... It also created partnership in fighting crime and gaining of problem solving techniques.” The other issue raised was whether the use of door-to-door contacts by the police and the community was an effective way of reducing crime in the Camp. On this matter, the majority (78.40%) agreed as opposed to 16.8% who disagreed with the
statement and another 4.8 % who were neutral. This implies that when people know who lives in the next door, crime in the neighbourhood could be reduced. Further, the respondents were asked if the police had issued community members with hotlines to be used for reporting crime related issues within the camp. In line with this question, the majority, 79.60%, agreed with the statement that providing hotlines to the community was an effective way of reducing crimes in Dadaab. On the contrary, however, only 14.4% were of the contrary opinion and another 4.8% were neutral. The respondents explained that such hotlines including sharing mobile numbers among the community could help curb crimes to a large extent. It was noted that the community leaders were provided with hotline numbers as well as the mobile numbers of the officers in charge to call in case of emergency situations, which was found to be an effective way of community policing.

On whether there were any forums organized between the police and the community to deal with crime related concerns in Dadaab, majority of the respondents, 74.70%, agreed while 16.80% disagreed with the statement. The respondents observed that there were monthly meetings held between the police and the community to discuss security matters. The findings are in line with Gitau (2017) who observes that community policing must involve partnership between citizens and the police as well as inter-governmental and interagency collaboration between state and other sectors. Such collaborations and partnerships will enable collection and exchange of intelligence sharing of resources as well as identification of threats and vulnerabilities in the event of an attack. However, differences are expected in community policing according to Singh (2016). The elements common to all claims to community policing are the encouragement of community, trust in policing and the creation of mutually beneficial ties between police.
Lastly, the respondents were asked if there were any community interests to solving crime related problems in Dadaab, and whether such interests had contributed to crime reduction. Regarding the question, 78.3% agreed while 15.6% disagreed. The respondents observed that:

“Efforts such as increased police presence in crime hotspots as well as promoting community role in crime prevention process improved confidentiality between police and the community. In addition, there has been joint policing efforts between the security team and other stake holders such as the refugee auxiliary forces operating under special Community Policing framework.

On average, the normal mean of the respondents in all the questions was 3.9. This implies that most of the respondents concurred with the statements that the strategies used in community policing in Dadaab were effective in crime management. Nevertheless, responses were varied as shown by a standard deviation of 1.254.

(Diehr & McDaniel, 2018) observe that community policing should seek to empower communities to prevent crimes in the own localities. In addition, it should establish mutual relationships among the security team and other stakeholders with a view to enabling the police to access information held by the community in order to prevent crime from occurrence (Braga & Weisburd, 2015). The partnerships formed in support of community crime management efforts can also provide a framework for engaging citizens to help police identify possible terrorist threats and infrastructure vulnerabilities (Tilley & Sidebottom, 2017).

According to Skogan, & Hartnett, (2018) traditionally, the police in the US was highly centralized using paramilitary structures and methodologies of operation. This apparently is the case in Kenya and other parts in less developed countries world-wide. Consequently, decisions on security matters are centralized using bottom up approach to decision making and implementation process. In such structures decisions are passed down in form of rules and orders
which must be enforced such as the middle category of the police departments. Therefore, community level decision making on policing is in theory.

Unlike the traditional model of policing, community policing recommends that the knowledge of the officers on the ground be considered in policy making. The rank and file should therefore be involved in decision making process. The need to consult with the so called junior officers during decision making cannot be over emphasized since they are on the ground all the time. (Weisburd, 2018). The need to have free will for police officers to liaise with the local community on security needs should be permitted and encouraged through decentralization of the police structure. Police work in this case ought to be non-discriminatory and non-partisan.

The need to create community substations is critical for community policing to be more effective. Such stations should be provided with the necessary resources and capacity in order to solve community related problems (Rosenbam, 2016). More effort should be put on developing organizational culture based on mentorship and guidance, values and practices as opposed to rules and orders.

Finally, accountability of the police must be maintained at all costs for effective partnership with the community and other stakeholders. In addition, a police department committed to community policing should be established with better accountability measures. If this does not happen, it will be very difficult for the community and the police to cooperate in security management strategies. Moreover, the police service, should adopt problem solving approaches which are likely to be more effective. (Boettke, Lemke & Palagashvili, 2016).
Table 4.4: Extent of Crime Management in Dadaab Camp

<table>
<thead>
<tr>
<th>Statements</th>
<th>No extent</th>
<th>Small extent</th>
<th>Moderate extent</th>
<th>Large extent</th>
<th>Very large extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of crimes reported in the last 5 years</td>
<td>4.80%</td>
<td>13.30%</td>
<td>31.30%</td>
<td>30.10%</td>
<td>20.50%</td>
<td>3.48</td>
<td>1.108</td>
</tr>
<tr>
<td>have reduced</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of hot spots have reduced in the last 5</td>
<td>3.60%</td>
<td>14.50%</td>
<td>25.30%</td>
<td>43.40%</td>
<td>13.30%</td>
<td>3.48</td>
<td>1.016</td>
</tr>
<tr>
<td>years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of arrests made in the last 5 years</td>
<td>2.40%</td>
<td>16.90%</td>
<td>31.30%</td>
<td>32.50%</td>
<td>16.90%</td>
<td>3.45</td>
<td>1.039</td>
</tr>
<tr>
<td>have reduced</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of incidents reported in the last 5 years</td>
<td>4.80%</td>
<td>25.30%</td>
<td>14.50%</td>
<td>41.00%</td>
<td>14.50%</td>
<td>3.35</td>
<td>1.152</td>
</tr>
<tr>
<td>have reduced</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted movements in the last 5 years have</td>
<td>12.00%</td>
<td>18.10%</td>
<td>19.30%</td>
<td>26.50%</td>
<td>24.10%</td>
<td>3.33</td>
<td>1.344</td>
</tr>
<tr>
<td>reduced</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>6.2</td>
<td>17.6</td>
<td>21.5</td>
<td>35.7</td>
<td>18.9</td>
<td>3.42</td>
<td>1.132</td>
</tr>
</tbody>
</table>

With regard to the effectiveness of community policing strategies, it was important to analyse the extent of crime reduction in Dadaab. This was tested against reduced number of crimes reported, reduced number of hotspots, the number of suspects arrested, the number of incidents reported and finally restriction of movement in the last five years or so. On whether crime had reduced in the last five years, 31.30% thought the reduction was moderate followed by 30.10% who thought the reduction was to a large extent and finally 20.50% who argued that the reduction was to a very large extent. The majority (81.9%) therefore concurred that crime reported in the last five years had reduced significantly, which could be attributed to community policing as a crime management strategy.
On the question whether there was a reduction in the number of hot spots in the last 5 years, the majority comprising of 43.40% agreed to a large extent followed by 25.30% who argued the reduction was moderate and finally 13.30% who thought the reduction was to a very large extent. In total those who supported the argument that the total number of hot spots had reduced were 82.0%, indicating that community policing had effectively reduced crimes in Dadaab. The respondents were asked if there had been a reduction in the number of arrests made in the last 5 years. On the matter, the 32.50% agreed that arrests had reduced to a large extent followed by 31.30% who said the extent was moderate and finally 16.9% who observed that the reduction was to a very large extent. In total, those who agreed that the total number of arrests had reduced either moderately, to a large extent or to a very large extent were 80.7% again indicating effectiveness in community policing in security management.

Further, the respondents were asked if there was a reduction in the number of crime incidents reported in the last 5 years. The majority at 41.00% agreed to a large extent of followed by those who said the reduction was minimal (25.30%). Those who thought the reduction was either moderate or very large extent were 14.5% each. The total number of those who agreed with the statement were 95.3%. Lastly but not least the respondents were asked if there was a reduction in restricted movements in the last 5 years. The majority at 26.50% agreed that the reduction was to a large extent followed by 24.10% who said it was to a very large extent and lastly 19.30% and another 18.10% who thought restriction of movement had been reduced moderately or to a small extent respectively. Cumulatively the percentage mean of the respondents in all the statement indicate that those who thought the extent of crime management was to a large extent were 35.7 % followed by 21.5% who thought it was moderate, then 18.9% who said it was very large and finally 17.7 who noted the extent was small giving a total of 93.8 against 6.2% who were of the
contrary opinion. It is therefore clear from the discussion in this section that community policing had effectively contributed to security management in Dadaab Refugee Camp and thus confirming the broken window theory that calls for community involvement in addressing crime related challenges.

4.3.3 Challenges Regarding Community Policing and Security Management Strategies

Objective three analysed the issues affecting community policing as a crime management initiative in Dadaab Refugee Camp. The data collected on this objective are presented in Table 4.5 below.

Table 4.5: Community Policing Challenges

<table>
<thead>
<tr>
<th>Statements</th>
<th>No extent</th>
<th>Small extent</th>
<th>Moderate extent</th>
<th>Large extent</th>
<th>Very large extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of support from the police leadership</td>
<td>32.50%</td>
<td>27.70%</td>
<td>30.10%</td>
<td>3.60%</td>
<td>6.00%</td>
<td>2.23</td>
<td>1.130</td>
</tr>
<tr>
<td>Lack of integrity among the police</td>
<td>31.30%</td>
<td>32.50%</td>
<td>27.70%</td>
<td>3.60%</td>
<td>4.80%</td>
<td>2.18</td>
<td>1.072</td>
</tr>
<tr>
<td>Lack of awareness on community policing</td>
<td>28.90%</td>
<td>39.80%</td>
<td>21.70%</td>
<td>4.80%</td>
<td>4.80%</td>
<td>2.17</td>
<td>1.057</td>
</tr>
<tr>
<td>Lack of trust between the police and the community</td>
<td>41.00%</td>
<td>25.30%</td>
<td>24.10%</td>
<td>3.60%</td>
<td>6.00%</td>
<td>2.08</td>
<td>1.160</td>
</tr>
<tr>
<td>Lack of transparency among the police</td>
<td>33.70%</td>
<td>32.50%</td>
<td>28.90%</td>
<td>2.40%</td>
<td>2.40%</td>
<td>2.07</td>
<td>0.973</td>
</tr>
<tr>
<td>Poor attitude towards community policing</td>
<td>33.70%</td>
<td>34.90%</td>
<td>25.30%</td>
<td>2.40%</td>
<td>3.60%</td>
<td>2.07</td>
<td>1.010</td>
</tr>
<tr>
<td>The lack of accountability among the police</td>
<td>41.00%</td>
<td>32.50%</td>
<td>16.90%</td>
<td>6.00%</td>
<td>3.60%</td>
<td>1.99</td>
<td>1.076</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>41.00%</strong></td>
<td><strong>32.50%</strong></td>
<td><strong>16.90%</strong></td>
<td><strong>6.00%</strong></td>
<td><strong>3.60%</strong></td>
<td><strong>2.11</strong></td>
<td><strong>1.068</strong></td>
</tr>
</tbody>
</table>
On whether community policing in Dadaab lacked support from police leadership, 30.1% of the respondents observed that this was only to a moderate extent followed by 27.7% who thought the extent was small. On the contrary however, 32.5% observed that this was not a challenge at all. On the question of integrity among the police and the effect it had on community policing, again 32.5% said the effect was to a small extent followed by another 27.7% who thought the effect was moderate. This was contradicted by 31.3% who thought there was no effect at all. Only an insignificant number (8.4%) said the effect could either be large or very large. This therefore implies that lack of integrity among the police does not seem to affect community policing to a great extent.

The other issue addressed was lack of awareness on community policing which a majority (39.8% said it affected community policing to a small extent followed by 28.9% who it was not a problem at all. The third category comprised 21.7% of those who thought the problem was moderate and only 9.60% thought the problem could be ether large or very large. The data generated on this issues confirms that the majority of the respondents were fully aware of community policing strategies which were in place.

It was important to test whether lack of trust between the police and the public could have been a challenge affected community policing. In response those who thought the challenge affected community policing either to a small extent or moderately were 25.3% and 24.1 % respectively. On the contrary however, 41% thought that the lack of trust did not affect community policing at all.

The question of transparency among the police and its effect on community policing was also tested. The results indicated that 33.7% said this did not affect community policing followed by 32.5% who thought the effect was small and another (28.9%) who said the effect was moderate.
Moreover, there was the question of attitude of the public concerning community policing. Again the majority, 34.9%, said the effect was to a small extent followed by 33.7% who thought there was no effect and finally 27.5% who observed that the effect could have been moderate.

Finally, the question of accountability among the police was tested against its effect on community policing. On the matter, the majority, 41% said this was not an issue. However, 32.5% thought that accountability could affect community policing to a small extent followed by 16.9% who said the matter of accountability could affect community policing moderately.

All in all, cumulatively, 34.6% thought that all the challenges tested did not affect community policing at all. Nevertheless 32.17% thought the effect was small while those who thought it was moderate comprised of 24.96%. On the contrary however only a small number, 8.23% thought the effect could have been either large or very large.

Looking at the mean scores, it is clear that the effect was insignificant. For example, lack of support from the police management had a mean of 2.23 out of 5, while lack of integrity among the police had a mean value of 2.18. The lack of awareness on what community policing is about and what it does had a mean value of 2.17 while lack of trust between the police and the community had a mean value of 2.08. Further, both the lack of transparency among the police, and poor attitude of the community towards community policing issues had a mean value of 2.07 each, while the lack of accountability among the police had a mean value of 1.99.

Patterson (2017) notes that in community policing, the full engagement of the concerned community members is a requirement. As such therefore, the community members require equipment with regard to the practice of community policing as a way of crime prevention. In order for everyone to benefit, the community must be aware of what is expected of them regarding community policing approach, which is likely to benefit them as well as the security
agents in the area of operation. In most cases, however, this is not the case. Usually the community is ignorant on the role of the police in community policing as well as their own role. There is therefore need to create awareness on community policing among the citizens through education. (Patterson, 2017).

Sadd and Grinc (2016) are of the opinion that training the police on community policing has been minimal, a view also shared by Duman, Ali (2017) who argues that training among the police with regard to partnerships and community empowerment has been minimal if not absent all together. Consequently, the police are likely not to perform well in community policies strategy as observed by Mastrofski (2016) who established that basic training in the United States lacked community policing curriculum.

4.3.4 Improvement of Community Policing Strategies in Dadaab Refugees Camp

Objective four analysed ways of improving the effectiveness of community policing in Dadaab Refugees Camp. The table below presents the main suggestions proposed by the respondents on the matter.
Table 4.6: Strategies for improving community policing in Dadaab

<table>
<thead>
<tr>
<th>Proposed strategies</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase police presence and networking</td>
<td>9</td>
<td>11.53</td>
</tr>
<tr>
<td>Increase communities role and participation</td>
<td>15</td>
<td>19.23</td>
</tr>
<tr>
<td>Improve confidentiality, trust and positive attitude</td>
<td>9</td>
<td>11.53</td>
</tr>
<tr>
<td>More training to the police and capacity building among</td>
<td>15</td>
<td>19.23</td>
</tr>
<tr>
<td>the public on community policing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of civil education programs to improve</td>
<td>7</td>
<td>8.97</td>
</tr>
<tr>
<td>communication and information sharing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Sensitization, mobilization and awareness programs</td>
<td>19</td>
<td>24.35</td>
</tr>
<tr>
<td>Provision of necessary recourses for community policing</td>
<td>4</td>
<td>5.12</td>
</tr>
<tr>
<td>Total Responses</td>
<td>78</td>
<td>100.00</td>
</tr>
</tbody>
</table>

From the recommendations suggested by the respondents, it can be noted that the highest percentage of 24.35 suggested regular sensitization, mobilization and awareness programs followed by 19.23% who recommended increase community role and participation in community policing activities and another 19.23% who recommended more training to the police and capacity building among the public on community policing. The other possible ways of improving community policing included: Provision of necessary resources and capacity building at 12.83%, improvement of confidentiality, trust and positive attitude between the community and the police at 11.53%, the increase of police presence and networking with the public at 11.53%, provision of civil education programs to improve communication and information.
sharing among the police and the community at 11.53%, and finally provision of the necessary recourses for community policing at 5.12%

In summary the recommendations highlighted, included combining organizational capacity building with community based training, encouraging volunteer concepts in local community, and adapting community based activities to specific community security issues, expectations and culture. The respondents further mentioned participatory approach, where the community and the police work hand in hand. The need for more police training in community policing was underlined in the study. Lastly, there was need for creation of community policing awareness programs to educate members of the public.

4.4 Inferential Statistical Analysis of the Findings

Inferential analysis was done to establish the relationship between the variables that were being tested in the study as shown in the table below.

Table 4.7: Model Fitness

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>.755a</td>
<td>0.57</td>
<td>0.554</td>
<td>0.39286</td>
</tr>
</tbody>
</table>

Regression analysis was carried out to analyse the relationship between the variables that were being tested in the study. The study found that community policing strategies as well as the associated challenges were found to explain the level of community policing and security management in Dadaab Camp, Garissa County. This is supported by coefficient of determination, also known as the R square, of 0.554. This means that the variables explain 55.4% of the variations in the dependent variable, which is crime management in Dadaab Refugee
camp. These results further mean that the model applied to link the relationship of the variables was satisfactory.

The Analysis of variance (ANOVA) results are shown in Table 4.7.

**Table 4.8: Analysis of Variance**

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>16.177</td>
<td>3</td>
<td>5.392</td>
<td>34.938</td>
</tr>
<tr>
<td>Residual</td>
<td>12.193</td>
<td>79</td>
<td>0.154</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>28.369</td>
<td>82</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings further confirm that the regression model is significant and supported by F=34.938, p<0.000) since p-values was 0.000 which is less than 0.05.

The study conducted a regression of coefficient analysis to establish the statistical significance relationship between the independent variables and the dependent variables. The regression of coefficient results is as shown in Table 4.9.

**Table 4.9: Regression of Coefficients**

<table>
<thead>
<tr>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>2.281</td>
<td>0.212</td>
</tr>
<tr>
<td>Community policing</td>
<td></td>
</tr>
<tr>
<td>extent of adoption</td>
<td>0.249</td>
</tr>
<tr>
<td>Community policing strategies</td>
<td>0.173</td>
</tr>
<tr>
<td>Community policing challenges</td>
<td>-0.065</td>
</tr>
<tr>
<td></td>
<td>Beta</td>
</tr>
<tr>
<td></td>
<td>t</td>
</tr>
<tr>
<td></td>
<td>Sig.</td>
</tr>
<tr>
<td></td>
<td>10.765</td>
</tr>
<tr>
<td></td>
<td>3.814</td>
</tr>
<tr>
<td></td>
<td>2.954</td>
</tr>
<tr>
<td></td>
<td>-1.638</td>
</tr>
<tr>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>0.004</td>
</tr>
<tr>
<td></td>
<td>0.105</td>
</tr>
</tbody>
</table>
The regression of coefficients results shows that community policing extent of adoption and crime management in Dadaab Refugee Camp is positively and significantly related ($\beta=0.249$, $p=0.000<0.05$). The results further indicate that community policing strategies used and crime management in Dadaab Refugee Camp is positively and significantly related ($\beta=0.173$, $p=0.004<0.05$). Lastly, the regression results show that community policing challenges and crime management in Dadaab Refugee Camp were negatively and non-significant ($\beta=-0.065$, $p=0.105>0.05$).

The multiple regression model was laid as below.

$$Y = 2.281 + 0.249X_1 + 0.173X_2 + 0.104X_3 - 0.065X_4$$

Where:

$Y =$ Crime Management

$X_1 =$ Community policing extent of adoption

$X_2 =$ Community policing strategies

$X_3 =$ Community policing challenges

The conclusion drawn from the above table is that there is a positive relationship between community policing initiative and security management in Dadaab Refugee Camp. This view is shared by Leting (2017) who observes that community partnership and problem solving strategies are key to community policing. Osse (2016) in addition recommends that the police have to develop positive attitude and fully involve communities in crime control and management. Both the police and the community must also pull resources together to address the most urgent security needs. Bennett, Newman and Gray (2016) concur with Osse (ibid) when they observe that community policing policies have never been articulated well incorporating the
citizens and as such the approach has been affected. There is therefore need for a clear policy to guide community policing. (Thurman & McGarrell, 2014).
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the results and generates conclusions and recommendations guided by the objectives of the study. The overriding purpose of this study was to analyse the characteristics of community policing and its effectiveness in crime management in Dadaab Refugee Camp, with a view to improve the practice.

5.2 Summary

Community policing was initiated in Kenya to reduce the gap between the police and the community with a view to improve security by reducing crime. Nevertheless, community policing in many parts of the world is yet to achieved the desired objective of contributing to security management.

The first objective of the study was to establish the form and characteristics of community policing adoption in Dadaab Refugee Camp. On average, the normal mean of the descriptive statements reactions was 3.98. This implies that most of the respondents concurred that utilization of neighbourhood watch, neighbourhood town meetings, utilization of civilian education, decentralization of the police authority and drug prevention programs were some of the community policing strategies adoption in Dadaab Refugee Camp. The regression of coefficient results showed that community policing adoption and crime management in Dadaab Refugee Camp are positively and significantly related meaning that the community policing strategies are likely to reduce in D(β=0.249, p=0.000<0.05). However, there were still challenges facing the implementation of community policing in Dadaab as is the case in other places. Some
of the challenges identified included lack of awareness of crime prevention strategies, poor partnership, poor knowledge on community policing, as well as socio-cultural dynamics. There were also challenges on conflict resolution mechanisms among the police and the community in Dadaab as well as limited resources and negative attitude among others.

The second objective of the study was to assess the effectiveness of community policing as a crime management initiative in Dadaab Refugee Camp. The normal mean of the reactions on the statement on effectiveness of community policing strategies was 3.90 which implies that there was a positive relationship between the two. The results indicated that community policing strategies had significantly contributed to crime management in Dadaab Refugee Camp (β= 0.173, p=0.004<0.05). However, some of the areas that required improvement included poor use of police hotlines, specialized police wing to deal with community policing issues, collaborations with other stakeholders, and community policing forums.

The third objective of the study was to analyse the challenges facing community policing as a crime management initiative in Dadaab Refugee Camp. The major challenge was lack of support from the police management with a mean of 2.23 out of 5, while lack of integrity among the police had mean value of 2.18. The lack of awareness on what community policing was all about, and what it should does, had a mean value of 2.17, while lack of trust between the police and the community had a mean value of 2.08. Further, both the lack of transparency among the police and poor attitude of the community towards community policing issues had a mean value of 2.07 each, while the lack of accountability among the police had a mean value of 1.99. The regression results further indicated that community policing challenges and crime management in Dadaab Refugee Camp were negative and non-significant (β = -0.065, p=0.105>0.05). The results, therefore indicate that community policing was not adversely affected by the challenges.
although there was some negative effects all together. Nevertheless, the community lacked a convenient locality from which to hold community security meetings affecting the innovation to some extent.

5.3 Conclusion

Based on the findings, the study concluded that the community policing adoption had a positive effect on crime management in Dadaab Refugee Camp. The community policing strategies used also had a positive effect on crime management in Dadaab Refugee Camp. Nevertheless, there were some challenges which if addressed could improve community policing programmes in Dadaab camp in Kenya. It was found that community policing was somehow controlled by some of the members who would take advantage of the other community members and use it for their own benefit. As a consequence, a number of camps were now policed jointly by national police and refugee auxiliary forces that operated under special agreements and a Community Policing framework. Local policing initiatives had emerged as an alternative to deliver security by making use of local knowledge, customary practices and/or traditional leadership networks.

The results suggest the need to strengthen joint police-community patrols, as well as mobilize more community policing resources such as personnel and equipment and to provide training to foster sensitization on community policing for police and community policing forums.

5.4 Recommendations

There is need for community policing agencies such as the national police service to carry out civic education targeting the local communities and other stakeholders such as business people on the significance and contribution of community policing at the national security arena. Therefore, the need to involve stakeholders such as social and religious institutions and the
private sector in community policing agenda cannot be over emphasized. This could assist in addressing challenges such as infrastructure, equipment and other resources for fighting terrorism, Female Genital Mutilation, child abuse as well as human trafficking in refugee related environments.

The success and sustainability of community policing in Kenya will, to a large extent, depend on improved policy environment, skilled, knowledgeable and motivated policing agencies, deliberate funding of community policing programmes, and support with modern equipment and technology.

It is paramount that policing agencies make it mandatory for their officers to deliberately go out of their way to partner with local communities in preventing crime. Partnerships help to facilitate trust between community members and the police. Citizens are able to provide the police with insights into the specific crime problems occurring within their neighbourhoods and can aid officers in intelligence collection and investigations.

5.5 Areas for Further Studies

Further researches could be carried out in the following areas:

a) Stakeholder participation including women groups in community policing.

b) Use of local knowledge, customary practices and/or traditional leadership networks in security management.

c) The contribution of community policing initiatives to national security in Kenya.
REFERENCES


Brewer, J. D., Wilford, R., Guelke, A., Hume, I., & Moxon-Browne, E. (2016). *The police, public order and the state: policing in Great Britain, Northern Ireland, the Irish Republic, the USA, Israel, South Africa and China*. Springer.


APPENDICES

Appendix I: Letter of Introduction

Dear Participants,

I am student of Kenyatta University conducting a research on “Characteristics of Community Policing and Its Effectiveness in Crime Management in Dadaab Refugee Camp, Garissa County, Kenya.” Kindly fill up this questionnaire and return. Any information obtained for this purpose will be kept strictly confidentially and will only be used for academic purpose. Your cooperation is highly appreciated in this regard.

Thank You

Samir Adhuman Yunus
Appendix II: Questionnaire for Community Members

Social Demographic Information

1. What is your Gender?
   Male ☐
   Female ☐

2. How old are you? (Years)
   Less than 20: ☐
   21-30: ☐
   31-40: ☐
   41-50: ☐
   Above 50:

3. What is your level of education?
   Primary ☐
   Secondary ☐
   College ☐
   University ☐

4. How long have you been in the camp?
   Less than 1 year: ☐
   2-5 years: ☐
   6-9 years: ☐
   Above 10 years: ☐

5. What do you understand by community policing?
   ……………………………………………………………………………………………………………………………
   ……………………………………………………………………………………………………………………………
   ……………………………………………………………………………………………………………………………

6. What are the other types of policing practiced in the camp?
   ……………………………………………………………………………………………………………………………
   ……………………………………………………………………………………………………………………………
1. This section attempts to assess the extent of adoption of community policing strategies. Kindly use the Likert scale to rate the following strategies. The response scale for the questions is as below: 1= No extent, 2= Small extent, 3= moderate extent, 4= Large extent, 5 = Very large extent.

<table>
<thead>
<tr>
<th>Community Policing Strategies</th>
<th>No extent</th>
<th>Small extent</th>
<th>moderate extent</th>
<th>Large extent</th>
<th>Very large extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Utilization of neighbourhood watch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Neighbourhood Town Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Utilization of civilian education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) Decentralization of the police authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) Weed and Seed Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. This section attempts to assess the influence of community policing strategies on crime management. Kindly use the Likert scale to rate the following statements. The response scale for the questions is as below:

1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Watch programs are used by residents to keep their eyes on possible</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>criminal activities and this has led to crime reduction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Community police officers effectively use door-to-door contacts as a</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>crime management strategy and this has led to crime reduction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Community members are provided with hotlines to report crime related</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>incidences or signs and this has led to crime reduction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) We often have forum to discuss crime issues with the police and this</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>has led to crime reduction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) The community is interested in solving crime problems just as police</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>are and this has led to crime reduction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. This section attempts to assess challenges facing community policing implementation.

Kindly use the Likert scale below. The response scale for the questions is as below: 1= No extent, 2= Small extent, 3= moderate extent, 4= Large extent, 5 = Very large extent.

<table>
<thead>
<tr>
<th>To what extent has the following challenges influenced community policing implementation in Dadaab?</th>
<th>No extent</th>
<th>Small extent</th>
<th>moderate extent</th>
<th>Large extent</th>
<th>Very large extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Lack of awareness on what community policing is and what it does</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Lack of support from the police management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) The lack of accountability among the police</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) Lack of trust between the police and the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) Lack of transparency among the police</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f) Lack of integrity among the police</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g) Poor attitude of the community towards community policing issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. This section attempts to assess the effectiveness of crime management. Kindly state whether you agree or not with the statement listed below

<table>
<thead>
<tr>
<th>State Yes or No regarding the extent to which you agree with the following statements</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>There has been a reduction in the number of crime cases reported in the last 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been a reduction in the number of hot spots in the last 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been a reduction in the number of arrests made in the last 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been a reduction in the number of incidents reported in the last 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been a reduction in restricted movements in the last 5 years</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix III: Interview Guide for Police Commanders

1. To what extent has the community policing strategies been adopted in Dadaab area? Please explain.

2. In your opinion, do community policing strategies have an effect on crime management?

3. What are the common challenges faced by the police department during the implementation of community policing?

4. What are your recommendations on ways to improve community policing strategies?
Appendix IV: Location of Dadaab Refugee Camp
Appendix V: Research Authorization

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School
TO: Samir Adhuman Yunus
C/o Security & Correction Dept.

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 15th December, 2019 approved your Research Project Proposal for the M.A Degree Entitled, “Characteristics of community policing and its effectiveness in crime management in Dadaab refugee camp, Garissa County, Kenya”. Subject to clearance with the Office of the Director, Ethical Committee, Kenyatta University.

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 and Progress Report Forms per semester. The Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL

cc. Chairman, Security & Correction Department.

Supervisors:

1. Dr. Cyprian Kaviya
C/o Department of Security & Correction
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Our Ref: C159/MSA/PT/33357/2015

DATE: 17th December, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR SAMIR ADHUMAN YUNUS – REG. NO. C159/MSA/PT/33357/2015

I write to introduce Samir Adhuman Yunus who is a Postgraduate Student of this University. He is registered for M.A degree programme in the Department of Security & Correction.

Samir intends to conduct research for a M.A Project Proposal entitled, “Characteristics of community policing and its effectiveness in crime management in Dadaab refugee camp, Garissa County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
AG: DEAN, GRADUATE SCHOOL
Dear Mr. Yunus,

RE: APPLICATION NUMBER: PKU/2105/11253 CHARACTERISTICS OF COMMUNITY POLICING AND ITS EFFECTIVENESS IN CRIME MANAGEMENT IN DADAAB REFUGEE CAMP, GARISSA COUNTY, KENYA

This is to inform you that KENYATTA UNIVERSITY ETHICS REVIEW COMMITTEE has reviewed and approved your above research proposal. Your application approval number is PKU/2105/11253. The approval period is 12th March, 2020 – 12th March, 2021.

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments, MTA) will be used

ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by KENYATTA UNIVERSITY ETHICS REVIEW COMMITTEE.

iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KENYATTA UNIVERSITY ETHICS REVIEW COMMITTEE within 72 hours of notification

iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KENYATTA UNIVERSITY ETHICS REVIEW COMMITTEE within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to KENYATTA UNIVERSITY ETHICS REVIEW COMMITTEE.
This is to certify that Mr. SAMIR ADHUMAN ADHUMAN of Kenyatta University, has been licensed to conduct research in Garissa on the topic: CHARACTERISTICS OF COMMUNITY POLICING AND ITS EFFECTIVENESS IN CRIME MANAGEMENT IN BADAAB REFUGEE CAMP, GARISSA COUNTY, KENYA, for the period ending: 08/March/2021.

License No: NACOSTIP/20/3882 Amended

Applicant Identification Number: 135865

Ref No: 135865

Date of Issue: 08/March/2021

National Commission for Science, Technology and Innovation

Director General

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