MONITORING AND EVALUATION PRACTICES AND IMPLEMENTATION OF COMMUNITY POLICING INITIATIVES IN NAIROBI CITY COUNTY, KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE AWARD OF MASTER OF SCIENCE DEGREE (PROJECT MONITORING AND EVALUATION) OF KENYATTA UNIVERSITY

JULY, 2021
DECLARATION

Declaration by Student

This is my original work and has never been submitted to any other examination body. No production of the research should be done without my consent or that of Kenyatta University

Signature
_________________________________________ Date_________________________________________

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Department of Management Science

Supervisor

I confirm that the work in this project was carried out by the candidate under my guidance as the appointed university supervisor.

Signature_________________________________________ Date_________________________________________

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Department of Management Science

School of Business

Kenyatta University
DEDICATION

This project is dedicated to my family throughout my Masters program for their inspiration, encouragement and comprehension.

God bless you all
ACKNOWLEDGMENT

My sincere gratitude, acceptance and appreciation goes to my supervisor Dr. Kirui Caleb, whose competent supervision and guidance has been invaluable in coming up with this study. I accept those responsible very sincerely who through their will and honest provided accurate data that led to fulfillment of the intended study objectives and successful completion of this project. I will also acknowledge the efforts of my classmates at Kenyatta University, who encouraged me to continue my studies even when I felt financially and emotionally distressed.
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# ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MBO</td>
<td>Management by Objectives</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Council for Science, Technology and Innovation</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Government Organizations</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
</tr>
<tr>
<td>RBM</td>
<td>Results Based Management Theory</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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### OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th><strong>Community Policing</strong></th>
<th>Initiatives to involve community members in reporting and dealing with crimes and offenders arising in their community.</th>
</tr>
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<tbody>
<tr>
<td><strong>Management Participation</strong></td>
<td>Refer to the organization’s management motivational techniques aimed at activating and engaging employees on implementation of community policing initiatives and at the same time meeting their higher order needs. In this study it is measured in terms of level of alignment of M&amp;E goals to organizational goals, frequency of meetings and senior management participation in M&amp;E</td>
</tr>
<tr>
<td><strong>Monitoring and Evaluation Practice</strong></td>
<td>Refer to a set of activities done periodically or regular basis to provide information on project status and progress. In this study it is measured in terms of technical expertise, management participation and stakeholder involvement</td>
</tr>
<tr>
<td><strong>Project implementation</strong></td>
<td>The task implementation cycle outlined in the application form with the goal of achieving project goals and producing outcomes and outputs. In this study it is measured in terms of citizen-police relations, citizen participation and crime rate</td>
</tr>
<tr>
<td><strong>Stakeholder Involvement</strong></td>
<td>Respond to mechanisms by which the agency includes individuals who may be affected by the decisions it makes or may influence the implementation of its decisions</td>
</tr>
</tbody>
</table>
on community safety programs. In this study it is measured in terms of assessment of stakeholders’ roles and responsibilities and existence of communication strategy

**Technical Expertise**

Refer to the knowledge and skills needed to accomplish complex actions, tasks and processes relating to community policing initiatives. In this study it is measured in terms of level of education, training needs assessments and experience in M & E
ABSTRACT

Nairobi City County, Kenya is affected by business crime and its management has been a challenge. Operational efficiency in regard to the crime is hampered by low number of police patrols in relation to the civilian, hence poor corporate image of the police force which is an enlisted with maintaining law and order. The main purpose of the study was to assess the impact of monitoring and evaluation practices on the implementation of community policing programs in Nairobi City County. The specific objectives were to examine effect of technical expertise, stakeholder involvement and management participation on implementing of community policing in Nairobi City County, Kenya. The target population comprised community leaders, National Police Service, citizens, religious leaders, business community and households that have been impacted by the community policing programs. The study made use of a descriptive survey research design. The study made use of both primary and secondary data. Primary data was collected using a questionnaire. The data was then analyzed using descriptive statistics. A regression model was also run to be able to provide information about the relationship between the dependent and the independent variables. The study established that technical expertise, stakeholder involvement and management participation had a positive and significant effect on implementing community policing programs in Nairobi City County, Kenya. The study concluded that technical expertise enables the employees gain self-confidence that they have the knowledge and competence to perform their daily tasks to the best of their ability for effective implementation of projects. The involvement of designees lead to empowerment and joint ownership of the project ensuring that project plans are a reflection of real needs and priorities. The top management is responsible for allocating funds, assigning personnel and equipment to the project, and creating a context to facilitate the flow of resources towards effective implementation of community policing. The study recommended that the project managers involved in the implementation of community policing must be highly organized and able to keep meticulous track of every aspect of every project. The organization should first identify stakeholders so that a large list is generated which will be preferred later in the process of implementing community policing. The management should encourage project managers to actively engage with projects by responding to requests, help resolve conflicts, and respond consistently. The study findings would be important to stakeholders such as the National Police Service, non-governmental organizations, community leaders and households on how to improve community policing and reduce crime rates in Nairobi City County, Kenya. The findings would also provide insight on challenges faced by Kenya in adopting the use of monitoring and evaluation practices in community policing programs and also serve as a reference for future research.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Partnerships between communities and the police is critical to maintaining law and order as well as addressing issues that arise in the communities in which police provide their services. Community policing integrates traditional crime prevention methods, law enforcement and creative problem solving techniques to ensure security and social order in the society. According to Canbaz and Marle (2016), community policing defines principles proposed or adopted by police service to improve public safety as well as address issues that the community may have regarding the police.

A community is a social group that resides in a specific geographic location and having shared characteristics such as social life, religion, culture, historical heritage and occupation. A community often defines itself as distinct from other communities or the larger society in which it exists. Police are expected to prevent or stop crime from happening or arising in communities (Kenya Police, 2004). Community policing provides a framework for the police force to be able engage with communities instead of using reactive policing which often results in conflict between communities and the police.

The implementation of an effective community policing is regarded as the first imperative strategy and measure to reduce crimes from occurring in communities where cases of crime are on the rise. Community policing also provides a framework for the police service to engage with the civil society, Non-Government Organizations (NGOs) and the private sector in its quest to reduce crime in specific communities. The implementation and performance of community policing programs is a key concern for both civil society, private sector and public in general. The success of community policing programs requires not only sufficient budgetary allocation but also a well-planned schedule as well as monitoring and evaluation according to Nyambura, 2012. Further, community policing programs are often funded by donor funds as part of financing social development processes in communities to improve the social and economic welfare and reduce crime.
1.1.1 Monitoring and Evaluation Practices

Monitoring and evaluation methods ensure that project / project outcomes can be quantified at the impact / outcome, performance, method and response levels to establish a transparency mechanism and assist in responsible decision making at the system and policy level (Khan, 2013). According to Chaplowe, and Cousins (2015) the use of monitoring and implementation practices in community policing programs is critical to ensuring not only the success of the programs but also their long-term sustainability. Monitoring and evaluation ensures that the benefits realized through community policing are sustained and retained. Monitoring and evaluation practices in this study will include technical expertise, stakeholder involvement and management participation.

Technical expertise is the specialist skills and expertise that an person has in a specific domain. It reflects the cumulative amount of the skills possessed by the team leaders at team level (Rasch & Tosi, 2015). Lower team knowledge is suggested by Faraj and Sproull (2017) that the organization is theoretically well qualified to address technological challenges and build solutions during project implementation. Therefore, effective technical expertise allows the organization to ensure that it has employees with the right technical skills to function at every level of project implementation.

Stakeholder participation is commonly perceived as the secret to ensuring that organisations and entities fulfill the desires of the citizens they represent. Through partnerships, stakeholders experience ownership of projects and solutions and promote project transparency and accountability (Hansen, 2016). Madeeha and Imran (2018) observe that project managers during the implementation stage facilitate the coordination of people, efficient utilization of resources and effective evaluation of risks to carry out the established project plan. Therefore, participation of stakeholders in project execution is important in order to turn a project's proposed programs and priorities into practical well-structured projects and activities to achieve the project goals.

The constructive participation of the operating organisation's top management will help project managers execute the project effectively. This suggests that the more senior management systems of companies are implemented the greater the degree of project performance (Besner & Hobbs, 2015). According to Executive Management, the company designs to execute its plan for how the company can adopt project management
under which project managers function under the organizational framework defined by executive management. Therefore, management involvement in the execution of programs also means that the project outputs remain in accordance with the organization’s plan.

1.1.2 Community Policing Initiatives

Community policing emerged towards the end of the 20th Century as governments across the globe were actively seeking for ways to engage police service and community in order to address the rising cases of crime in isolated communities (McDaniel, 2017). In the United Kingdom, community policing was first introduced in London as part of the austerity measures by the British parliament to address the cases of rising crime in London and its suburbs in 1829. Community policing enabled residents to communicate with the policing and greatly improved relationship between the community and police services in London and the United States. The community policing principles adopted by the London Metropolitan Police District have continued to serve as a reference model for other countries. In the United States, community policing was introduced by the police department through the use of paramilitary agencies. Police officers were assigned different communities and wore distinctive blue uniforms to make them identifiable.

Closer, in South Africa, community policing was adopted in the early 1990’s as a strategy to legitimize the police and adopt democratic principles in the way police performed their duties in various communities. Years, later, community policing is still used to tackle crime issues and improve service delivery and according to Dryzek (2005), community policing has enabled South African police service to build trust between the police and citizens. The initiative has been able to address complaints of partialism in police service by endeavoring to protect all South Africans regardless of ethnic origin, race, gender, political affiliation or belief. Community policing has enabled the police service in South Africa to be accountable to society through partnerships and cooperation with all the stakeholders tasked with prevention and control of crime. Consequently, the police are expected to be friendly and accountable in addition to proving prompt and effective service to the various communities in which they have been assigned duties (Nyambura, 2012).
In Tanzania, the village level “Nyumba Kumi” initiative was initiated at nationwide to ensure that Immigration Officers and the police service were precisely aware of visitors, tenants and community members at any given time. The system was intended at preventing crimes by partnering with community to provide information on people moving in and out of their villages (Sambaiga, 2018). The “Nyumba Kumi” initiative has become synonymous with Immigration and police service as communities embraced it and it has improved police management, operations and engagement with the public. Members of village and hotel owners use the framework to keep records of visitors and report any aliens in their communities.

In Kenya, the government adopted the “Nyumba Kumi” system owing to its success in Tanzania. Further, Kenya was facing increasing attacks from terrorists and the realization that the police alone could not curb crime, the “Nyumba Kumi” was seen as a viable solution to ensure law and order in communities. Through the use of joint patrols, community court system and Youth Vigilante groups, the police service sought to address the cases of rising terrorism and criminal behavior at the community level. The program was meant to encourage Kenyans to share information and interact with the each other as well as the security organs and administrators to monitor security threats and prevent rising crime and terrorism. In the Kenyan perspective, community policing is perceived as a joint effort of society and police, ensuring that citizens are aware of their neighbors was seen as a key success factor in curbing crime and improving public safety (Nyambura, 2012).

1.2 Statement of The Problem

Crime within metropolitan centers is exacerbated by the increasing urbanization, the rise in urban development and the resulting level of crime. Bad urban development, architecture and management have progressively been identified as defining the urban landscape and endangering residents and properties (Schneider & Kitchen, 2012). Nairobi City County, Kenya is affected by business crime and its management has been a challenge. Operational efficiency in regard to the crime is hampered by low number of police patrols in relation to the civilian, hence poor corporate image of the police force which is an enlisted with maintaining law and order. If business crime is not managed
well it will deter investment, shops cannot open for long hours discouraging 24 hour economy.

Developing countries with Kenya included face rising crime as a major challenge that has come with rapid urbanization. According to Kenya National Bureau of Statistics (2013), crime rate in Kenya increased from 69,484 in 2007 to 83,853 in 2012. Statistics indicate that in Kenya, 1065 people were murdered in 2018 alone. Nairobi City County ranked the top in terms of crime rates which insinuates that crime is a major social challenge in Kenya’s capital. Further, the Kenya police force has previously implemented traditional crime prevention and management methods which proved to be ineffective as cases of terrorism and crime increased. The inferior policing methods drove the police services to implement community policing through the “Nyumba Kumi” initiative, owing to its success in the Tanzanian context. Further, according to Heising (2012), most western countries are shifting from traditional crime deterrent methods such as preventive patrols, rapid response and thorough investigation to community and stakeholder engagements.

Although community policing has proved to be effective in crime management in some parts of the world, in the Kenyan context, the concept of community policing has not been well conceptualized. Further, community policing in Nairobi City County are funded through taxpayers’ resources as well as various donor partners, thus increasing the need for ensuring accountability and monitoring of the progress of the initiatives against the goals for which they were established (Kioko, 2017). Integration of monitoring and evaluation practices has proved to be effective in measuring the progress of programs in various sectors and its use in measuring the implementation of community policing initiatives in Nairobi City County is critical to achieving sustained benefits from the programs.

A study by Hvidemose and Mellon (2013) analyzed monitoring and assessment mechanisms for the introduction of community policing in Bosnia and Herzegovina and found that the absence of participation of recipients and local resource persons in M&E activities seems to be a limitation for the system. A study by Naziri, Nagari and Maina (201) evaluated the implementation of the community policing program in the Nakuru County Police Department in Nakuru County, Kenya, and found that the community policing program lacked adequate resources as there were no specific police officers
assigned to the community policing program. The Kibet (2017) study assessed the performance determinants of community policing projects in Kisi County and found a strong positive relationship between the level of community awareness and the performance of community policing projects. Therefore, this study examined the impact of monitoring and evaluation methods on the implementation of community policing focusing on Neurobi City County in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to examine the effect of monitoring and evaluation practices on implementation of community policing in Kenya focusing on Nairobi City County.

1.3.2 Specific Objectives

i. To examine effect of technical expertise on implementing community policing programs in Nairobi City County, Kenya.

ii. To establish the effect of stakeholder involvement on implementation of community policing in Nairobi City County, Kenya.

iii. To determine the effect of management participation on implementation of community policing in Nairobi City County, Kenya.

1.4 Research Questions

The research questions for the study were:

i. What is the effect of technical expertise on implementation of community policing programs in Nairobi City County?

ii. To what extent does stakeholder involvement affect implementation of community policing programs in Nairobi City County?
iii. To what extent does management participation affect implementation of community policing programs in Nairobi City County?

1.5 Significance of the Study

Kenya has experienced rapid increase in crime with a record 1065 deaths caused by crime reported in 2018 alone. This alarming rise in crime rate poses a real question to the community and police alike. There is, therefore, the need for monitoring the implementation of community policies. Community policing was recently adopted by the government as a shift from the traditional crime prevention methods. Community policing has been widely touted as a game changer fighting crime in informal settlements in Nairobi City County. It operates on the premise that crime takes place in communities where people live and encouraging good relationship between the law enforcement agencies can help in reducing crime. Further, community policing has the potential to improve public safety, access to justice and the right to live without fear. However, according to Kiruja (2015), there has been few studies conducted to access the monitoring and evaluation practices used in the implementation of community policing programs in the context of Nairobi City County, thus necessitating the current initiative. This study therefore attempted to determine the degrees to which technical expertise, stakeholder involvement and management participation play in the implementation of community policing.

1.6 Scope of the study

The study explored the extent to which monitoring and evaluation methods contribute to the effective implementation of a community policing program in Nairobi City County, Kenya. The specific objective was to test the impact of technical expertise on the implementation of community policing programs in Nairobi City County, Kenya; To investigate the impact of stakeholder involvement on the implementation of community policing in Nairobi City County, Kenya and ultimately determine the impact of management involvement on the implementation of community policing in Nairobi City County, Kenya.
1.7 Limitations

The study did not compare traditional law enforcement approaches and community policing initiatives. The study only covered Nairobi City County. Due to the extensive area to be covered, a sample which is representative of the entire population was used to carry out the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of the literature on monitoring and evaluation and community policing. This chapter presents both theoretical literature review and empirical review. It discusses the research scope and conceptual framework that will be used in the study.

2.2 Theoretical Literature Review

There are several theories used to understand the impact of monitoring and evaluation on community policing initiatives. However, taking into account the context of Kenya, which is a developing country, the results based management theory and program theory will be applied and are discussed in details.

2.2.1 Results Based Management Theory

Results Based Management Theory (RBM) theory was introduced in the mid-1980’s by the Australian government to make public sector result oriented. The theory gained popularity after its adoption by the Organization for Economic Co-operation and Development (OECD) (Lamb, 2018). Results-based management is a strategy that brings together all stakeholders, directly or indirectly, to ensure that the program achieves the desired results, outcomes, or goals (Yuliansyah, 2015)

The theory takes consolidates previous theories such as Program Management by activity, Public Sector Management, Logical Framework Approach, Total Quality Management (TQM) and Management by Objectives (MBO) RBM theory is one of the most applied theory in management and has been widely applied to support the achievement of desired development results. The theory brings together all the actors and creates accountability for program results. Through the theory, ground actors can perform a self-assessment and progress made in achieve key outcomes of a program (Yuliansyah, 2015) RBM ensures sustainability of the programs by measuring their real impact on a continuous basis.

According to UNDP (2012), RBM is a framework that not only records performance by integrating monitoring and evaluation elements. RBM starts with the planning stage
where the vision, mission and specific goals are established. It then provides a framework for measuring the achievements of the goals in an ongoing basis. According to UNDP (2012), RBM provides continuous feedback from key stakeholders which is then used to improve the implementation and achievement of program goals. Through stakeholder engagement, plans can then be adjusted and re-aligned to achieve the desired goals (Mulauzi & Albright, 2009).

Hwang and Lim (2013) applied RBM strategy in with a focus on the monitoring aspect of the life cycle of a project or a program. The model served as a tool for stakeholder engagement, periodic reporting, analysis of definite performance outcomes. Hwang and Lim (2013) note the using RBM is a non-stop process of collecting and grouping data into an information system which is used to monitor the program throughout its life cycle.

Results based management theory (RBM) incorporates the aspect of evaluations which provides findings, lessons and recommendations for the purpose of improving decision making. However, for evaluations to be effective, all the stakeholders in the program should be involved. Evaluations ensure performance targets are reached, brings about accountability and ensure proper utilization of resources assigned to programs. According to UNDP (2012), results based management theory improves the performance of programs by providing a holistic view through stakeholder involvement. Through the use of performance monitoring tools, stakeholders can provide feedback which can inform policy making for the purpose of improving the sustainability of programs.

2.2.2 Program Theory

Developed by Carol Weiss, Michael Quinn Patton, Peter Rossi and Huey Chen, program theory provides a framework for bringing about sustainable change and creating accountability for the change. The program theory or theory of changes consists of a set statement which describes the process through which a program will bring about change. Program theory represent pathways for implementing program activities and outcomes. Program theory of change is centered on assumptions and beliefs based on social science theories, personal experiences and previous programs. Logical models are used in program theory to layout the logical steps to implement interventions and bring about intended outcomes or results. Logical models focus on the actual implementation of
programs and provide a framework for evaluating the performance of a program. Program theory is a practical tool for monitoring and evaluating programs. It produces room for conducting assessments to compliment findings and fix problems to improve the performance of programs. Program theory is assumed that programs are dynamic in nature, subject to change based on the societal needs.

Program theory of change is relevant in this study since it provides comprehensive information on how program activities will be able to achieve social benefits. Lipsey (2011) proposed the program theory as a logical framework methodology from transforming inputs into outputs. Further, the project theory supports stakeholder engagement, review of program outcomes and engagement with policy makers in senior management positions. Rossi (2012) proposed the program theory emphasizing that it enables stakeholders to plan on how to effectively deploy resources to support program activities and achieve intended social outcomes. Uitto (2010) proposed the program theory based on the argument that it relates specific program outcomes with program activities. Further, program theory supports input output model where monitoring and evaluation practices are regarded as input and program performance as the output. Stakeholder involvement, technical expertise, process planning, and management involvement are viewed are input variables that influence the program performance in program theory.

2.3 Empirical Literature Review

2.3.1 Technical Expertise and Implementation of Projects

A study by Ong, Tan and Kankanhalli (2015) examined the relationship between team expertise and implementation of information systems development projects. The data for this analysis was collected from teams of undergraduate students who completed a curriculum for creation of information technology in a major public university. The study collected primary data through administering questionnaires. Findings from the study showed that team expertise had a positive significant relationship with implementation of information systems development projects.

Alshammari, Yahya and Haron (2019) studied project manager’s technical expertise to improve the implementation of complex projects in the Kuwait construction
industry. Extensive research reviews have been reported on the project managers’ professional competence in project management. It was noticed that skills such as coordination, good contact with staff and vendors and productive use of capital, successful preparation and training, risk reduction are some of the key factors.

Sunindijo (2015) study examined project manager technical expertise for improving project implementation. The data were gathered using a questionnaire survey system from 107 project managers. The questionnaire elements have been built based on analysis of the literature or adapted from previous research. Factor analysis and reliability analysis is carried out for the parts built on the basis of literature review. The findings of the study indicate that interpersonal control has a positive connection with the success of the project period.

Nyaga (2014) studied the role of project management technical expertise in the implementation of construction projects: the case of selected construction companies in Mombasa County, Kenya. The report followed a descriptive design method with a focus group of workers employed at the Mombasa building firms. Questionnaires were the principal instruments for gathering results. For its data collection the report utilized both quantitative and qualitative methods. The analysis showed that Projects are limited by insufficient organizational skills required for successful project performance organizational.

2.3.2 Stakeholder Involvement and Project Implementation

Anne and Paul (2019) studied the influence of stakeholder involvement on the successful implementation of projects at Kenya Railways Corporation in Kenya. This research used descriptive research design. The population of the study was the project officers, project managers/team, contractors, consultant’s engineers and architects, financial managers and auditors. The main and secondary details is incorporated in this study. Main data was compiled using questionnaires. Using concise measures, data are analysed. The analysis showed that the participation of stakeholders has a strong and important impact on project execution at Kenya Railways Corporation in Kenya.

Siawandu (2019) conducted a critical analysis of the relevance of project management for the introduction of electronic infrastructure programs by the Zimbabwe Revenue
Authority. A qualitative analysis approach was used, in which questionnaires were the key instrument for data collection. The analysis found that project stakeholder engagement is crucial and was really important in executing the project on online infrastructure of the Zimbabwe Revenue Authority.

A study by Nyabera (2015) assessed Influence of stakeholder interest on project delivery in Kenya: A case of Compassion International Assisted Projects in Mwingi Sub-County. This research utilized Descriptive Analysis Model. The analysis even employed qualitative as well as quantitative testing methods. The research was performed using a questionnaire and interview guide. The analysis showed that stakeholder engagement in project initiation has had a significant impact on project execution in projects with stakeholders included in the project governance framework.

Musau, Bwisa and Kihoro (2018) study investigated the influence of project stakeholders’ involvement on implementation of borehole water projects in Makueni County, Kenya. The study used cross sectional survey design. The target population of the study was all borehole water projects implemented in the period 2011 – 2016. The study used purposive sampling technique. The study used closed ended questionnaires for data collection. Although qualitative data was analyzed using information analysis, quantitative data was analyzed using inferential data analysis. Data processing was carried out inferentially using association analysis. The study found that stakeholder involvement highly influences successful implementation of water projects.

2.3.3 Management Participation and Project Implementation

Ahmed (2016) carried out an empirical study of public sector project regarding the influence of top management support on project implementation. This quantitative research employed random sampling techniques on cross sectional data obtained from public sector initiatives using an online survey. Program administrators and project managers employed on public sector programs in Pakistan were the respondents. Explanatory and confirmatory factor tests were used to assess the construct’s validity. Correlation and correlation analyzes is performed for the validation of study hypotheses. The results suggest that all aspects of top management support have a strong positive impact on the execution of projects in Pakistan’s public sector.
M bogoh, Mukulu and Waiganjo (2019) study examined the influence of management participation on project implementation in grass-root support Non-Governmental Organizations in Kenya. The report used test methodology for the Cross Sectional Survey. The survey was collected using stratified selection from Target Population. Descriptive figures analyzed the objective data gathered. The study showed that the association between management engagement and project execution was high.

Ruriri, Numuzonz and Mvirigi (2017) evaluated the role of management participation on the performance of steel manufacturing companies in Kenya. The analysis follows the descriptive research structure of the survey which collects qualitative and quantitative data through an organized questionnaire. Descriptive diagrams were used to evaluate quantitative data while qualitative data were used to supplement quantitative data analysis. The analysis concluded that engagement by management allows a major contribution to the results of Steel Manufacturing companies in Kenya.

Vachira (2013) study examines the impact of management participation on the implementation of biomedical research projects: a case from the Kenya Medical Research Institute. The research design employed in conducting this study was descriptive research design. The research used data collection questionnaires which integrated qualitative and quantitative data. Regression model showed a significance relationship between management participation and successful implementation of biomedical research projects.

2.3.4 Implementation of Community Policing

According to Kamau and Mohamed (2015) monitoring and evaluation is a critical success factors for government programs. The study which was conducted in Washington DC sought to improve governance through the use of monitoring and evaluation practices. It focused on government projects funded by the World Bank and used majoring of the participating government’s highlighted lack of technical capacity in monitoring and evaluation skills as a major limitation in the implementation of World Bank funded government projects.

Hwang and Lim (2016) also established that Monitoring and evaluating, budget performance, schedule performance and quality performance could lead to project success. Ika, Diallo and Thuillier (2018) carried out a regression analysis which shows that there was a statistically significant and positive relationship between each of the five
Critical Success Factors and project success. The five critical success factors include monitoring, coordination, design, training and institutional environment.

Naidoo (2017) noted that if the M&E function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the monitoring team needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness.

2.4 Summary of Literature Reviewed and Research Gap

The studies reviewed have underpinned the need for effective monitoring and evaluation in community policy programs. The studies have revealed that the contribution of monitoring and evaluation to program success is increasingly being appreciated (Muriithi & Crawford, 2013). Monitoring and evaluation practices such as stakeholder involvement ensures that programs goals are contextualized and that each stakeholder is held accountable for the outcomes of the program. Management participation provide direction in times of crisis in addition to endorsing programs and building leadership capacity through provision of resources, training as well as sharing insights on past experiences.

Technical expertise ensures that project team members have the pre-requisite skills to be able to effectively perform program activities. The overall outcome of using monitoring and evaluation practices is improved performance implementation for community policing programs (Njuguna, Michuki & Wanjiru, 2013). However, despite the widespread acknowledgement of the importance of monitoring and evaluation practices, very few studies have focused on the impact of these practices on performance implementation in the context of community policing. Further, community policing is a newly introduced concept in the Kenyan context and investigating on how the use of monitoring and evaluation affects the implementation of community policing program can provide valuable insight for purposes of informing policy making (Hassan, 2013). The current study will address the knowledge gap by determining the impact of
monitoring and evaluation practices on the implementation of community policing programs in Nairobi City County.

Table 2.1: Summary of the Literature Reviewed and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Findings</th>
<th>Research Gaps</th>
<th>Focus of current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ong et al. (2015)</td>
<td>Relationship between team expertise and implementation of information systems development projects</td>
<td>Team expertise had a positive significant relationship with implementation of information systems development projects</td>
<td>This study used a simple random sample that was limited to the entry of a sample representative of the entire population.</td>
<td>The study uses a sampling method that will ensure that the selected sample is representative of the entire population.</td>
</tr>
<tr>
<td>Alshammari et al. (2019)</td>
<td>Project manager’s technical expertise for improving the implementation of complex projects</td>
<td>Skills such as coordination, good contact with staff and vendors and productive use of capital, successful preparation and instruction, risk control are some of the key factors</td>
<td>The study used literary data in which documents may not be representative of a wider population.</td>
<td>The study used preliminary data that would be obtained using a large sample questionnaire</td>
</tr>
<tr>
<td>Sunindijo (2015)</td>
<td>Project manager technical expertise for improving project implementation.</td>
<td>Interpersonal effect has a favorable connection to success of the project period</td>
<td>A descriptive cross-sectional survey was adopted in which results are static and</td>
<td>A descriptive research survey design will be adopted which is often used as a pre-cursor to more quantitative</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Title</td>
<td>Research Design</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nyaga (2014)</td>
<td>Role of project management technical expertise on implementation of construction projects</td>
<td>Projects are hampered by insufficient organizational expertise needed to ensure project progress effectively</td>
<td>The study was based on implementation of construction projects</td>
<td></td>
</tr>
<tr>
<td>Anne and Paul (2019)</td>
<td>Influence of stakeholder involvement on the successful implementation of projects</td>
<td>The participation of stakeholders has had a constructive and significant impact on project execution at Kenya Railways Corporation in Kenya</td>
<td>Stratified sampling method will be used which provide greater precision than a cluster sampling</td>
<td></td>
</tr>
<tr>
<td>Siavhundu (2019)</td>
<td>Importance of project management in executing online infrastructure programs for the Zimbabwe Revenue Authority</td>
<td>Control of project partners is crucial and was always important when executing projects</td>
<td>Quantitative data will be used including large sample sizes that allow generalization</td>
<td></td>
</tr>
<tr>
<td>Nyabera (2015)</td>
<td>Influence of stakeholder participation on implementation</td>
<td>Projects with stakeholders included in the project</td>
<td>Primary data will be collected through</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>time bound</th>
<th>Stratum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects are hampered by insufficient organizational expertise needed to ensure project progress effectively</td>
<td></td>
</tr>
<tr>
<td>The study was based on implementation of construction projects</td>
<td></td>
</tr>
<tr>
<td>The study will be based on implementation of community policing projects</td>
<td></td>
</tr>
</tbody>
</table>

Cluster sampling was used which is prone to higher sampling error

Quantitative data will be used including large sample sizes that allow generalization

Stratified sampling method will be used which provide greater precision than a cluster sampling
<table>
<thead>
<tr>
<th>Study</th>
<th>Title</th>
<th>Description</th>
<th>Methodology</th>
<th>Sampling Method</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musau et al. (2018)</td>
<td>Influence of project stakeholders’ involvement on implementation of projects</td>
<td>Stakeholder involvement highly influences successful implementation of water projects</td>
<td>Purposive method of selecting the study was used which is vulnerable to researcher misjudgment owing to poor precision rates and strong prejudice rates</td>
<td>The study will use stratified sampling method which increases the reliability of the study</td>
<td></td>
</tr>
<tr>
<td>Ahmed (2016)</td>
<td>The impact of top management help on the execution of the projects</td>
<td>All aspects of top management help have a significant positive impact on the execution of projects in Pakistan's public sector</td>
<td>This study used a simple random sample that was limited to the entry of a sample representative of the entire population.</td>
<td>The study used a sampling method that would ensure representation</td>
<td></td>
</tr>
<tr>
<td>Mbogoh et al. (2019)</td>
<td>Influence of management participation on project implementation</td>
<td>There was a strong relationship between management participation</td>
<td>Cross-sectional research design used which involves a small sample size and</td>
<td>Descriptive survey research design will be used which involves a large sample size and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management position on the success of steel manufacturing firms in Kenya</td>
<td>The involvement of management renders a major contribution to the success of steel producing firms in Kenya</td>
<td>The study focused on project performance</td>
<td>The study will focus on project implementation</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
<td>---------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Rureri et al. (2017)</strong></td>
<td>Management participation on implementation of biomedical research projects</td>
<td>Significance relationship between management participation and successful implementation of biomedical research projects</td>
<td>The study used an exploratory research design that requires a limited survey, the tests for a generic population cannot be translated correctly</td>
<td>A descriptive survey research design will be used which can lead to rich data that leads to important recommendations in practice</td>
<td></td>
</tr>
</tbody>
</table>

### 2.5 Conceptual Framework

The independent variables are monitoring and evaluation constructs will be considered in the study. These are: stakeholder involvement, technical expertise, planning process and management participation. On the other hand, performance of community policing initiatives is the dependent variable.
Figure 2.1: Conceptual Framework

Source: (Author, 2020)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three describes the research methodology that will be used to carry out the current study. It includes the research design, target population, sample and sampling method, data collection instrument, validity and reliability of the data collection instrument and the data analysis techniques to be used.

3.2 Research Design

The study uses descriptive survey research design. Descriptive surveys allow the researcher to collect data to describe a purpose or an event involving people and organizations. The study focused on describing the impact of monitoring and evaluation practices on community policing projects without influencing the outcomes. The study also involved performing correlation to obtain insight on how the various variables relate to each other. Both qualitative and quantitative techniques were used in data analysis. Descriptive research design was helpful in the study because it results in rich data that is collected in large amounts and the data collection allows for gathering in-depth information that may be either quantitative or qualitative in nature. Therefore, the study used the design to collect and present the data according to the respondents’ perspective without altering any of the response.

3.3 Target Population

Population is defined as units or individuals, a whole group of objects or event with observable common features. It is the aggregate of all the objects, individuals or entities conforming to a set of pre-defined characteristics (Mir & Pinnington, 2014). The study target population was the 165 members of the National Police Service who are mandated with the implementation of the community policing programs in the areas they are stationed. The police have to work hand in hand with the community while monitoring and evaluating the policing.
Table 3.1: Population

<table>
<thead>
<tr>
<th>Police Stations in Nairobi</th>
<th>Number of Police Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>30</td>
</tr>
<tr>
<td>Kilimani</td>
<td>20</td>
</tr>
<tr>
<td>Embakasi</td>
<td>15</td>
</tr>
<tr>
<td>Langata</td>
<td>23</td>
</tr>
<tr>
<td>Buruburu</td>
<td>14</td>
</tr>
<tr>
<td>Kasarani</td>
<td>21</td>
</tr>
<tr>
<td>Parklands</td>
<td>12</td>
</tr>
<tr>
<td>Pangani</td>
<td>15</td>
</tr>
<tr>
<td>Muthaiga</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>165</strong></td>
</tr>
</tbody>
</table>

Source: Kenya Police Service records (2019)

3.4 Sampling Technique and Sample Size

Sampling technique is the methodology or procedure the study use to select the desirable sample size. Sample size on the other hand is the subset of the population who traits was examined to make conclusion about the entire population. Since the study population is small the study adopted census survey where all the members the population were included in the sample.

In this study, Taro Yaman (1967) used a sample size formula to calculate a 5% error

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

\[
n = \frac{165}{1 + 165(0.05)^2}
\]

\[
n = 117
\]

Where  
\( n \) = sample size  
\( N \) = Population  
\( e \) = Level of precision at 95% confidence level

The sample size was 117 respondents representing 70.9% of the target population. Proportional distribution of sample size is obtained using 0.709.
3.5 Data Collection Instruments

The primary data was used in this study. Primary data was collected from respondents by presenting them with questionnaires. The questionnaire consisted of a set of questions aimed at answering the research objectives (Gorospe, Donahue & Karl, 2015). The study questionnaire included both closed questions and open ended questions. The questionnaires were administered using the drop and pick later approach. Respondents indicated their responses after each statement based on a 5-point Likert scale. The questionnaire were sub-divided into questions with each section focusing on a given variable.

3.6 Data Collection Procedures

The process of collecting data involved obtaining a letter of approval from Kenyatta University Graduate School. In addition, National Council for Science, Technology and Innovation (NACOSTI) permit was obtained. The questionnaire was then administered to each of the 118 respondents. The respondents were assured on their confidentiality by
indicating on the questionnaire that responses provided would only be used for research purposes.

3.7 Pilot Study

A pilot study test was carried so as to ensure data collected is valid and reliable before it is administered to the respondents. A sample of 1 percent of the actual sample size was selected for the purpose of a pilot study (Kealy and Turner, 2013). The pilot study was conducted in Machakos County, which is a neighboring county. The results of the pilot study were used to improve the data collection tool and did not form part of the final results of the study. A total of ten (10) respondents were recruited for the pilot study. The data collection tool was then adjusted in consultation with the supervisor.

3.7.1 Validity of Research Instrument

Validity refers to the usefulness, meaningfulness or appropriateness of the inferences made in the questionnaire. The data collection tool was tested for validity by discussing the statements with supervisor. In ascertaining the content validity of the instrument, the researcher recruited colleagues at the Department to assess the relevance and suitability of the instrument in answering the research questions and achieving the study objectives.

3.7.2 Reliability of Research Instrument

Reliability measures the ability of the data collection instrument to produce consistent outcomes with repeated experiments (Sekaran & Bougie, 2010). A reliable instrument is able to measure a variable consistently and accurately. The instrument should be able to obtain the same measures under the same context. The researcher will make use of Cronbach's Alpha 0.7 techniques for measuring the reliability of the instrument. This approach required computation of the split-half estimates and the resulting correlations for purposes of analysis. The result of reliability test is presented in Table 3.3.
Table 3.3: Results of Reliability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Alpha (α) coefficient</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical expertise</td>
<td>0.785</td>
<td>Reliable</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>0.802</td>
<td>Reliable</td>
</tr>
<tr>
<td>Management participation</td>
<td>0.632</td>
<td>Reliable</td>
</tr>
<tr>
<td>Project implementation</td>
<td>0.811</td>
<td>Reliable</td>
</tr>
<tr>
<td>Aggregate score</td>
<td>0.758</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Pilot Study (2021)

The result from reliability was given as follows; Produced using 0.785, 0.802, 0.632 and 0.811 SPSS 21.0, respectively, with technical expertise, stakeholder involvement, management involvement and Cronbach alpha values. The overall score was 0.758. The average alpha coefficient for each individual variable was above 0.7 which satisfies the recommendation made by Cooper and Schindler (2011) that an alpha coefficient above 0.7 shows that the devices are very reliable. Therefore, the average score of 0.799 of the Cronback's alpha index (α) was acceptable, as it is in the range.

3.8 Data Analysis and Presentation.

The collected data was cleansed, coded and stored in excel forms before loading it into SPSS software for purpose of analysis. Descriptive statistics such as differences in mean and relative frequencies was used to analyze the trends. In addition, Karl Pearson’s coefficient of correlation was performed to be able to identify relationship between the study variables eliminated at this stage.

3.8.1 Statistical Model

Multiple Regression Analysis Model was used. Implementation of community policing in Nairobi City County will be regressed against monitoring and evaluation variables namely: technical expertise, stakeholder involvement and management participation. The dependent variable (Y) for implementation of community policing programs, Independent variable X1- (technical expertise), X2 (stakeholder involvement) and X3 (management participation). The multiple linear regression model adopted for the study was as follows:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]
Where; \( Y = \) Implementation of Community Policing in Nairobi City County, Kenya.

\( \beta_0 = \) Constant

\( X_1 = \) Technical Expertise

\( X_2 = \) Stakeholder Involvement

\( X_3 = \) Management Participation

\( e = \) Error term

\( \beta_0, \beta_1, \beta_2, \beta_3 = \) Regression model parameters

### 3.9 Ethical Considerations

Problems linked to ethical behavior of science such as informed consent, confidentiality and anonymity should be maintained in this thesis. To help alleviate these concerns when collecting data (where consent is provided), the collected data is used only for academic research, keeping it strictly private and confidential and ensuring the privacy of the organizations from which the data is collected.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter basically presents data analysis, presentation and interpretation based on descriptive and inferential statistics.

4.2 Response Rate

Questionnaires were provided for a sample of 117 respondents. The findings were that those respondents who answered were 93.2.5% and those who did not account were those 8%. As per the recommendation of Baruch (2016), a response rate above 80% is sufficient for data analysis. Therefore, a 93.2% study response rate was considered appropriate for the data analysis. This means that due to the high response rate, the study's research findings are accepted and trusted.

4.3 Demographic Data

4.3.1 Gender

![Gender Chart]

**Figure 4.1: Respondents’ Gender**

**Source: Survey Data (2021)**

The results of Figure 1.1 show that male defendants have a majority as indicated by 54.1% while female defendants account for 45.9%. The study needed to show true representation of both men and women, which meant giving equal importance to both men and women in the implementation of community policing programs in Nairobi City.
County. Chaudhry (2016) indicate that gender diversity had the best influence on the performance of staff within the organization.

4.3.2 Length of work in the current station in years

Table 4.1: Length of work in the current station

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2</td>
<td>11</td>
<td>10.1</td>
</tr>
<tr>
<td>2 to 5</td>
<td>10</td>
<td>9.2</td>
</tr>
<tr>
<td>6 to 9</td>
<td>30</td>
<td>27.5</td>
</tr>
<tr>
<td>10 and more</td>
<td>58</td>
<td>53.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>109</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2021)*

Table 4.1 indicates that the majority (53.3%) worked at the current station for a period of 10 years and more, 27.5% for a period of 6 to 9 years, 10.1% for a period below 2 years and 9.2 for 2 to 2 years. These results confirm that the respondents involved in this study had the necessary experience to provide interesting information to the researcher.

4.3.3 Education Level

![Figure 4.2: Respondents’ Education Level](image)

*Source: Survey Data (2021)*
The results of Figure 2.3 show that majority (.22.3%) have obtained university degree education, 23.9% have obtained diploma, 22.9% had MBA/MA and 11.0% post graduate diploma. It can be concluded that the respondents involved in the study had a higher education level. Higher education level of an employee is important in making the County’s implementation of community policing programs a success because they possess knowledge and skills required to meet requirements of the program. Kasika (2015) observe that the higher the education level the more are the effects of education and skill on organizational management.

4.4 Results of Descriptive Analysis

4.4.1 Technical Expertise

The study sought to examine effect of technical expertise on implementing community policing programs in Nairobi City County, Kenya.

Table 4.2: Technical Expertise

<table>
<thead>
<tr>
<th>Description</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient development of a task breakdown framework outlining the complexity of a project including team appointed individuals, their roles and expected delivery period</td>
<td>4.12</td>
<td>1.136</td>
</tr>
<tr>
<td>There is a clear identification of cost constraints and staffing needs which is included an expenditure Study finding changes</td>
<td>4.06</td>
<td>0.815</td>
</tr>
<tr>
<td>Distribution of budgeted money is performed in relation to all project stages to promote streamlining of the operations of a project</td>
<td>4.28</td>
<td>0.610</td>
</tr>
<tr>
<td>An effective identification of the primary problem of the project and whether the project will solve that problem</td>
<td>4.10</td>
<td>0.838</td>
</tr>
<tr>
<td>Communication with the team members, monitoring the quality of work, organizing training and managing budget are carried out for effective project implementation.</td>
<td>4.53</td>
<td>0.554</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.22</strong></td>
<td><strong>0.791</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

The aggregate score of 4.22 shows that the respondents agreed that technical expertise influence the implementing community policing programs in Nairobi City County, Kenya.
with a standard deviation of 0.791. These findings agree with the findings of a study by Ong, Tan and Kankanhalli (2015) examined the relationship between team expertise and implementation of information systems development projects that showed that team expertise had a positive significant relationship with implementation of information systems development projects.

The respondents strongly agreed on the statement that communication with the team members, monitoring the quality of work, organizing training and managing budget are carried out for effective project implementation as shown by mean score of 4.53 and a standard deviation of 0.554. These findings are consistent with Alshammari, Yahya and Haroon (2019) who studied the technical skills of a project manager to improve the implementation of complex projects in the Kuwaiti construction industry and revealed that skills such as coordination, good contact with staff and vendors and productive use of capital, successful preparation and training, risk reduction are some of the key factors.

The respondents agreed on the statements that distribution of budgeted money is performed in relation to all project stages to promote streamlining of the operations of a project, efficient development of a task breakdown framework outlining the complexity of a project including team appointed individuals, their roles and expected delivery period, an effective identification of the primary problem of the project and whether the project will solve that problem and that there is a clear identification of cost constraints and staffing needs which is included an expenditure Study finding changes as shown by mean score of 4.28, 4.12, 4.10 and 4.06 respectively and a standard deviation of 0.610, 1.136, 0.838 and 0.815 respectively. These findings are in line with Sunindijo (2015) study that examined project manager technical expertise for improving project implementation and found that interpersonal control has a positive connection with the success of the project period.

### 4.4.2 Stakeholder Involvement

The study sought to examine the effect of stakeholder involvement on implementation of community policing in Nairobi City County, Kenya.
Table 4.3: Stakeholder Involvement

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement of stakeholders makes sure the project proposals represent the actual needs and goals</td>
<td>4.50</td>
<td>0.633</td>
</tr>
<tr>
<td>Involvement of stakeholders develops a trusts climate by requiring stakeholders' concerns to be understood and their problems recognized</td>
<td>4.62</td>
<td>0.505</td>
</tr>
<tr>
<td>Involvement of stakeholder allows accountability of the project's activities and assures that the organization pays for its activities.</td>
<td>3.76</td>
<td>1.545</td>
</tr>
<tr>
<td>The engagement of project partners includes having a shared vision and participating in project decision-making cycle.</td>
<td>3.31</td>
<td>1.489</td>
</tr>
<tr>
<td>Involving stakeholder builds participation with customers and a sense of ownership to increase performance of community policing implementation</td>
<td>4.49</td>
<td>0.835</td>
</tr>
</tbody>
</table>

**Aggregate Score** 4.14 1.001

Source: Survey Data (2021)

The aggregate score of 4.14 shows that the respondents agreed that stakeholder involvement influence the implementing community policing programs in Nairobi City County, Kenya with a standard deviation of 1.001. This finding concurs with Anne and Paul (2019) who studied the influence of stakeholder involvement on the successful implementation of projects at Kenya Railways Corporation in Kenya and established that the participation of stakeholders has a strong and important impact on project execution at Kenya Railways Corporation in Kenya.

The respondents strongly agreed on the statements that involvement of stakeholders develops a trust climate by requiring stakeholders' concerns to be understood and their problems recognized and that involvement of stakeholders makes sure the project proposals represent the actual needs and goals as shown by mean score of 4.62 and 4.50 respectively and a standard deviation of 0.505 and 0.633 respectively. This is consistent with a study by Nyabera (2015) that assessed Influence of stakeholder interest on project
delivery in Kenya and found that stakeholder engagement in project initiation has had a significant impact on project execution in projects with stakeholders included in the project governance framework.

The respondents agreed on the statements that involving stakeholder builds participation with customers and a sense of ownership to increase performance of community policing implementation and that involvement of stakeholder allows accountability of the project's activities and assures that the organization pays for its activities as shown by mean score of 4.49 and 3.76 respectively and a standard deviation of 0.835 and 1.545 respectively. This is in agreement with the findings of a study by Musau, Bervisa and Kihoro (2018) on the impact of project designers' involvement on the implementation of borehole water projects in Makueni County, Kenya, and found that stakeholder involvement highly influences successful implementation of water projects.

The respondents indicated to a moderate extent that the engagement of project partners includes having a shared vision and participating in project decision-making cycle as shown by mean score of 3.31 and a standard deviation of 1.489. This is in stark contrast to the findings of a study conducted by Siavundu (2019) on a critical analysis of project management relevance with the introduction of electronic infrastructure programs by the Zimbabwe Revenue Authority and revealed that project stakeholder engagement is crucial and was really important in executing the project on online infrastructure of the Zimbabwe Revenue Authority.

**4.4.3 Management Participation**

The study sought to determine the effect of management participation on implementation of community policing in Nairobi City County, Kenya.
Table 4.4: Management Participation

<table>
<thead>
<tr>
<th></th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management participation enables in gaining a fresh perspective on project implementation and how it fits with the organization’s intended strategy</td>
<td>3.30</td>
<td>1.724</td>
</tr>
<tr>
<td>Management participation prioritises projects required resources and ensure their efficient use</td>
<td>3.92</td>
<td>1.081</td>
</tr>
<tr>
<td>Management participation set the scope, schedule and budget accurately from the start for effective project implementation</td>
<td>4.80</td>
<td>0.847</td>
</tr>
<tr>
<td>Management participation respond to changes through the involvement of staff, stakeholders and to the project’s intended clients for effective project implementation</td>
<td>4.83</td>
<td>0.506</td>
</tr>
<tr>
<td>Management participation results to effective development of a vision, mission and strategy for the implementation of projects</td>
<td>4.75</td>
<td>0.381</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.32</strong></td>
<td><strong>0.908</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

The aggregate score of 4.32 shows that the respondents agreed that management participation influence the implementing community policing programs in Nairobi City County, Kenya with a standard deviation of 0.908. This concur with Ahmed (2016) study on an empirical study of public sector project regarding the influence of top management support on project implementation that found that that all aspects of top management support have a strong positive impact on the execution of projects in Pakistan's public sector.

The respondents strongly agreed on the statements that management participation respond to changes through the involvement of staff, stakeholders and to the project’s intended clients for effective project implementation, management participation set the scope, schedule and budget accurately from the start for effective project implementation and that management participation results to effective development of a vision, mission and strategy for the implementation of projects as shown by mean score of 4.83, 4.80 and 4.75.
respectively and a standard deviation of 0.506, 0.847 and 0.381 respectively. This is in line with Mbogoh, Mukulu and Waiganjo (2019) study that examined the influence of management participation on project implementation in grass-root support Non-Governmental Organizations in Kenya and revealed that the association between management engagement and project execution was high.

The respondents agreed on the statements that management participation prioritises projects required resources and ensure their efficient use as shown by mean score of 3.92 and a standard deviation of 1.081. This agrees with the study of Rureri, Namsonze and Mvirigi (2017) which assesses the role of management participation in the performance of steel manufacturing companies in Kenya and finds that the alliance by management contributes greatly to the results of steel manufacturing companies in Kenya.

The respondents indicated to a moderate extent that management participation enables in gaining a fresh perspective on project implementation and how it fits with the organization’s intended strategy as shown by mean score of 3.30 and a standard deviation of 1.724. This is in disagreement with Wachira (2013) study that examined the influence of management participation on implementation of biomedical research projects and showed a significance relationship between management participation and successful implementation of biomedical research projects.

4.4.4 Implementation of Community Policing Projects

Table 4.5: Implementation of Community Policing Projects

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and evaluation practices have enhanced citizen-police relations</td>
<td>3.96</td>
<td>0.429</td>
</tr>
<tr>
<td>Monitoring and evaluation practices has led to increased citizen participation on community policing initiatives</td>
<td>4.43</td>
<td>1.228</td>
</tr>
<tr>
<td>Monitoring and evaluation practices has reduced the crime rate within the County</td>
<td>4.80</td>
<td>0.755</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>4.39</td>
<td>0.804</td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)
The aggregate score of 4.39 indicates that the respondents agreed that monitoring and evaluation practices impacts the implementation of community policing programs in Nairobi City County with a standard deviation of 0.804. According to Mackay & World Bank (2007) monitoring and evaluation is a critical success factors for government programs. The study which was conducted in Washington DC sought to improve governance through the use of monitoring and evaluation practices highlighted lack of technical capacity in monitoring and evaluation skills as a major limitation in the implementation of World Bank funded government projects.

The respondents strongly agreed on the statement that monitoring and evaluation practices has reduced the crime rate within the County as shown by mean score of 4.80 and standard deviation of 0.755. According to Chaplowe, and Cousins (2015) the use of monitoring and implementation practices in community policing programs is critical to ensuring not only the success of the programs but also their long-term sustainability.

The respondents agreed on the statements that monitoring and evaluation practices has led to increased citizen participation on community policing initiatives and that monitoring and evaluation practices have enhanced citizen-police relations as shown by mean score of 4.43 and 3.96 respectively and a standard deviation of 1.228 and 0.429 respectively. According to Canbaz and Marle (2016), community policing defines principles proposes or adopted by police service to improve public safety as well as address issues that the community may have regarding the police.
4.5 Results of Inferential Analysis

4.5.1 Correlation Analysis

Table 4.6: Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Technical expertise</th>
<th>Stakeholder involvement</th>
<th>Management participation</th>
<th>Project implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical expertise</td>
<td>1</td>
<td>.342**</td>
<td>-.397**</td>
<td>-.159</td>
</tr>
<tr>
<td></td>
<td>109</td>
<td>.000</td>
<td>.000</td>
<td>.098</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>.342**</td>
<td>1</td>
<td>.442**</td>
<td>.781**</td>
</tr>
<tr>
<td></td>
<td>109</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Management participation</td>
<td>-.397**</td>
<td>.442**</td>
<td>1</td>
<td>.509**</td>
</tr>
<tr>
<td></td>
<td>109</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Project implementation</td>
<td>-.159</td>
<td>.781**</td>
<td>.509**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>109</td>
<td>.098</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

A Pearson product-moment correlation was conducted to examine the relationship between technical expertise, stakeholder involvement, management participation and implementation of community policing programs in Nairobi City County. Project implementation was more strongly negatively related to project implementation, \( r(106) = -0.397, p<0.01 \), than technical expertise, \( r(106) = -0.159, p<0.01 \). The findings in Table 4.7 explains that stakeholder involvement explains much more of variability \( (r=0.781) \) in implementation of community policing programs in Nairobi City County than does management participation \( (r=0.509) \) at 10% (0.01) significance level.
4.5.2 Regression Analysis

Table 4.7: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>1</td>
<td>.793a</td>
<td>.852</td>
<td>.833</td>
<td>.517</td>
<td>.352</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19.002</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sig. F Change</td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

Table 8.8 shows a model summary that provides information about the ability of the account to account for the total variation of the dependent variable of the dependent line. R is a measure of the strength of the relationship between dependent and independent variables and it is represented by a factor of 0.793 which is closer to 1 meaning that both dependent and independent variables are strongly related. $R^2$ also called the coefficient of determination is a statistical measure of how close the data is to the fit regression line. The higher the R-squared, the better the model sits off the study data. Therefore, at 0.852 (85.2%) shows that the study is the best fit. Adjusted R2, also called the coefficient of multiple denominators, is the percentage of the difference of dependents uniquely or jointly explained by independent variables. The result on adjusted $R^2$ indicates that technical expertise, stakeholder involvement and management participation variables explain a factor of 0.833(83.3%) of the changes in the implementation of community policing programs in Nairobi City County. This means that other non-studied variables contribute 16.7% to the implementation of the community policing program in Nairobi City County.

Table 4.8: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>15.218</td>
<td>3</td>
<td>5.073</td>
<td>19.002</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>28.030</td>
<td>105</td>
<td>.267</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>43.248</td>
<td>108</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)
The critical value is 0.000 which is less than 0.05 so the technical significance in this technical matter is how the variables of technical expertise, stakeholder involvement and management partnership affect the implementation of the community policing program in Nairobi City County. F was calculated at 19.002 on the significance of 5% level. Since F calculation is higher than F critical (P value = 5.073), this shows that the overall model was significant.

**Table 4.9: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>0.566</td>
<td>.459</td>
<td>4.067</td>
</tr>
<tr>
<td></td>
<td>Technical expertise</td>
<td>0.723</td>
<td>.091</td>
<td>2.119</td>
</tr>
<tr>
<td></td>
<td>Stakeholder involvement</td>
<td>0.859</td>
<td>.067</td>
<td>3.343</td>
</tr>
<tr>
<td></td>
<td>Management participation</td>
<td>0.762</td>
<td>.105</td>
<td>1.405</td>
</tr>
</tbody>
</table>

**Source: Survey Data (2021)**

From the above regression model, holding technical expertise, stakeholder involvement and management participation variables to a constant, implementation of community policing programs in Nairobi City County would be 0.566(56.6%). It was established that a unit increase in technical expertise would lead to increase in implementation of community policing programs in Nairobi City County by a factor of 0.723, a unit increase in stakeholder involvement would lead to increase in implementation of community policing programs in Nairobi City County by a factor of 0.859 and a unit increase in management participation would lead to increase in implementation of community policing programs in Nairobi City County by a factor of 0.762.

\[ Y = 0.566 + 0.723X_1 + 0.859X_2 + 0.762X_3 \]

Where \( Y \) = Project implementation
X₁= Technical expertise

X₂= Stakeholder involvement

X₃= Management participation

The study revealed that technical expertise had a positive and significant relationship on the implementation of community policing programs in Nairobi City County as shown by t values \( t=4.357, <0.05 \). A study by Ong, Tan and Kankanhalli (2015) that examined the relationship between team expertise and implementation of information systems development projects that showed that team expertise had a positive significant relationship with implementation of information systems development projects.

The study established that stakeholder involvement had a positive and significant relationship on the implementation of community policing programs in Nairobi City County as shown by t-values \( t=3.833, <0.05 \). This is consistent with a study by Nyabera (2015) that assessed Influence of stakeholder interest on project delivery in Kenya and found that stakeholder engagement in project initiation has had a significant impact on project execution in projects with stakeholders included in the project governance framework.

The study found that management participation had a positive and significant relationship on the implementation of community policing programs in Nairobi City County as shown by t-values \( t=4.420, <0.05 \). This is in disagreement with Wachira (2013) study that examined the influence of management participation on implementation of biomedical research projects and showed a significance relationship between management participation and successful implementation of biomedical research projects.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations and suggestion for further studies.

5.2 Summary

The general objective of the study was to examine the effect of monitoring and evaluation practices on implementation of community policing in Kenya focusing on Nairobi City County. The specific objectives of the study were to examine the effect of technical expertise, stakeholder involvement and management participation on implementing community policing programs in Nairobi City County, Kenya. The study will make use of a descriptive survey research design. The study target population was the 165 members of the National Police Service who were mandated with the implementation of the community policing programs in the areas they were stationed. Data were collected using questionnaires and analyzed using descriptive analysis and inferential analysis. The findings are summarized as follows:

The study sought to examine the effect of technical expertise on implementing community policing programs in Nairobi City County, Kenya and established that technical expertise had a positive and significant effect on implementing community policing programs in Nairobi City County, Kenya. Communication with the team members, monitoring the quality of work, organizing training and managing budget are carried out for effective project implementation. Distribution of budgeted money is performed in relation to all project stages to promote streamlining of the operations of a project and that efficient development of a task breakdown framework outlining the complexity of a project including team appointed individuals.

The study sought to examine the effect of stakeholder involvement on implementation of community policing in Nairobi City County, Kenya and revealed that stakeholder involvement had a positive and significant effect on implementing community policing
programs in Nairobi City County, Kenya. Involvement of stakeholders develops a trust climate by requiring stakeholders' concerns to be understood and their problems recognized, involvement of stakeholders makes sure the project proposals represent the actual needs and goals and that that involving stakeholder builds participation with customers and a sense of ownership to increase performance of community policing implementation.

The study sought to determine the effect of management participation on implementation of community policing in Nairobi City County, Kenya and found that management participation had a positive and significant effect on implementing community policing programs in Nairobi City County, Kenya. Management participation respond to changes through the involvement of staff, stakeholders and to the project’s intended clients for effective project implementation, management participation set the scope, schedule and budget accurately from the start for effective project implementation and that management participation results to effective development of a vision, mission and strategy for the implementation of projects.

5.3 Conclusion

On technical expertise, the study concluded that enables the employees gain self-confidence that they have the knowledge and competence to perform their daily tasks to the best of their ability for effective implementation of projects. Employees equipped with the right skills, they can effortlessly work cross-functionally. This means better informed decisions and delivery on target objectives or goals. By providing training in the technical skills needed to perform their role, project team members know they are a valuable asset to your business. This boosts their happiness in their job, which leads to effective project implementation.

On stakeholder involvement, the study concluded that stakeholder involvement leads to empowerment and joint ownership of the project ensuring that project plans are a reflection of real needs and priorities. Develops an atmosphere of trust by listening to the voices of stakeholders and getting to know their issues. One key strategy is to win support for the project, gain commitment to the project, and ultimately increase the chances of sustainability after the project is completed.
On management participation, the study concluded that top management is responsible for allocating funds, assigning personnel and equipment to the project, and creating a context to facilitate the flow of resources towards the effective implementation of community policing. Committed and strong leadership at the top management level is an important critical factor for project success that can moderate the achievement of project success. The combination of focusing on the successful completion of projects and providing resources to project leaders is top management support.

5.4 Recommendation for Policy and Practice

On technical expertise, it is recommended that the project managers involved in the implementation of community policing must be highly organized and able to keep meticulous track of every aspect of every project. They must be able to inspire team buy-in by articulating a clear vision, keep morale up by ensuring team members have the resources they need, and resolve inner-team conflicts that will inevitably arise along the way. They should also have the ability to communicate effectively in both technical and non-technical terms.

On stakeholder involvement, the study recommended that the organization should first identify stakeholders so that a large inventory is generated that will be prioritized later in the process of implementing community policing. Separate the identified stakeholders into groups so that an approach can be developed to set and manage their expectations. Develop stakeholder management strategies to increase stakeholder support and reduce negative impact throughout the life cycle of the project. Plan the various communications deliveries that will be sent to each stakeholder group and what communications need to be received by the project team. Distribute information and report performance to manage stakeholder expectations.

On management participation, the study recommended that the management should encourage project managers to actively engage with projects assist in resolving conflicts by responding to requests and provide consistent feedback. Top management should help set community policing goals and solve management problems. Top management should show commitment, public and sincere support and prioritize the project.
5.5 Suggestion for Further Studies

The current study aimed at examining the effect of monitoring and evaluation practices on implementation of community policing in Kenya focusing on Nairobi City County. Monitoring and evaluation practices studied included technical expertise, stakeholder involvement and management participation. Therefore, the study suggests that further studies should be conducted which focus on different methods that have not been studied.
REFERENCES


Kibet, K. A. (2017). *Determinants of performance of community policing projects in Kisii County* (Master’s Project, University of Nairobi)


Musau, J. K., Bwisa, H., & Kihoro, J. (2018). The influence of project stakeholders’ involvement on implementation of borehole water projects in Makueni County, Kenya (Master’s Project South Eastern Kenya University).


Siavhundu, T. (2019). A critical analysis of the importance of project stakeholder management in the implementation of the Zimbabwe Revenue Authority electronic services Projects. *PM World Journal, 8*(11), 1 – 26


APPENDICES

Appendix I: Questionnaire

This questionnaire is meant to enable the researcher to collect data on the impact of monitoring and evaluation practices on the implementation of community policing programs in Nairobi City County. Please read each statement carefully before providing a response. Your participation in the study is voluntary and your responses will be treated with the utmost confidentiality.

Section A: Demographic Data

Please put a tick (√) where appropriate.
1. Gender: Male [ ] Female [ ]
2. How long have you worked in the current station in years?
   below 2 [ ] 2 to 5 [ ]
   6 to 9 [ ] 10 and more [ ]
3. What is your level of education?
   Diploma [ ] University Degree [ ]
   MBA/MA [ ] Post-graduate Diploma [ ]

Section B: Monitoring and Evaluation Practices and Project Implementation

To what extent do you concur with the following statements concerning the effects of technical expertise, stakeholder involvement and management participation on implementation of community policing initiatives in Kenya?

Key: Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

Technical Expertise

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient development of a task breakdown framework outlining the complexity of a project including team appointed individuals, their roles and expected delivery period</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There is a clear identification of cost constraints and staffing needs which is included an expenditure Study finding changes

Distribution of budgeted money is performed in relation to all project stages to promote streamlining of the operations of a project

An effective identification of the primary problem of the project and whether the project will solve that problem

Communication with the team members, monitoring the quality of work, organizing training and managing budget are carried out for effective project implementation.

**Stakeholder Involvement**

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement of stakeholders makes sure the project proposals represent the actual needs and goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement of stakeholders develops a trusts climate by requiring stakeholders' concerns to be understood and their problems recognized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement of stakeholder allows accountability of the project's activities and assures that the organization pays for its activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The engagement of project partners includes having a shared vision and participating in project decision-making cycle.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involving stakeholder builds participation with customers and a sense of ownership to increase performance of community policing implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Management Participation**

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management participation enables in gaining a fresh perspective on project implementation and how it fits with the organization’s intended strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management participation prioritises projects required resources and ensure their efficient use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Managament participation set the scope, schedule and budget accurately from the start for effective project implementation

Management participation respond to changes through the involvement of staff, stakeholders and to the project’s intended clients for effective project implementation

Management participation results to effective development of a vision, mission and strategy for the implementation of projects

<table>
<thead>
<tr>
<th>Implementation of Community Policing Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement</td>
</tr>
<tr>
<td>Monitoring and evaluation practices have enhanced citizen-police relations</td>
</tr>
<tr>
<td>Monitoring and evaluation practices has led to increased citizen participation on community policing initiatives</td>
</tr>
<tr>
<td>Monitoring and evaluation practices has reduced the crime rate within the County</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION