

**CITIZEN'S PARTICIPATION EFFECTIVENESS AND COMMUNITY POLICING
SCENARIO AT ONGATA RONGAI IN KAJIADO COUNTY, KENYA.**

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF SECURITY, DIPLOMACY
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DECLARATION

This research project is my original work and has not been submitted elsewhere for examination and award of a degree or publication.

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I confirm that this research project was carried out by the candidate under my supervision and has been submitted to Graduate School, Kenyatta University with my approval as the University Supervisor.

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DEDICATION

This work is dedicated to my Son, Ethan Jared Mochama and my Sisters: Ruth Bitutu, Gold Moraa, Jewel Nyaboke and Serena Boyani.

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Glory is to God Almighty for His marvelous grace in provision of monetary and non-monetary resources to complete the Degree of Masters in Security Management and Police Studies of Kenyatta University. My gratitude goes to the postgraduate committee for oversight and command; gratefulness to the supervisor for direction; and, thankfulness to the classmates for valuable contribution. My appreciation goes to the National Police Service of Kenya for employment, training in policing and provision of ample time to study. In God We Trust.

ABSTRACT

Crime affects the lives of all Kenyans and makes it difficult to achieve the security and safety aspirations of the Political Pillar in the Vision 2030. As Kenya moves into a middle-level income country status, more needs to be done to improve on the security of life and property through community policing. The general objective of the study was to establish the citizens' participation effectiveness and community policing scenario at Ongata Rongai in Kajiado County, Kenya. The three specific objectives of the study were to: establish police-community partnership effectiveness; identify crime prevention strategies effectiveness; and, analyse problem-solving approaches effectiveness in community policing at Ongata Rongai. The study analysed existing literature in accordance with the objectives of the study. The conceptual model consisted of independent variable, moderating variable and dependent variables. The study adopted exploratory research design. Systematic sampling was done to select the sample for the study. A structured questionnaire was used for data collection from 353 community members living in an area of 16.50 square kilometers at Ongata Rongai. Snowballing method was used to sample ten police officers who participated in an interview process. The quantitative data derived from questionnaires were analysed with the assistance of Statistical Packages for Social Sciences. The qualitative data originating from interview guides were analysed by content-analysis. The key results were on the three components of community policing namely: police-community partnership effectiveness in community policing; crime prevention strategies effectiveness in community policing; and, problem-solving approaches effectiveness in community policing. The study expects that citizens' participation effectiveness in community policing contributes to the protection of life and property at Ongata Rongai. The study makes a contribution in knowledge of security management and police studies in Kenya generally and in Kajiado specifically. The study recommends that the two stakeholders, police and community, should vigorously work together to protect life and property.

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DEFINITION OF TERMS

Community Policing

Organisational strategies which support the systematic use of partnership between communities and government policing agencies that proactively address the immediate conditions that give rise to public safety issues such as crime reduction.

Police-Community Problem-Solving

An interactive process, involving police and citizens in identifying crime problems and developing appropriate solutions.

Police Transformation

Aspects of police change from force to service orientation sector in order to ensure community safety.

Police-Community Partnership

A collaborative effort of the police and community in addressing issues of crime to achieve desired security outcomes.

Crime Prevention Strategy

An intervention by police officers to avoid conflict based misunderstandings between police and community in crime prevention.

GLOSSARY

<i>Nyumba Kumi Initiatives</i>	A strategy of anchoring community policing at the level of ten households or any other generic cluster.
<i>Barazas</i>	Are Forums or public meeting for sensitisation in community policing or other development issues.
<i>Jua Jirani Yako</i>	Know your neighbours or neighbourhood as a fundamental principle of <i>nyumba kumi</i> initiatives.
1.	
<i>Toa Habari Kwa Polisi</i>	A Slogan used in community policing urging the community to inform the police crime aspects.
<i>Ubuntu</i>	I am because you are emphasising interdependence among neighbours.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

Chapter 1 introduces the research project. The sections of the Chapter include: introduction, background of the study which starts from the global perspectives but narrows down to the Ongata Rongai scenario; statement of the problem; objectives of the study, research questions, assumptions of the study, justification of the study, and significance of the study. Upon these premises, the foundation for the next four chapters is laid. The research project emphasises citizens' participation effectiveness and community policing scenario at Ongata Rongai in Kajiado County, Kenya.

1.2. Background of the Study

In the last few decades, the police have shifted from a police-force to a police-service oriented organisation. Many police-services throughout the World now practice community policing to overcome the inherent shortcomings of the purely reactive policing approach (Department for International Development, 2010). Police rely heavily on public approval to maintain their legitimacy and need to persuade the public to seek their consent to be governed (Sherman, 2001). The safety of one's person and security of one's property are widely viewed as basic human rights and are essential to the community's overall quality of life (Plant and Scott, 2009). Community policing has gained momentum in the last three decades as policy and community leaders search for more effective ways to promote public safety and to enhance the quality of life in their neighbourhoods (Bureau of Justice Assistance, 1994). When the citizens feel reasonably

safe, economic development, government finance, public education, stable housing, and basic services get easy to provide as security and safety remain a foundation for development.

In the United States, where community policing practices first started, community policing is accepted as a philosophy and practice that has been accepted as the most important police innovation designed to reduce crime (Bahadir and Erhan, 2011). Community Oriented Policing Services (2012) indicate that rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crimes and eliminating the atmosphere of fear it creates. In Great Britain, concerns about community safety and individual experiences as victims of crime in relation to individual safety issues may prompt the citizens to consider becoming involved in community crime prevention activities (Choi *et. al.*, 2014). Earning the trust of the community and making those individual stakeholders feel their own safety enables law enforcers to better understand and address both the needs of the community and factors that contribute to crime.

In Africa, security sector reforms shape an innovation that is implemented to reconfigure the security architecture of countries with a view to improving security of life and property in transparent, accountable manner consistent with the rule of law (Jonyo and Buchere, 2011). Most Commonwealth countries continues to experience dynamic challenges and opportunities that call for new approaches to how policing is done (Republic of Kenya, 2015; Fleming, 2005). The commonwealth countries have shifted from reactive policing to proactive policing by adapting community policing as a policing strategy of the 21st Century. Kenya is not an exception by virtue of previously being a British colony and she has also customised the

community policing doctrine as the new paradigm shift. In Kenya, the strategy has been developed to provide a framework for policing (Republic of Kenya, 2015). In this perspective, Kenya in general and Kajiado County in specific adopt a policing strategy that entrenches community participation as a way of life in protection of life and property.

The Kenyan citizens are experiencing serious problems with increased levels and nature of crime. Law enforcement leaders believe that there are compelling reasons to change policies and the policing practice in their organisations due to the changing nature of the social order, and in the evolution of crime and fear of crime that affects communities (Eck and Rosenbaum, 1994). Kenya has recognised the value of bringing the people back into the policing process through police-community partnership so that rising crime can be effectively dealt with. Chumba (2012) asserts that police on the other hand must develop positive relationships with the communities they serve in order to address the most urgent concerns of community members. Communities must come together against crime, violence, and disregard for the law, and must make a commitment to partner with the police.

Republic of Kenya (2010) provides the bedrock for instituting extensive security sector reforms in Kenya after decades of demand for political, economic, social, technological, environmental, and legal transformation. Republic of Kenya (2011) indicates that the National Police Service of Kenya shall, in order to achieve the objects contemplated in the Constitution, liaise with communities through community policing initiatives. Police officers join other government policing agencies during *barazas* where the citizens are sensitised on community policing. Thus,

police officers on patrols and beats become familiar figures to the community and understand the various aspects and cultures of the communities served.

Brogden (2005) indicates that the meaning of communities has considerably changed Worldwide, from its original simple meaning. From a fairly localised and geographically confined concept, communities are now understood as much more complex entities. All these communities should be included when making vital security decisions concerning the larger community. Mwaura (2014) indicates that levels of adoption of community policing as a style of policing had a positive impact in crime, social disorder and fear of crime at Kajiado North Police Division. The study unveils the notion of community policing and its applicability in police-community partnership, crime prevention strategies and problem-solving approaches.

1.3. Statement of the Problem

Literature reviewed for this study reveals numerous incidences of terrorism and criminal acts globally and Ongata Rongai is not spared of this. Studies indicate that contemporary police cannot protect life and property without the support from the community. The perpetrators of crime live and interact with the community on a daily basis making police and community interdependent. Ongata Rongai suburb is characterised with high population density and immense property ownership both by corporate and persons. Yet, security and safety of life and property is not certain. To guarantee security and safety, the government policing agencies at Ongata Rongai have institutionalised structures with the community in terms of police-community partnership, crime prevention strategies, and problem-solving approaches. The study

investigates citizens' participation effectiveness and community policing scenario at Ongata Rongai.

1.4. Objectives of the Study

The general objective of the study seeks to establish citizens' participation effectiveness and community policing scenario at Ongata Rongai in Kajiado County, Kenya. The three specific objectives of the study are to:

- i. Establish police-community partnership effectiveness in community policing at Ongata Rongai.
- ii. Identify crime prevention strategies effectiveness in community policing at Ongata Rongai.
- iii. Analyse problem-solving approaches effectiveness in community policing at Ongata Rongai.

1.5. Research Questions

The three research questions were answered using measures of central tendency as follows:

- i. What police-community partnership effectiveness in community policing has been established at Ongata Rongai?
- ii. What crime prevention strategies effectiveness in community policing has been identified at Ongata Rongai?
- iii. What problem-solving approaches effectiveness in community policing has been analysed at Ongata Rongai?

1.6. Assumptions of the Study

The three assumptions of the study are:

- i. Police-community partnership effectiveness has been established in community policing at Ongata Rongai.
- ii. Crime prevention strategies effectiveness has been identified community policing at Ongata Rongai.
- iii. Problem-solving approaches effectiveness has been analysed in community policing at Ongata Rongai.

1.7. Justification of the Study

The study on citizens' participation effectiveness in community policing was carried out at Ongata Rongai in Kajiado County. The results indicate that Ongata Rongai Ward is a fast growing settlement largely influenced by its geographical location at the South of Nairobi City County and in close proximity to the City of Nairobi, the capital city of Kenya. The City of Nairobi is an administrative and commercial hub for Eastern and Central Africa and its business empire definitely spreads wings to Ongata Rongai resulting in high population density and massive property ownership. Nairobi is also the only city in the World with an animal park in its backyard, the Nairobi National Park, which lies between Nairobi City County (No. 47) and Kajiado County (No. 34) and by extension, some employees of Kenya Wildlife Service seek accommodation and own property at Ongata Rongai. Headquarters of the Multi-Media University of Kenya at Mbagathi which borders with Ongata Rongai Ward, together with the Nazarene University of Africa which is based at Ole Kasasi in Ongata Rongai Ward automatically generates gigantic populations and enormous property possession that requires security and safety services.

1.8. Significance of the Study

The significance of the study is four-fold. First, the results of the study are useful to Ongata Rongai citizens as it addresses the gaps between police and community. The study focuses on improving the engagement between government policing agencies and citizens. In this regard, reporting of crime by the citizens to the police greatly improves.

Second, the study benefits the police to become aware of how effective community policing initiatives have been so that they know the areas to emphasise on and those that need improvement. Areas that they need to emphasise are the organisation structure, operation and networking while the ones that need improvement are patrols and beats so that the citizens can feel the presence of the police in their midst.

Third, the study contributes knowledge in security management and police studies and fills the gaps on citizens' participation effectiveness in community policing. The study aims to assist students to carry out literature review before settling on a topic for a research project. Final copies of the study have been submitted to the Kenyatta University Graduate School and the National Commission for Science, Technology and Innovation beefing data knowledge centres.

Fourth, the study assists government policing agencies together with policy makers to: establish police-community partnership, identify crime prevention strategies, and analyse problem-solving approaches. The study strengthens community policing policies, guidelines and strategies. The Government of Kenya supports community policing in its entirety to improve the security.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Chapter 2 presents literature review pertinent to the objectives of the study. The sections of the Chapter contain: the introduction, police-community partnership effectiveness in community policing; crime prevention strategies effectiveness in community policing; problem-solving approaches effectiveness in community policing; summary of literature reviewed; and, the conceptual model of the study.

2.2. Police-Community Partnership Effectiveness in Community Policing

Wanjohi (2014) agrees that police-community partnership helps to reduce or eliminate crime. The most common techniques employed to facilitate police-community partnership to prevent crime is through establishment of accessible mini-stations and police-community forums. Police-community partnership work toward a common interest and the community is interested in solving crime problems just as the police are. Some of the challenges police-community partnership encounters are lack of information, lack of funds and lack of mutual trust. Hence, police-community partnership effectively contributes to community policing.

Enforcement-oriented policing has apparently given way to partnership between the police and community in a collaborative effort to solve crime and disorder. Police need to engage with the community in partnership to deal with crime, social disorder and fear of crime which includes working collaboratively with other public and private policing agencies (Cordner, 1998).

Trojanowicz and Bucqueroux, (1990) indicate that police and community should work in partnership not only to solve problems but prevent crime, physical and social disorder, and neighbourhood decay. Thus police-community partnership involves backward and forward linkages or networks between government policing agencies, community members or groups, non-profits or social providers, public or private businesses and print or audio media.

Muchira (2016) states that police-community partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis. The broadened outlook recognises the value of activities that contribute to the orderliness and well-being of a neighbourhood. For police officers to be effective in law enforcement duties, they must create a relationship of trust and confidence with the community. These relationships need to be based on trust by challenging people to accept their share of the responsibility, which in turn will enable parties to identify priorities, and develop responses to solve their own problems (Trojanowicz and Bucqueroux, 1990). Police are only one of the agencies responsible for addressing community problems, and other government policing agencies need to take responsibility and respond to crime, social disorder and fear of crime in partnership with police at all levels (Young and Tinsley, 1998). The community is an important element in a program's failures or successes (Vinzant and Lane, 1994). The expression police-community partnership has dominated both private and public sector management ideology for at least the last three decades. It is important for citizens to participate in matters of security not only as part of civic duties but also in the spirit of patriotism to their country.

Establishing and maintaining mutual trust is the central goal of the first core component of police-community partnership. Police, in addition to community leaders, should work closely with community based organisations, businesses, and other agencies to improve the quality of life issues such as working with the municipality to remove graffiti, with landlords to properly maintain property, and working with parks and recreation agencies to provide recreational programs for youths. Innes and Roberts (2008) state that there are significant benefits to be accrued by connecting the police and community. Research in community policing discusses practical matters from the viewpoint of professionals and police officers and many of these studies do not discuss on the quality and effectiveness of police-community partnership and the role it plays.

Organisational transformation is the alignment of management, structure, personnel, and information systems to support police-community partnership and proactive policing. Community policing refers to a major change in the role of police (Walker and Katz, 2005). There have been attempts to accomplish a crime prevention goal rather than crime control (Riechers and Roberg, 1990). Virta (2008) states that although it has previously been argued that community policing is no longer in fashion, having been replaced by intelligence-led policing, community policing is still very much prominent in policing agendas.

In South Africa, community policing has been characterised by a strong emphasis on the problem-solving and prevention strategy style of policing. The Commonwealth Heads of Government Meeting (2009) presented a report that gave guidelines on key strategies in community policing. The institutionalisation of community policing has helped to promote the

advantages of a community approach in the minds of police and public alike. The diversified process requires that citizens must trust the police, while the police must have trust in the people in order for a sense of community to successfully take form.

Crime prevention strategy emphasises an early intervention and problem identification by community policing officers to avoid conflict based on misunderstandings between police and community. The central tenets of community policing and crime prevention have their roots in programs and studies (Eck and Rosenbaum, 1994). Programs like citizens' patrols and increasing lighting are examples. Crime prevention has, in many ways, been the gateway to community policing, as many of the earliest collaborative interactions with the public have been for crime prevention. To enhance crime prevention, the police should organise and attend property owners and tenants' meetings for purposes of sharing data. While Sherman and Eck (2006) cite neighbourhood watch and community meetings as core strategies, more studies need to be conducted to find out the citizens' participation effectiveness in community policing.

An organisation needs to support changes to promote community policing (Cordner, 1998). Organisational culture distinguishes the type of activities in which officers engage in (Smith, 2001). The management style in community policing involves maintaining discipline by stressing departmental rules and regulations. Police managers in community policing should assist line officers in developing community contacts or databases and in finding resources to solve community problems. Vertical staff meetings might achieve this task where line officers can discuss with supervisors issues that emerged in community policing.

2.3. Crime Prevention Strategies Effectiveness in Community Policing

Wanjohi (2014) indicates that majority of the households strongly disagreed with community police officers effective use of door-to-door contacts as a crime prevention strategy while a large proportion of the respondents disagreed to: community-based intelligence is shared with the police, and police patrols are visible, accessible and familiar to the community. Majority of the households strongly disagreed with neighbourhood watch programs being used as a crime prevention strategy. A large percentage of the households agreed that that the community is provided with hotlines to report crime related incidences or signs. Thus, crime prevention strategies need to be re-oriented to contemporary policing.

Torronen and Korander (2005) state that crime prevention has, in many ways, been the gateway to community policing, as many of the earliest collaborative interactions with the public have been for crime prevention. Police Foundation (2016) working jointly with the police in Houston and Newark began to see the advantages of foot patrol and door-to-door surveys as a way of dealing with the public's fear of crime and disorder. It was from the foundation's Newark Foot Patrol experiment that the 'broken windows' theory is derived.

While Sherman and Eck (2006) cite neighbourhood watch and community meetings as core strategies, more studies need to be conducted to find out citizens' participation effectiveness in community policing. Yuksel and Tepe (2013) hypothesises a relationship between feeling of safety, neighbourhood, victimisation, police work ratings, and quality of police contact on citizens satisfaction with police. Hence, neighbourhood watch is a program created by the police to enable the community to help protect themselves and to assist the police with information.

Kansas Department for Children and Families (2012-2015) provides hotlines to citizens for reporting and feedback. Bureau of Justice Assistance (2008) has numerous successes in combating complex crime problems plaguing communities by incorporation of intelligence-led policing along with other initiatives that address crime problems. Gresham (2017) shows that police on patrols and beats conspicuously appear in uniforms and marked patrol cars visiting prominent locations and sites where past crimes have occurred to improve sense of safety. Hence, police patrols and beats are visible, accessible and familiar to the community.

2.4. Problem-Solving Approaches Effectiveness in Community Policing

It is the process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses. Problem-solving is an interactive process, involving police and communities identifying crime problems and developing appropriate solutions (Young and Tinsley, 1998). Problem-solving is based on the assumption that crime and disorder can be reduced in small geographic areas by carefully studying the characteristics of problems in the area. And then applying the appropriate resources and the assumption that, individuals make choices based on the opportunities presented by the immediate physical and social characteristics of an area.

Weisheit and Donnemeyer (2000) state that problem-solving is essential in community policing and should not only be limited to criminology. Police and community empowerment adopts problem-solving techniques and takes every opportunity to address the conditions that cause incidents (Cordner, 1998). Wanjohi (2014) found out that majority of households pointed out that the items commonly used by community police officers during daily operations in

minimising criminal activities were: having adequate police officers and communication technology. By stage-managing police officers, community will less be inclined to act in an offensive manner.

The problem-solving aspect of community policing relies more in traditional methods, through deterring offenders, protecting likely survivors and making crime locations less conducive to identified problems (US Department of Justice, 2007). Trojanowicz and Bucqueroux (1990) suggest that problem-solving needs to be measured by asking the question whether the problem is solved rather than focusing on traditional methods, such as, the number of arrests. Cordner (1998) identifies four steps for problem-solving in which community input may be incorporated: identification of the problem; analysis of the problem; a search for stakeholders; and, implementation and assessment of a response to the problem.

Community policing allows community members to bring problems of great concern to the attention of the police through to focus on immediate conditions of the victim, an offender and location (US Department of Justice, 2012). Once informed of community concerns, the police should work with citizens to assist in solving the problems of concern. Community concerns might cater for idle unemployed youth who often assemble in street corners, a high number of street families around the estates going through the garbage, traditional cultures such as witchcraft causing anxiety and fear among the community members.

An example of problem-solving approach is that officers on patrol notice a relationship between wife assaults and excessive drinking before and after hours. These officers, their supervisors, and

community members explore ways to close down those pubs selling beyond the set hours, and those people with alcohol problems may be assisted to attend rehabilitation programs. Senior-level police commanders and community leaders discuss with women's groups about providing temporary housing and counseling for survivors and their families, capable guardians for survivors, handlers for offenders, and managers for locations (Eck, 2003). Although research has been done on problem-solving as a community policing approach, there is need for more studies to evaluate policing problem-solving approaches effectiveness in community policing.

The US Department of Justice (2017) states that national security remains the Department's highest priority. The Department will always maintain its commitment and its responsibility to safeguard American citizens and defend the homeland, while maintaining American values. Threats are constantly evolving, requiring additional investments to mitigate those threats in innovative ways. Terrorist seek to sabotage critical infrastructure; organised crime syndicates seek to defraud banks and corporations; and spies seek to steal defense, intelligence secrets and intellectual property rights. Each threatens US nation's economy and security. The Department of Justice has secured sufficient FY 2018 budget to protect life and property within the US borders.

2.5. Summary of Literature Reviewed

The literature reviewed identifies the gaps in the literature discussed and shows how this study has addressed them. The literature reviewed is summarised in accordance with three specific objectives of the study. First, regarding police-community partnership, extant literatures indicate a challenge-free police-community partnership. Studies advocate that seamless collaborative

effort between police and community to solve crime and social disorder is achieved in a flawless environment. On the other hand, research data reveals otherwise and brings to the forefront salient challenges police-community encounters. The key challenge encountered but not identified by the extant literature are the prohibitions of sharing data between police and community. Fear exists that the shared information is most likely to trickle-down to the criminals resulting in merciless repercussions. Hence, the police and community are required in confidence to share crucial information that can lead to proactive arrest of criminals.

Second, identification of crime prevention strategies in extant literature specifies that a large proportion of the respondents disagreed to: community-based intelligence is shared with the police, and police patrols are visible, accessible and familiar to the community. On the contrary, results of the study point out that majority of the community members questioned strongly agreed to community based intelligence being shared with the police; and police patrols are visible, accessible and familiar to the community. Extant literature indicates that majority of the households strongly disagreed with neighbourhood watch programs being used as a crime prevention strategy. The results of the study indicates that majority of the respondents agreed that neighbourhood watch programs are being used as a crime prevention strategy. Thus, crime prevention strategies need to be re-oriented to contemporary policing.

Third, problem-solving approaches in community policing for extant literature found out that the problem-solving aspect of community policing relies more in traditional methods, through deterring offenders, protecting likely survivors and making crime locations less conducive to identified problems. Results strongly agree that police carry out proactive arrests to solve

criminal activities; police scan, analyse, respond and assess crime and insecurity scenes; and, solving of criminal activities takes place. Extant literature identifies four steps for problem-solving in which community input may be incorporated: identification of the problem; analysis of the problem; a search for stakeholders; and, implementation and assessment of a response to the problem.

2.6. Conceptual Model of the Study

The conceptual model consists of the independent variable, moderating variable and dependent variables as summarised in Figure 2.1:

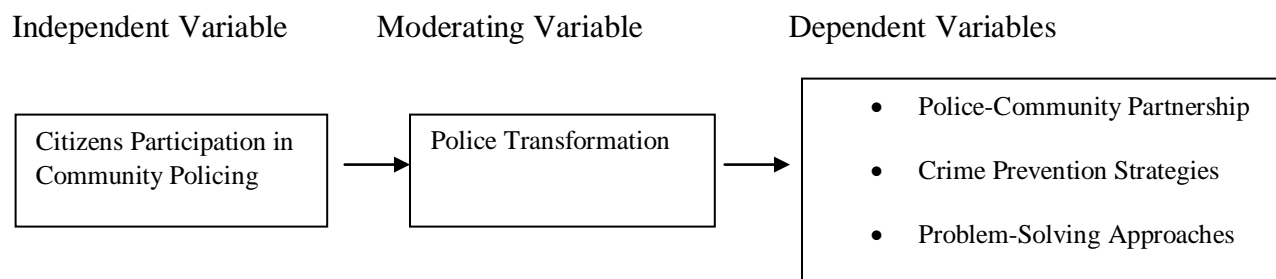


Figure 2.1: Conceptual Model

Source: Survey data (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Chapter 3 describes the research methodology used in the study. The sections of the Chapter comprise: introduction, research design, site of the study, target population, sample design and size, validity and reliability of research instruments, data collection, data analysis and presentation, research authorisation and ethical considerations.

3.2. Research Design

The study adopts an exploratory research design to discover ideas and insights. The two methods of an exploratory research design applicable to this study are: the experiential survey and the analysis of ‘insight-stimulating’ examples (Kothari and Gary, 2014). The survey of the literature in Chapter 2 builds upon work done by others. An experiential survey provides an opportunity for considering different aspects of people who have had practical experience such as the police and community. The study achieves new insights by intensive study of selected instances of the phenomenon through use of questionnaires, interview guides and observation by the researcher. Consequently, the exploratory research design remains flexible so that many different facets of the study are considered as and when they arise and come to the notice of the researcher.

3.3. Site of the Study

The study took place at Ongata Rongai now referred as Rongai which is a settlement in Kajiado County located between the Kaputiei plains and the Western slopes of the Ngong Hills. It is a

fast-growing residential urban aggregation in the outskirts of Nairobi posting a population of 44,675 (Republic of Kenya, 2009). Rongai is situated 17 km south of Nairobi, the capital city of Kenya and lies at 1,731 meters (5,682 feet) above sea level with coordinates of 1.4°S and 36.77°E. The Ongata Rongai County Assembly Ward (No. 912) is at Kajiado North Sub-County (No. 0183) in Kajiado County. The other four sub-counties consist of: Kajiado East, Kajiado South, Kajiado Central and Kajiado West. The Republic of Kenya (2013) indicates that Kajiado North Sub-County has five County Assembly wards namely: Olkeri, Ongata Rongai, Nkaimurunya, Oloolua and Ngong. The study took place at Ongata Rongai County Assembly Ward. The Ward lies on the Western side of Magadi Road starting from Mbagathi River, a tributary of the Athi River and ends at Kandisi River, a tributary of Mbagathi River. Notably, the Mbagathi River flows westwards from Karen forming the southern boundary of the Nairobi National Park (see Appendix 5).

3.4. Target Population

The target population comprises of clusters participating in community policing drawn from *nyumba kumi – msingi wa usalama* initiatives in Ongata Rongai County Assembly Ward. The two-locations of the Ward are: Ole Kasasi and Ongata Rongai and locations are headed by a chief. The five sub-locations of the Ward incorporate: Ongata Rongai, Laiser Hill, Entomoto, Ole kasasi and Scheme Six and sub-locations are headed by a sub-chief. In this regard, Ongata Rongai Police Station at Imani Avenue, Ole Kasasi Police Post near Nazarene University, 24 - hour community policing mini-station opposite Masaai Mall Building, two-chiefs camps, five-sub chief camps and Assistant County Commissioner's office at the Ward off Gataka Road are

among the government policing agencies charged with provision of community policing to the citizenry at Ongata Rongai.

3.5. Sample Design and Size

Maina (2012) defines sampling as a process of selecting a number of individuals for a study in such a way that individuals selected represent the large group from which they were selected. Each member or case in the sample is referred to as a respondent. Mugenda and Mugenda (2013) explain that where time and resource allows, a researcher should take as big sample as possible. The sampling methodology involved the selection of the respondents from *nyumba kumi-usalama wa msingi* clusters at Ongata Rongai Ward. The clusters participating in community policing at Ongata Rongai Ward are shown in Table 3.1 below.

Table 3.1 Sampling Frame

No.	Sub-Location	Clusters	Target Population	Sample-size
1.	Ongata Rongai	17	8,500	85
2.	Laiser Hill	16	8,000	80
3.	Entomoto	21	10,500	105
4.	Ole Kasasi	26	13,000	130
5.	Scheme Six	10	5, 000	50
Total		64	45,000	450

Source: Survey data (2017)

The study used systematic sampling to select the 450 households to participate in the study as 450 middles between 300 and 500 described as good and very good respectively (Tabachnick and Fidell, 2013). With help of the chairpersons of the community policing clusters, a common

register or sampling frame of the target population totalling 45,000 persons was compiled for all the sub-locations from Ongata Rongai to Scheme Six. To determine the sample-size, the register was used as the sampling frame for the study. Starting with the 1st name on the sampling frame, every 100th name on the sampling frame was sampled to participate in the study. Since the sampled populations were closely comparable to the target population, the study has external validity (Nachmias and Nachmias *et. al.*, 2015). The external validity ensures that the characteristics of the sample reflect the characteristics of the target population.

The police officers who participated in the study were selected by snowball sampling (Maina, 2012). The technique enables developing a research sample where respondents recruited future police officers to be interviewed from among their acquaintances and the sample group appears to grow like a rolling snowball. As the small snowball rolls on snow, more snow gets attached on to it and eventually the snowball swells into a big snowball. The researcher started by interviewing a police officer at Ongata Rongai Police Station who referred the researcher to officers at the mini-police station, who referred the researcher to officers at Ole Kasasi Police Post, and who referred the researcher to officers at the Administration Police Camps until ten police officers were sampled as respondents and interviewed.

3.6. Validity and Reliability of the Research Instruments

Mugenda and Mugenda (2013) explain that validity refers to how accurately the data obtained in the study represents variables of the study. Kimberlin and Winterstein (2008) indicate that validity is the extent to which an instrument measures what it purports to measure. Accurate measures or instruments and standardise data collection procedures were developed by holding a

training session for everybody eventually involved in the data collection exercise. The training was done before commencement of data collection to ensure that the data collection instruments measured what they were purported to measure.

Gall, Gall, and Borg (2007) indicate that the validity of an instrument is improved through expert judgment. Expert judgment was used to assess the content validity of the instruments by discussing the data collection instruments with the supervisor in order to improve the content validity of the instruments. Pre-testing of the questionnaire and interview guide was done to ensure standardisation as biases and ambiguities were addressed by the researcher, researcher assistants and respondents. The results of the pre-test were discussed with the supervisor whose expert judgment improved the instruments greatly. The pre-testing took place in March 2017 at Nkaimurunya Ward Assembly opposite Ongata Rongai Assembly Ward in Kajiado North Sub-County at Kajiado County.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2013). Ursula (2010) explains that a pre-test is as a small-scale trial, intended to assess the adequacy of the research design and of instruments to be used for data collection. To determine reliability of the research, the questionnaire and interview guide were pre-tested with a sample systematically selected that has similar characteristics with the target population. Starting with the 1st name on the sampling frame, every 1000th name on the sampling frame of the 45,000 target population was sampled to participate in the pre-test resulting in a total of 45 respondents. One-police officer was randomly selected from

the population of police officers participating in community policing at Ongata Rongai Police Station for pre-testing of the interview guide.

3.7. Data Collection

Quantitative data were collected in April 2017 by use of questionnaires (see Appendix 1). Each item in the questionnaire was designed to address a particular objective of the study and signified how the information from each question was analysed. The researcher with the aid of five research assistants visited the sampled respondents to administer the questionnaires. After introduction, objectives of the study were explained; research authorisation documents presented (see Appendix 3) and consent to participate in the study was requested by letter (see Appendix 4).

Upon consent, the research commenced. The respondents were guided on how to respond to the questionnaires and assured of confidentiality after which they were given the questionnaires to complete on the spot. During the data collection period, the researcher and researcher assistants were always available to support respondents in completion of the questionnaires. The filled questionnaires guides were cross-checked every day to identify incomplete and inaccurate responses which were immediately noted and where applicable corrected by the researcher. The editing by the researcher improved the quality of responses and ensured that completion of the questionnaires met the required standard.

Qualitative data were collected in April 2017 by use of structured interview guides (see Appendix 2). The researcher visited the sampled police officers to collect data through personal

interviews. After introduction, objectives of the study were explained; research authorisation documents were presented (see Appendix 3) and consent to participate in the study was requested by letter (see Appendix 4). The respondents were guided on how to respond and assured of confidentiality. A structured open-ended interview guide containing a set of predetermined questions were used coupled by recording using the researcher's smart phone in a form and order prescribed (Kothari and Garg, 2014). The researcher asked questions from question 1 to question 7 (see Appendix 2). The transcription was done by the researcher, themes developed and data analysed without use of qualitative data analysis software.

3.8. Data Analysis and Presentation

Quantitative data derived from the community members questioned were analysed using measures of central tendency such as frequencies and percentages with the aid of the Statistical Packages of Social Sciences. Qualitative data originating from police officers interviewed were analysed using content-analysis based on examination of meanings and implications emanating from information and documented data. The data entry, analysis and presentation took place in May 2017. The research project writing and examination took place between June 2017 and April 2018.

3.9. Research Authorisation

The researcher obtained an introduction letter from Kenyatta University Graduate School to acquire a research clearance permit from the National Commission for Science, Technology and Innovation. The application was submitted on-line and the Research Clearance Permit issued shortly afterwards. Before commencement of the data collection, the researcher visited and

notified the County Commissioner at Kajiado, the County Director of Education at Kajiado, the Deputy County Commissioner of Kajiado North Sub-County at Ngong, and the Assistant Deputy County Commissioner at Ongata Rongai of the intended research and got official approval and support (see Appendix 3).

3.10. Ethical Considerations

A research clearance permit from the National Council for Science and Technology to conduct the study in Kajiado County and consequent permits were sought (see Appendix 3). Confidentiality and privacy of the community members questioned and police officers interviewed were protected by keeping the information provided confidential. Voluntary and informed consent of the community members questioned and police officers interviewed was sought by letter before the administration of the questionnaire and interview. The benefit of the research was explained to the respondents. The questionnaire, interview guide and all the sources of finances in the research budget were approved by the Postgraduate Committee before commencement of data collection.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents an analysis and an interpretation of the data collected. The results were interpreted and organised into various themes as per the objectives of the study. The sections of the Chapter take account of: the profile of community members questioned; police-community partnership effectiveness in community policing; crime prevention strategies effectiveness in community policing; problem-solving approaches effectiveness in community policing, the profile of police officers interviewed, and summary.

4.2. Response Rate

Out of the 450 respondents that were sampled, only 353 of the respondents who were community members filled the questionnaires resulting in 78.4% response rate. The structured questionnaire's administration involving clarification of emerging issues on the spot by the researcher and research assistants facilitated completion and collection of answered questionnaires. The ten-police officers sampled and interviewed were above the set minimum of six interviewees per study.

4.3. The Profile of Community Members Questioned

In support of the objectives of the study, the profile of respondents becomes an important element of study. The profile of community members questioned covered gender, age, level of education, and occupation. The results are presented in Table 4.1 next page.

Table 4.1 The Profiles of Community Members Questioned

Variables	Category	Frequency (N=353)	Percent
Gender	Male	162	45.9
	Female	191	54.1
Age in years	Above 46	73	20.7
	36-45	101	28.6
	26-35	109	30.9
	18-25	70	19.8
Highest level of education	University	53	15.0
	Tertiary	45	12.7
	Secondary School	132	37.4
	Primary School	82	23.3
	Primary School Leavers	41	11.6
Occupation	Others	72	20.4
	Self-employment	126	35.6
	Paid-employment	43	12.2
	Teacher	25	7.1
	Public officer	65	18.4
	Farming	22	6.2

Source: Survey data (2017)

Gender of the respondents was analysed. The results designate that 191 (54.1%) of the respondents were female while 162 (45.9%) of the respondents were male. It seems that women were more likely to participate in community policing than men because women are more responsive to community-oriented programs. Age of the respondents was considered. The results

indicate that the majority of respondents, 109 (30.9%) ranged between age 26 and 35 years. These are youth who are energetic and vigilant. The minority, 70 (19.8%) of the respondents were 18-25 years old.

The highest level of education of the respondents was assessed. The results indicate that the majority were 132 (37.4%) respondents who had secondary school education level. The minority comprising 41 (16.1%) of the respondents were primary school leavers. The finding implies that community policing requires persons with communication skills. The occupation of the respondents was evaluated. Results indicate that the majority were 126 (35.6%) respondents who had self-employment career orientation because of low paid-employment levels currently experienced in the country. The minority, 22 (6.2%) of the respondents were practicing farming; and hence, the residents of Ongata Rongai are least likely to be farmers.

4.4. Police-Community Partnership Effectiveness in Community Policing

The first objective was to establish police-community partnership effectiveness in community policing at Ongata Rongai. Data were collected and analysed according to this objective. The six questions on police-community partnership requiring ordinal data and ordered as strongly agree, agree, strongly disagree and disagree were analysed. The partnership was established due to commonality of interest, joint interest in solving crime problems, existence of joint fora, shared confidentiality in crime reporting, team work notices on crime hot spots, and mutual trust between the police and the community. The results are reported in Table 4.2 in the next page.

Table 4.2 Police-Community Partnership Effectiveness

Variables	SA		A		SD		D		Total	
	<i>f</i>	%	<i>F</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Police work with the community towards a common interest	141	39.9	134	38.0	26	7.4	52	14.7	353	100
The community is interested in solving crime problems just as police are	124	35.1	134	38.0	58	16.4	37	10.5	353	100
Police often have forums to discuss crime issues with the community	96	27.2	107	30.3	68	19.3	82	23.3	353	100
Confidence between community and police makes reporting of crime easy	144	40.8	94	26.6	67	19.0	48	13.6	353	100
Community is familiar with common trends of crime acts due to frequent notices from the police	120	34.0	106	30.0	60	17.0	67	19.0	353	100
Trust between the police and community has enhanced crime prevention	124	35.1	117	33.1	55	15.6	57	16.1	353	100

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

Source: Survey data (2017)

Police work with the community towards a common interest was analysed. The results indicate that the majority, 141 (39.9%) of the respondents strongly agreed implying a strong collaboration between the police and the community. The minority, 26 (7.4%) of the respondents strongly disagreed showing they rarely associated with police officers. Overall, police and community effectively work towards a common interest.

Community interest in solving crime problems just as the police was evaluated. The results indicate that majority, 134 (38%) of the respondents agreed and there were minority, 37 (10.5%) respondents who disagreed to the existence of a common interest between the community and police in solving crime problems respectively. Therefore, police and community effectively solve crime problems in the discharge and management of security.

Police often have fora to discuss crime issues with the community was considered. The results specify that 107 (30.3%) respondents agreed implying that regular meetings exist. The minority, 68 (19.3%) of the respondents strongly disagreed to the occurrence of the fora. The fora are used for sensitisation, feedback on security issues, and progress made on other development issues enhancing citizens' participation effectiveness in community policing. However, not all citizens heed the call to attend the security for a due to diverse reasons.

Confidence of the community towards the police making reporting of crime easy was assessed. The results point out that there were 144 (40.8%) respondents who strongly agreed to existence of confidence of the community towards the police during and after reporting of incidents making it an easy process. The minority, 48 (13.6%) of the respondents disagreed and

maintained that the community did not confide in the police. Subsequently, the high-level of confidence of the community towards the police effectively opens the direct and indirect channels of communication between the citizens and the police.

Community familiarity with common trends of crime acts due to frequent notices from the police was studied. The results signify that there were 120 (34%) respondents who strongly agreed to have received regular briefs by the police on emerging issues on the common trends of crime. The minority, 60 (17%) of the respondents strongly disagreed to being familiar to notices from the police. Hence, there exists a reliable channel for dissemination of crucial security information enhancing police-community partnership effectiveness.

Trust between the police and the community enhancing crime prevention was considered. The results indicate that the majority, 124 (35.1%) respondents strongly agreed which portrays existence of trust between the police and community. The minority, 55 (15.6%) of the respondents strongly disagreed to existence of mutual trust. Consequently, the high level of trust between the two key stakeholders enhances citizens' participation effectiveness.

Police-community partnership effectiveness in crime prevention was evaluated. The results are shown in Table 4.3 next page.

The respondents' opinion on police-community partnership effectiveness in crime prevention was evaluated as shown in Table 4.3. The results indicate that there were 306 (86.7%) respondents who accepted pointing out tremendous police-community partnership effectiveness,

but 47 (13.3%) of the respondents decried police-community partnership effectiveness. Table 4.2 signifies existence of confidence between police and community which makes reporting of crime easy followed by police work with the community towards a common interest. The large margin between the affirmative and dissenting responses signifies effective collaboration and co-ordination between the police and community fundamental in community policing.

Table 4.3 Evaluation of Police-Community Partnership

Variables	Frequency	Percent
No	47	13.3
Yes	306	86.7
Total	353	100

Source: Survey data (2017)

The frequency of citizen’s participation in community policing meetings was highlighted. The results are shown in Table 4.4 next page.

The level of citizens’ participation in community policing meetings was analysed. The results indicate that there were 296 (83.9%) respondents who confirmed convening meetings on a monthly basis. The minority, 57 (16.1%) of the respondents confirmed their participation in community policing continuously. The police, community or joint patrols take place continuously as and when demand arises and on a day-to-day basis. As a result, citizens’ participation in community policing meetings and patrols effectively enhances security and safety.

Table 4.4 Citizens' Participation in Community Policing Meetings

Variables	Frequency	Percent
Monthly	296	83.9
Continuously	57	16.1
Total	353	100

Source: Survey data (2017)

The common techniques employed to facilitate police-community partnership was analysed. The results are shown in Table 4.5 below.

Table 4.5 Facilitation of Police-Community Partnership

Variables	Frequency	Percent
Community Mobile Stations	36	10.2
Accessible Mini-Stations	161	45.6
Police-Community Forums	156	44.1
Total	353	100

Source: Survey data (2017)

The most common technique employed to facilitate police-community partnership is shown in Table 4.5 where respondents selected the most preferred option. The results indicate that majority, 161 (45.6%) respondents pointed out an accessible mini-station as the most preferred option. The minority, 36 (10.2%) of the respondents preferred a community mobile station though not very popular because requires a mobile patrol vehicle and staff.

The accessible mini station has been established opposite Maasai Mall, an area which is densely populated possibly posing several security concerns. The container for the mini-station was provided by the community while the Officer Commanding Police Station at Ongata Rongai schedules police officers to serve the mini station around-the-clock. The police officers ensure law and order prevails through real-time response to crime; record incidences and make arrests when necessary. Therefore, the mini station has been established for police continuous standby to effectively reach out to the community and solve security issues rapidly.

The challenges encountered in police-community partnership were identified. The results are shown in Table 4.6 below.

Table 4.6 Challenges Encountered in Police-Community Partnership

Variables	Frequency	Percent
Mutual Trust	84	23.8
Networking	63	17.8
Sharing Information	134	38.0
Total	353	100

Source: Survey data (2017)

The results show that there were 134 (38%) respondents who accepted that sharing information turns-out to be the greatest challenge in community policing. The minority, 63 (17.8%) of the respondents identified networking as a challenge although it is a requirement for boosting interaction between the police and community. The greatest need is sharing information of intelligence-nature between police and community but when there is no adequate networking, the

process is hampered. In a nutshell, sharing of information between police and community increases the citizens' participation effectiveness.

The ways in which police-community partnership can achieve long lasting crime prevention were evaluated. The results are shown in Table 4.7 below.

Table 4.7 Ways to Achieve Police-Community Partnership

Variables	Frequency	Percent
Increment of resources through budgetary allocations	51	14.4
SMS and WhatsApp alerts	142	40.2
Sensitisation meetings	160	45.4
Total	353	100

Source: Survey data (2017)

Table 4.7 suggests the ways to achieve long lasting police-community partnership in community policing. The results indicate that the majority, 160 (45.4%) respondents selected sensitisation meetings which are largely held once a month. The sensitisation meetings largely involve citizens' participation which increases effectiveness in community policing. The minority, 51 (14.4%) of the respondents choose increment of resources through budgetary allocations. The finding supports situation where police cannot provide services to citizens such as patrols due to lack of fuel among others. Notably, there were a large proportion, 142 (40.2%) of the respondents who selected Short Message Service or WhatsApp alerts as the best mode. The findings depict that many citizens have smart phones which they use not only for voice calls but

also messages, photographs and videos chats which increases citizens' participation effectiveness.

4.5. Crime Prevention Strategies Effectiveness in Community Policing

The second objective was to identify crime prevention strategies in community policing at Ongata Rongai. Data were collected and analysed according to the objective. Five ordinal data responses were ordered on strongly agree, agree, strongly disagree and disagree. The crime prevention strategies were found out to be door-to-door contacts, neighbourhood watch, hotlines crime reporting, intelligence sharing, and patrols and beats routines during community policing. The results are shown in Table 4.8 next page.

The study examined whether community effectively uses door-to-door contacts as a crime prevention strategy. The results indicate that the majority, 127 (36%) respondents disagreed to door-to-door contacts effectiveness making it the least likely crime prevention strategy. Possibly most residents migrate during the day to places of work while others rent premises for a short duration and move on. It is also impractical and unethical for the police to walk from door-to-door to identify occupants without a court order. The minority, 57 (16.1%) of the respondents strongly disagreed to door-to-door contacts effectiveness.

The study discussed neighbourhood watch programs to find out if residents kept-an-eye on possible criminal activities in their vicinity. The results signify that there were 125 (35.4%) respondents who agreed that communities are more likely to identify neighbours and classify them as tenants, landlords, visitors and strangers. The minority, 54 (15.3%) of the respondents

disagreed indicating that neighbourhood watch programs have implementation concerns. As a result, neighbourhood watch programs are largely effective in crime prevention.

Table 4.8 Crime Prevention Strategies Effectiveness

Variables	SA		A		SD		D		Total	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Community effectively uses door-to-door contacts as a crime prevention strategy	94	26.9	74	21.0	57	16.1	127	36.0	353	100
Neighbourhood watch programs are used where residents keep an eye on possible criminal activities	118	33.4	125	35.4	56	15.9	54	15.3	353	100
Community members are provided with hotlines to report crime related incidences or signs to the police	118	33.4	112	33.4	60	17.0	63	17.8	353	100
Community-based intelligence for crime prevention is shared with the police	118	33.4	112	33.4	60	17.0	63	17.8	353	100
Police patrols and beats are visible, accessible and familiar to the community served with the vigilance	155	43.9	70	19.8	62	17.6	66	18.7	353	100

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

Source: Survey data (2017)

Whether community members are provided with hotlines to report crime related incidences or signs to the police was considered. The results specify there were 118 (33.4%) respondents who strongly agreed of access to general police hotlines such as 999, specific telephone numbers of

police officers and community leadership telephone numbers. The minority, 60 (17%) of the respondents strongly disagreed to having been provided with the hotlines. Overall, hotlines usage effectively deters crime occurrence and provides rapid response to scenes of crimes.

Community-based intelligence for crime prevention shared with the police was analysed. The results indicate that there were 118 (33.4%) respondents who strongly agreed to share community-based intelligence with the police because criminals live and thrive in the community. The minority, 60 (17%) of the respondents strongly disagreed to community-based intelligence being shared with the police. By and large, sharing community-based intelligence with the police increases effectiveness and serves as an accurate crime prevention strategy.

The study also examined whether police patrols and beats are visible, accessible and familiar to the community served with the vigilance. The results indicate that majority, 155 (43.9%) of the respondents strongly agreed to noticeable police presence whether on foot or by vehicle. The minority, 62 (17.6%) of the respondents strongly disagreed to the police presence, accessibility and familiarity as a crime prevention strategy. Notwithstanding, the National Police Service officers, formerly referred to as regular and administration police officers, participate continuously in community policing during tour of duty.

Table 4.9 contains three aspects of crime prevention strategies. First, whether crime prevention strategies in community policing have been effective. Second, whether the community policing actors have created new crime prevention strategies. Third, whether the National Government is doing enough to support community policing. The results are shown in Table 4.9 next page.

Table 4.9 Evaluation of Crime Prevention Strategies

Variables	Yes		No		Total	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Crime prevention strategies in community policing	77	21.8	276	78.2	353	100
New crime prevention strategies after recent criminal activities	236	66.9	117	33.1	353	100
National Government support to community policing	119	33.7	234	66.3	353	100

Source: Survey data (2017)

Whether crime prevention strategies have been effective in community policing was determined. The results indicate that majority, 276 (78.2%) of the respondents dissented that crime prevention strategies have not been effective. Also in Table 4.8, the results point toward impossibility for the community to effectively use door-to-door contacts as a crime prevention strategy largely due to uncontrolled development phenomenon. There were 77 (21.8%) of the respondents who affirmed. Nevertheless, crime prevention strategies effectively support community policing.

Whether the community policing actors have created new crime prevention strategies after recent criminal activities was highlighted. The results indicate that new crime prevention strategies were developed after recent criminal activities with majority, 236 (66.9%) of the respondents confirming this while the minority, 117 (33.1%) of the respondents disputed. Nonetheless, new crime prevention strategies that support proactive policing instead of the

traditional reactive policing have been developed after recent criminal activities; and thus, making citizens' participation effective in community policing scenarios.

Whether the National Government is doing enough to support community policing was outlined. The results indicate that majority, 234 (66.3%) of the respondents differed but the minority, 119 (33.7%) of the respondents approved that the National Government had performed satisfactorily well. In sum, the policy prescriptions on community policing do not trickle-down adequately from the policy makers to the citizenry. Implementation of policies pertaining to community policing is more likely to increase citizens' participation effectiveness. Table 4.10 below suggests ways of application of crime prevention strategies.

Table 4.10 Application of Crime Prevention Strategies

Variables	Frequency	Percent
Improved Police Image	52	14.7
<i>Nyumba Kumi</i> Initiatives	147	41.6
Gated Community Policing	154	43.6
Total	353	100

Source: Survey data (2017)

Ways in which crime prevention strategies can improve community policing were offered. The results indicate that gated community policing was affirmed by majority, 154 (43.6%) of the respondents as the greatest booster to community policing while a paltry, 52 (14.7%) respondents confirmed improved police image. Mostly, gates whether at the homesteads, commercial outlets or public goods such as road barriers are more likely to deter crime. Gates are

guarded and lighted which illuminates the dark allies and effectively improves the security of life and property. Notably, *nyumba kumi* initiatives were chosen by a noticeable proportion, 147 (41.6%) of the respondents confirming that the strategy has been an effective crime prevention strategy.

The respondents were also tasked to rate the participation of citizens and police in community policing. The results are shown in Table 4.11 below.

Table 4.11 Citizens and Police Participation in Community Policing

Variables	Citizens Participation		Police Participation	
	<i>f</i>	%	<i>f</i>	%
Bad	66	18.7	94	26.6
Good	220	62.3	200	56.7
Excellent	66	18.7	59	16.7
Total	353	100	353	100

Source: Survey data (2017)

Citizens Participation in community policing was rated by the respondents. The results show that there were 220 (62.3%) respondents who rated citizens participation in community policing as good overall but minority, 66 (18.7%) of the respondents displayed a tie on bad and excellent. The citizens are more likely to attend meetings, report suspects and incidences coupled with provision of support to the police in identification of perpetrators of crime. Hence, citizens' participation effectively supports community policing.

Police Participation in community policing was rated by the respondents. The results indicate that there were 200 (56.7%) respondents who rated police participation as good overall and minority, 94 (26.6%) of the respondents voted bad police participation. The police have networks and have participated in the development of community structures with officials who receive, identify, sieve, prepare reports, attend progress meetings and assist during community sensitisation meetings. Because of police participation in community policing, the community has effectively reported crime prevention aspects to the police.

4.6. Problem-Solving Approaches Effectiveness in Community Policing

The third objective was to analyse problem-solving approaches in community policing at Ongata Rongai. Data were collected and analysed according to this objective. Five ordinal data responses were ordered on strongly agree, agree, strongly disagree and disagree. The problem-solving approaches enhance techniques, technology adaptation, proactive arrests, professionalism and resolutions during community policing. The results are shown in Table 4.12 next page.

Specific problem-solving techniques for citizens' safety are identified and the most appropriate remedies to counter problem implemented were analysed. The results indicate that there were 182 (51.6%) respondents who agreed to the problem-solving techniques identification and remedies implementation while 32 (9.1%) of the respondents disagreed. Community problem-solving techniques for crimes such as robbery with violence were identified and counteracted. Appropriate techniques like community mobile stations with ownership of fully fledged patrol vehicle and service providers have been instituted. The community mobile station supplements

police patrols and beats and improves security by offering swift responses to calls from citizens because of the close proximity to scenes of crime. Hence, specific problem-solving techniques for citizens' safety have been identified by the community and the most appropriate remedies to counteract implemented effectively.

Table 4.12 Problem-Solving Approaches Effectiveness

Variables	SA		A		SD		D		Total	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Specific problem-solving techniques for citizens safety are identified	101	28.6	182	51.6	38	10.8	32	9.1	353	100
Failure to adapt changing technological trends	97	27.5	171	48.4	46	13.0	39	11.0	353	100
Police carry out proactive arrests to solve criminal activities	126	35.7	107	30.3	72	20.4	48	13.6	353	100
Police scan, analyse, respond and assess crime and insecurity scenes	158	44.8	94	26.6	49	13.9	52	14.7	353	100
Solving of criminal activities	126	35.7	102	28.9	62	17.6	63	17.8	353	100

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

Source: Survey data (2017)

Failure to adapt changing technological trends deters the process of solving problematic criminal activities were evaluated. The results point out that there were a majority, 171 (48.4%) respondents who agreed to adaptation leaving no doubt that the police and the community embraces changing technological trends. It is true that texting, WhatsApp and telephone calls are

used by regular and administration police, county administrators, community leadership and members effectively to support community policing. On the other hand, the minority, 39 (11%) of the respondents disagreed citing expensive smart phones, airtime and data bundles.

Whether police carry out proactive arrests to solve criminal activities were assessed. The results indicate that the majority tallying 126 (35.7%) of the respondents strongly agreed to the existence of police proactivity while minority, 48 (13.6%) of the respondents disagreed. Consequently, the police are more likely to carry out proactive arrests and related activities to effectively protect life and property.

Police scan, analyse, respond and assess crime and insecurity scenes were analysed. The results indicate that there were a majority, 158 (44.8%) respondents who strongly agreed to professional police scanning, analysing, responding, and assessing crimes and scenes of crime. The minority adding up to 49 (13.9%) of the respondents strongly disagreed proposing that the police acted unprofessionally. Largely, the police respond to community calls for duty and effectively meet the citizens at the point of need.

Whether solving of criminal activities focuses on immediate conditions of the survivor, an offender, location, and guardian/handler/manager was examined. The results indicate that there were 126 (35.7%) respondents who strongly agreed to responsive community policing while the minority, 62 (17.6%) of the respondents strongly disagreed. Subsequently, police and community responsibility to crimes and criminality is effectively based on the prevailing conditions of the survivor/victim and an offender.

Whether police-community problem-solving approaches have been effective in crime prevention were analysed. The results are shown in Table 4.13 below.

Table 4.13 Evaluations of Police-Community Problem-Solving Approaches

Variables	Frequency	Percent
No	92	26.1
Yes	261	73.9
Total	353	100

Source: Survey data

The police-community problem-solving approaches were evaluated as shown in Table 4.13. The results indicate that there were 261 (73.9%) respondents who accepted that police and community positively solve security problems while the minority, 92 (26.1%) of the respondents denied the scenario. The problem-solving strategies indicated in Table 4.12 were found to be effective in solving community policing problems identified by police and community; specifically, problem-solving techniques for citizens' safety are identified and the most appropriate remedy to counter problem implemented. Thus, police-community problem solving approaches have been used in crime prevention.

The respondents were asked to select the key contributor to community policing problem-solving during operations. The results are shown in Table 4.14 next page.

Table 4.14 Contributors in Community Policing Operations

Variables	Frequency	Percent
Crime Detection Equipment	28	7.9
Sniffer Dogs	31	8.8
Communication Technology	112	31.7
Police Officers	182	51.6
Total	353	100

Source: Survey data (2017)

Table 4.14 identifies the key contributor to community policing operations. The results indicate that there were a majority, 182 (51.6%) respondents who identified police officers as key contributors to community policing operations while a minority, 28 (7.9%) of the respondents selected crime detection equipment such as closed-circuit television surveillance cameras. So, the police officers effectively work with the community through face-to-face encounters or through communication technology by means of mobile telephone services such as texting, WhatsApp and voice calls. Indeed, a large percentage, 112 (31.7%) of the respondents also indicated that communication technology remains a sizable contributor to community policing. Even so, crime detection equipments are expensive to purchase and maintain and sometimes out of the reach for both police and community.

The respondents were asked to suggest ways in which the National Police Service of Kenya may motivate police officers participating in community policing. The results are shown in Table 4.15 next page.

Table 4.15 Motivations for Police Officers

Variables	Frequency	Percent
Recognition	102	28.9
Awards	93	26.3
Promotion	158	44.7
Total	353	100

Source: Survey data 2017

The results indicate that there were 158 (44.7%) respondents who identified promotion of police officers as the finest motivator compared to 93 (26.3%) of the respondents recognised that awards are least likely to motivate. Surprisingly, non-monetary recognitions and awards are easily conferred while promotions hardly take place.

4.7. The Profile of Police Officers Interviewed

The content-analysis was used for the qualitative data collected from the respondents who were police officers. The main concern was to determine the general importance of the data collected from the police officers. The researcher pursued the content-analysis on the basis of certain characteristics of the responses that could be identified and then counted. The results on the profile of police officers interviewed are shown in Table 4.16 next page.

Gender of the police officers interviewed was analysed. The results show that the majority, 9 (90%) of the respondents were male whereas the minority, 1 (10%) of the respondents was a female officer. The female police officers are least likely to serve as community policing officers since only one respondent was a woman.

Table 4.16 The Profiles of Police Officers Interviewed

Variables	Category	Frequency (<i>N=10</i>)	Percent
Gender	Male	9	90.0
	Female	1	10.0
Rank	Senior Superintendent	1	10.0
	Detective	1	10.0
	Corporal	1	10.0
	Constable	7	70.0
Years in service		1	10.0
	Two	1	10.0
	Three	11	30.0
	Four	11	20.0
	Five	1	10.0
	Twelve	1	10.0
	Nineteen	1	10.0

Source: Survey data (2017)

Rank of the police officers interviewed was scrutinised. The results indicate that the majority, 7 (70%) of the respondents were police constables. The police officers usually carry out foot patrols and are more likely to participate in community policing as and when they interact with citizens. The other ranks were meagre 1 (10%) each comprising the senior superintendent, detective and corporal which totals to a minority, 3 (30%) of the respondents. The senior police officers usually carry out administrative duties and are least likely to participate in community policing.

Highest number of years served as a community policing officer by the police officers interviewed was evaluated. The results indicate that the majority, 3 (30%) of the respondents have served community policing for three years. Young and energetic police officers are tasked to serve as community policing officers due to the tedious work of community policing. Notably measly, 1 (10%) had participated in community policing for 19 years.

Content-analysis was used to evaluate responses from the interview guide. The police officers interviewed provided valuable information on the organisation structure, stakeholders, police-community partnerships, operationalisation, citizen's participation and motivation. First, organisation structure for community policing that has enabled government policing agencies to mainstream community policing in all operations was evaluated. The results indicate that four community policing committees exist namely: *Nyumba kumi-usalama wa msingi*, sub-location community policing, location community policing and ward committee. Committee meetings were held at least once a month at a place to be determined. The meetings were held at *barazas*, churches, mosques, university, funerals, and political rallies for sensitisation on emergence of crime, suspect identification, educate on crime scene management, provision of technical support to the *nyumba kumi* clusters, and to share any divergent opinions.

Second, stakeholders involved in community policing were unveiled. The results revealed that three parties exist in the realm of community policing namely: citizens, communities and government policing agencies. Citizens are at the centre of decision-making within the cluster, vigilant on security and enhance patriotism through the spirit of *Ubuntu* translated as 'I am because you are'. Community creates an enabling environment for government policing agencies

and embraces the importance of safety and security of persons and property. The results identified Lemelepo Community Policing group who operate a community mobile station with a fully fledged patrol vehicle and standby staff around the clock. Government Policing Agencies among them the National Police Service of Kenya mainstream community policing in all their operations, offer prompt response to call of services, carry out information gathering and initiate intelligence sharing between government policing agencies to prevent crime and also celebrate the achievements made. Thus, the stakeholders or parties work hand in hand in community policing for the common good.

Third, police-community partnerships that enable prompt response to the call of service were assessed. The results indicate that multiple partnership were enhanced such as: sharing of personal and hotline telephone numbers to be used for telephone calls, tweeting short message service, WhatsApp and face book; tracking of telephone lines used during crime; establishment of police booths next to the citizenry; use of radio calls for real time responses from police officers; police officers guard business premises and residential places on beat checks during tour of duty; police officers on motor vehicle patrol tour hot spots for crime prone areas with help of community, zone entries and exit points of possible criminal routes, and escort citizens in the night to their homes upon request; police support mobile community stations mounted by the community and private security companies on patrol vehicles; response to alarms and closed-circuit television surveillance cameras installed at private and public properties and by security companies like who G4S guard properties on a contractual basis; and use of vigilante groups incase police are unreachable. The police inform citizens about the rate of crime patterns and

how to cap them while the community has responsibility to report all suspects, culprits and support survivors.

Fourth, operationalisation of process of community policing were analysed. The results indicate that the respective security committees were charged with the task of mobilising communities to set-up community policing committees starting with *nyumba kumi - msingi wa usalama* committee level to the ward level committee. The officers from government policing agencies conduct public *barazas* with a view to educate the community on the *nyumba kumi* initiatives. The Officer Commanding Police Station and the Administration Police Commander, and the corresponding police officers within the other government policing agencies provide officers to various *nyumba kumi* Committees on a permanent basis and whose duty is to provide updates with day-to-day intelligence and provide a way forward. Monitoring and evaluation becomes mandatory and is done on quarterly basis. Police carry out arrests, transport the injured to hospitals, provide evidence during the prosecution of criminals, and keep a database of all criminals in-and-out of police or prison custody. The Sub-County Community Policing Committee chaired by the Deputy County Commissioner who is charged with developing guidelines and implementing monitoring and evaluation outputs and outcomes.

Fifth, citizen's participation effectiveness in responsiveness to security and safety were assessed. The results indicate that community policing is a force multiplier which contributes to conflict resolution, social stability and reduction of petty crime levels such as mugging and pick pocketing. Police officers display a complete positive attitudinal transformation by attending regular meetings; reviewing work ethics to win public confidence and trust, recording crime,

analysing crime patterns and advising accordingly; developing confidence and rapport from citizens by practicing a culture of transparency, honesty, integrity, accountability, professionalism, proactiveness in maintaining law and order to protect life and property; effectively prosecuting all criminals; warning criminals to change behaviour; ensuring freed suspects report to police on regular basis, and form and facilitate groups of reformed suspects. On the other hand, community has shown renewed and unwavering support to community policing and encouraged social contacts between neighbours promoting *jua jirani yako*, monitored and addressed alcohol and substance abuse, and developed systems of identifying aliens, hotel patrons, and tenants.

Sixth, the motivation of police officers and citizens committed to community policing was evaluated. The results indicate that an award system for police officers and citizens was recommended to act as a way to play a greater role in ensuring community policing achieves long-term and holistic approaches. The Government can develop guidelines for nomination and selection for the promotion and awards for police officers, and recognition and awards for the citizenry. The value of the awards can be monetary and non-monetary such as certificates and letters of commendation.

4.8. Summary

This chapter explains the data analysis and interpretation. It starts with analysis and interpretation of quantitative data derived from questionnaires completed by the community members and followed by content-analysis of qualitative data derived from the interview guides

from police officers interviewed. Data analysis and interpretations followed the methodology laid down in Chapter 3. The Chapter lays the foundation on which Chapter 5 is build upon.

CHAPTER 5

DISCUSSIONS AND CONCLUSIONS

5.1. Introduction

Chapter 5 compares the study findings and existing literature on citizens' participation effectiveness and community policing scenario. The comparison aims at achieving the objectives of the study and maintains consistency with conceptual model. The comparison centres on level of agreement and level of disagreement. The sections of the Chapter consist of: introduction, police-community partnership effectiveness in community policing, crime prevention strategies effectiveness in community policing, problem-solving approaches effectiveness in community policing, knowledge contribution in community policing, limitations, summary, conclusions, recommendations, and implications for further study.

5.2. Police-Community Partnership Effectiveness in Community Policing

The results in section 4.3 compares with existing literature discussed in Section 2.2 on police-community partnership as follows:

The first element of police-community partnership is that police work with the community towards a common interest. The community members questioned strongly agreed to collaboration between the police and the community. The finding have the same opinion with research by Cordner (1998) who supported collaborative partnership between public and private agencies; Trojanowicz and Bucqueroux, (1990) who also asserted that police and community should work in partnership not only to solve problems but prevent crime, physical and social

disorder, and neighbourhood decay. Thus, police and community effectively work towards a common interest.

The second element of police-community partnership is that the community is interested in solving problems just as the police are. The community members questioned agreed to an existence of a common interest between the community and police in solving crime issues. The finding concurred with research by Young and Tinsley (1998) who stated that the police are only one of the agencies responsible for addressing community problems, and other agencies need to take responsibility and respond to crime, social disorder and fear of crime. Therefore, police and community effectively solve crime problems.

The third element is that police often have forums to discuss crime issues with the community. The community members questioned agreed to an occurrence of the forums which have the same opinion with research by Smith (2001) who stated that organisational culture distinguishes the type of activities in which officers engage in. The management style in community policing involves police officers to develop data bases and hold vertical staff meetings where line officers can brief the supervisors on the emerging issues. Consequently, police and community effectively use the forums for sensitisation; obtain feedback on security issues, and updates on other development issues.

The fourth element is that confidence between community and police makes reporting of crime easy. The community members questioned strongly agreed to an existence of confidence between police and community during the crime reporting process. Research that supports the

notion is Innes and Roberts (2008) who stated that there are significant benefits to be accrued by positively connecting the police and community. Subsequently, the high-level of confidence between the police and community effectively facilitates communication to the benefit of community policing.

The fifth element is that the community is familiar with common trends of crime acts due to frequent notices from police. The community members questioned strongly agreed to have received regular briefs on emerging issues on common trends of crimes. Research that indicate organisational transformation to align management, structure, personnel, and information systems to support community partnership and proactive policing are Walker and Katz (2005), Riechers and Roberg (1990), Virta (2008), Commonwealth Heads of Government Meeting (2009) and (Eck and Rosenbaum, 1994). The police at Ongata Rongai organise and attend property owners and tenants' meetings for purposes of sharing information, providing a reliable channel for dissemination of crucial security data, and effectively enhancing police-community partnership.

The sixth element to evaluate was trust between the police and community in enhancing crime prevention. The community members questioned strongly agreed to existence of trust between the police and community. Muchira (2016) affirmed that for police officers to be effective in law enforcement duties, they must create a relationship of trust and confidence with the community. Trojanowicz and Bucqueroux (1990) also stated that relationships or networks or linkages need to be based on mutual trust. Hence, citizens must trust the police while the police must have trust in the community for effectiveness in community policing.

5.3. Crime Prevention Strategies Effectiveness in Community Policing

The results in section 4.4 compares and contrasts with research discussed in Section 2.3 on crime prevention strategies in community policing.

The first element is that community effectively uses door-to-door contacts as a crime prevention strategy. The community members questioned disagreed to the effectiveness of the crime prevention strategy. Possibly most residents migrate during the day to places of work while others rent premises for a short duration to be adequately identified. It is also impractical and unethical for the police to walk from door-to-door to identify occupants without a court order.

The second element is that neighbourhood watch programs are used where residents keep an eye on possible criminal activities. The community members questioned agreed to neighbourhood watch. Communities identify neighbours and classify them as tenants, landlords, visitors and strangers. The finding agreed with research by Sherman and Eck (2006) who cited neighbourhood watch and community meetings as core strategies; Yuksel and Tepe (2013) hypothesised a relationship between feeling of safety and neighbourhood. Hence, neighbourhood watch enables the community to help protect them from crime.

The third element is community members are provided with hotlines to report crime related incidences or signs to the police. The community members questioned strongly agreed to accessibility of general police hotlines such as 999 and personal telephone numbers of police

officers and community committees' leadership. The finding confirmed the research by Kansas Department for Children and Families (2015) who provided hotlines to citizens for hotline reporting and feedback. Usage of hotlines effectively deters crime occurrence and delivers rapid results initiatives to scenes of crimes.

The fourth element is community-based intelligence for crime prevention is shared with the police. The community members questioned strongly agreed to existence of community-based intelligence. The finding agreed with research by Bureau of Justice Assistance (2008) who has numerous successes in combating complex crime problems plaguing communities by incorporation of intelligence-led policing along with other initiatives that address crime problems. As a consequence, community-based intelligence effectively serves as a crime prevention strategy because criminals live and thrive in the community.

The fifth element is that police patrols and beats are visible, accessible and familiar to the community which is served with the vigilance. The community members questioned strongly agreed to police presence on foot, by vehicle or by motorbike. The finding pointed out to the research by Gresham (2017) who shows that police on patrols and beats conspicuously appear in uniforms and marked patrol cars visiting prominent sites where past crimes have occurred to improve the sense of safety to the community. Hence, police patrols and beats mounted by National Police Service of Kenya officers are visible, accessible and familiar to the community.

5.4. Problem-Solving Approaches Effectiveness in Community Policing

The results in section 4.5 compares with research discussed in Section 2.4 on problem-solving approaches to community policing as follows:

The first element is that specific problem-solving techniques for citizens' safety are identified. The community members questioned agreed to problem-solving techniques identification. The finding agrees with research by Young and Tinsley (1998) who stated that problem-solving is an interactive process, involving police and communities identifying crime problems, and developing appropriate solutions. Hence, specific problem-solving techniques for citizens' safety are identified and the most appropriate remedies to counter problem effectively implemented.

The second element is failure to adapt changing technological trends was assessed. The community members questioned agreed to adaptation of technological trends. The finding agreed with research by Trojanowicz and Bucqueroux (1990) who advocated that problem-solving needs to be measured by asking the question whether the problem is solved rather than focusing on traditional methods. Due to new technological trends, police and community get inclined to the use of cost minimisation techniques that solve problems in real-time.

The third element is that police carry out proactive arrests to solve criminal activities. The community members questioned strongly agreed to the problem-solving approach in agreement with the study of Weisheit and Donnemeyer (2000) who stated that problem-solving is essential to community policing and solutions should not have to involve arrests. Consequently, police are more likely to carry out only proactive arrests to effectively protect life and property.

The fourth element is that police scan, analyse, respond and assess crime and insecurity scenes. The community members questioned strongly agreed to the problem-solving approach. The finding signifies with research by Office of Community Oriented Policing Services (2007) who specifies that the problem-solving aspect of community policing relies more in traditional methods, through deterring offenders, protecting likely victims and making crime locations less conducive to identified problems. Thus, police respond to community calls of duty and effectively meet the citizens at the point of need.

The fourth element is solving of criminal activities was assessed. The community members questioned strongly agreed to solve criminal activities. The results are in agreement with research by Community Oriented Policing Services (2012) who indicated that community policing allows citizens to bring problems of great concern to the attention of the police by using the crime triangle focus on immediate conditions of the survivor, an offender and location, or guardian/handler/manager. The police and community solve problems as and when they arise. Likewise, Eck (2003) research agreed that senior-level police commanders and community leaders discuss with women's groups about providing temporary housing and counselling for survivors and their families. Responsibility by both the police and community is anchored on the prevailing conditions of the survivor and an offender.

5.5. Knowledge Contribution in Community Policing

Contributions of the study in community policing based on police-community partnership were as follows: First, police-community partnership effectiveness in crime prevention pointed out to tremendous outcomes. Confidence between police and community makes crime reporting easy

followed by police who work with the community towards a common interest. Hence, collaboration and coordination between the police and community effectively were found fundamental in community policing.

Second, frequency of citizens' participation in community policing meetings remains extremely high. The results signified that community members questioned highly confirmed convening on monthly basis. It also possible for police-community patrols and beats to take place continuously or as and when demand arises. As a result, participation in community policing get-togethers effectively enhanced security.

Third, most common technique police employ to facilitate community partnership was identified. The results pointed to accessible mini stations as the most preferred option which is set-up in densely populated areas. Therefore, the mini station has been established for police to effectively reach out to the community and solve insecurity issues instantly.

Fourth, greatest challenge encountered in police-community partnership was considered. The results indicated that sharing information was the greatest challenge. Hence, need exists to share information of intelligence nature between police and community and increase the effectiveness in community policing.

Fifth is the best way to achieve long lasting police-community partnership in crime prevention was evaluated. The results indicate that sensitisation meetings were more likely to be used

followed by short message service, texting or tweeting. Hence, sensitisation meetings, texting or tweeting largely increased citizens' participation effectiveness.

Contributions of the study in community policing based on crime prevention strategies were as follows: First, crime prevention strategies have been effective in community policing. However, it was not possible for the community to effectively use door-to-door contacts as a crime prevention strategy largely due to uncontrolled development among other impediments.

Second, the results indicated that community policing department had created new crime prevention strategies after recent criminal activities. It was noted that new crime prevention strategies supporting proactive policing instead of reactive policing have been developed in the recent past. Such new crime prevention strategies have made citizens participation in community policing effective.

Third, it was noted that the National Government was not doing enough to support community policing and that the policy prescriptions on community policing had not trickle-down adequately from the policy makers to the citizenry. It was affirmed that implementation of policies pertaining to community policing was likely to increase the citizens participation more effectively.

Fourth, suggestions on ways in which police-community crime prevention strategies can be employed were given. The community members questioned supported gated community policing which were more likely to deter crimes and effectively improve security of life and property.

Fifth, citizens' participation in community policing was rated. The results pointed out those community members questioned rated citizens' participation as good overall. The citizens were more likely to attend sensitisation meetings, report suspects and crime incidences together with assist police to identify the perpetrators of crime. Hence, citizens' participation effectively supported community policing.

Sixth, police participation in community policing was rated. The results signified that the community members questioned rated police participation as good overall. The police have developed networks and participated in the development of community structures that collect/receive, identify, sieve, prepare reports, attend progress meetings and assist during community sensitisation meetings. Because of police participation in community policing through *Toa Habari Kwa Polisi*, the community has reported crime prevention aspects to the police.

Contributions of the study in police studies based on problem-solving approaches were as follows: First, police-community problem-solving approaches were identified. The results showed that the community members questioned accepted that police and community had developed approaches that solve community policing problems. The problem-solving approaches called for effective solution of community policing problems identified by police and community. Specific problem-solving approaches for citizens' safety were identified and the most appropriate remedy to counter problems implemented.

Second, the participants in community policing operations were determined. The community members questioned identified police officers as the key participants in daily community policing operations. Police officers effectively worked with the community through face-to-face encounters.

Third, motivators of police officers were analysed. The community members questioned identified promotion as a motivator to police officers working in community policing and providing vigilance to the community around the clock. Promotions effectively deliver results based management and not process orientation.

5.6. Limitations of the Study

The questionnaire was impartial as the same form was completed by community members questioned across all levels of education, from primary school leavers to university. The impartiality implies that the questionnaire seemed simpler for community members questioned with university education and harder for those in the primary school leavers' category. More attention was given by the researcher to the primary school leavers than the university degree holders. Most community members questioned stated that the questionnaire was too long and asked the reduction of the questionnaire in future studies.

5.7. Summary of the Study

Citizens' participation effectiveness and community policing scenario at Ongata Rongai can be summarised as follows: The first effective component turned out to be problem-solving approaches. Failure to adapt changing technological trends achieved the maximum (48.4%). The

second effective element became crime prevention strategies. The police patrols and beats are visible, accessible, and familiar to the community served with vigilance soared (43.9%). The third effective component happened to be police-community partnership. The confidence between police and community makes crime reporting easy were elevated (40.8%). Hence, citizens' participation effectively enhances community policing scenario at Ongata Rongai.

5.8. Conclusions of the Study

Conclusions answer the three questions of the study as discussed below. The Question One invited answers about the police-community partnerships that have been established in community policing at Ongata Rongai. The key finding was that police-community partnership were established and operationalised during monthly meetings from the zonal to ward security meetings. The zonal security open-air meetings were held in the villages while the ward security meeting was a closed-door meeting held at the Assistant County Commissioners' Office. Resolutions on matters touching on security deliberated at the zonal meeting were forwarded to the sub-location peace and security committee immediately but not later than 12 hours. All other matters deliberated by the zonal meeting were forwarded to the sub-location community policing committee for necessary guidance.

Officials kept clear minutes of deliberations at all meetings and an attendance list was signed by all participants. The researcher attended several police-community meetings but was not allowed by the executive team to attach a copy of the minutes of meetings in the Appendices stating confidentiality of security matters. The police carried out background checks on all democratically elected committee members. The executive team consists of the chairperson,

secretary, and patron. The leadership and community have shared telephone numbers and conveniently discuss security and safety issues.

Question Two inquired on what crime prevention strategies that have been identified in community policing at Ongata Rongai. The police patrols and beat which are visible, accessible, and familiar to the community which is served with the vigilance were specified as the key crime prevention strategies by the community members questioned. The police, community or police-community joint patrol takes place continuously, or intensifies as and when demand arises on a day-to-day basis. As a result, citizens' participation in police-community patrols effectively enhances security and safety.

In Question Three, the community members questioned were asked to solicit what problem-solving approaches have been analysed in community policing at Ongata Rongai. In revelation, several problem-solving major approaches have been instituted such as proactive rather than reactive arrests, gender violence recovery centres for victims of gender based violence prominently at the Nairobi Women's Hospital, Ongata Rongai Branch, residents extending security lights from homes to the roads, installation of closed-circuit television surveillance cameras, and gated community policing among others. Police have also enforced closure of bars and clubs as stipulated by the law to prevent crime occurrence due to disorderliness.

5.9. Recommendations of the Study

Recommendations are based on the three objectives of the study as discussed below. First, regarding police-community partnership, police and community ought to continue working

together by instilling mutual confidence. The number of police posts, mini-stations and community mobile stations need to be increased for adequate security coverage. Mutual trust is inculcated during police-community forums, sharing information and networking. The National Government should increase budgetary allocations for security services and the County Government of Kajiado needs to develop transport and communication infrastructure in the sub-counties.

Second, on crime prevention strategies, increment of the police patrols and beats; deploying police who are easily accessible and familiar to the community becomes a key recommendation. Installation of gates, security and street lights were found to prevent crime and their enhancement proposed. An improved police image and *nyumba kumi* initiatives remains wholesome crime prevention strategies now and thereafter.

Third, concerning problem-solving approaches, the most recommended method were police to scan, analyse, respond and assess crime and insecurity scenes, increase the ratio of police officers as per the number of citizens served, and installation of crime detection equipment such as closed-circuit television surveillance cameras especially at the crime hot spots. It was also recommended that police and community members who provide excellent service be identified, recognised and awarded at an annual national event since police services are a mandate of the National Government as indicated in the Fourth Schedule Part 1 of the Constitution of Kenya. The National Police Service of Kenya needs to promote police officers as stipulated in the Human Resource Policies and Procedures Manual for the Public Service as a means of motivation.

Although all players in community policing are meant to be volunteers, some basic items consumed during meetings as papers, pens, printing, photocopying, airtime, data bundles and transport among others are costly. Evidently, the police budget does not consist of funds for facilitating the community to attend sensitisation meeting yet most residents are self-employed and forfeit profits in order to attend meetings. Therefore, citizens have to balance between self-employment proceeds and volunteerism benefits from *barazas*; and, most often than not community policing loses the balance.

5.10. Implications for Further Study

First, since the study was limited to community policing at Ongata Rongai in Kajiado North Sub-County, future research on citizens' participation effectiveness and community policing scenario be carried on other sub-counties within or outside Kajiado County.

Second, regarding police-community partnership effectiveness in community policing scenario, confidence between community and police making reporting of crime easy was found to be the most valuable attribute. Future studies need to show ways of encouraging the community to freely confide in the police with unwavering support. For this reason, ways to support establishment of versatile crime reporting mechanisms to enable real-time crime exposure need to be explored.

Third, on crime prevention strategies effectiveness in community policing scenario, police patrols and beats were found to be the key crime prevention strategy. Future studies need to

consider multiple vigilance ways that can make the police more visible and accessible to the community. Ways to capture the attention of financiers in the security sector be developed to fund the key aspects that bring the police closer to the people.

Fourth, concerning problem-solving approaches effectiveness in community policing scenario, specific problem-solving techniques for citizens' safety topped the chart. Future studies be designed to come up with ways to customise problem-solving approaches to each scenario. Training and skills development of the police on problem-solving techniques can be greatly emphasised and factored into the curriculum rolled-out by the Kenya Police College at Kiganjo.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

The questionnaire intends to collect data for a research project titled: Citizens Participation Effectiveness and Community Policing Scenario at Ongata Rongai in Kajiado County, Kenya. The information given shall be used for the purposes of the study only. Answer ALL questions and do not write your name anywhere in the questionnaire.

SECTION A: POLICE-COMMUNITY PARTNERSHIP EFFECTIVENESS IN COMMUNITY POLICING

1. Please indicate the level of agreement with the statements regarding community partnership:

Statements	SA	A	SD	D
a. Police work with the community towards a common interest	4	3	2	1
b. The community is interested in solving crime problems just as police are	4	3	2	1
c. Police often have forums to discuss crime issues with the community	4	3	2	1
d. Confidence between community and police makes reporting of crime easy	4	3	2	1
e. Community is familiar with common trends of crime acts due to frequent notices from police	4	3	2	1
f. Trust between the police and community has enhanced crime prevention	4	3	2	1

Key: SA = Strongly Agree, A = Agree, SD = Strongly Disagree, and D = Disagree

2. Police-community partnership has been effective in crime prevention.

Yes [2] No [1].

3. Indicate the frequency of citizens' participation in community policing meetings.

Monthly [2] Continuously [1]

4. Indicate the most common technique employed to facilitate police-community partnership.

Police-community policing forums [3] Accessible mini-stations [2] Community mobile stations [1]

5. Specify challenges encountered in police-community partnership.

Fuel for patrols [4] Sharing information [3] Networking [2] Mutual trust [1]

6. Suggest ways in which police-community partnership can achieve long lasting crime prevention.

Sensitisation meetings [3] SMS and WhatsApp alerts [2] Increment of police resources through budgetary allocations [1]

SECTION B: CRIME PREVENTION STRATEGIES EFFECTIVENESS IN COMMUNITY POLICING

7. Please indicate the level of agreement with the statements regarding crime prevention strategies:

Statements	SA	A	SD	D
a. Community effectively uses door-to-door contacts as a crime prevention strategy	4	3	2	1
b. Neighbourhood watch programs are used where residents keep an eye on possible criminal activities	4	3	2	1
c. Community members are provided with hotlines to report crime related incidences or signs to the police	4	3	2	1
d. Community-based intelligence for crime prevention is shared with the police	4	3	2	1
e. Police patrols and beats are visible, accessible and familiar to the community served with the vigilance	4	3	2	1

Key: SA = Strongly Agree, A = Agree, SD = Strongly Disagree, and D = Disagree

8. Crime prevention strategies in community policing have been effective. Yes [2] No [1]

9. Community policing has created new crime prevention strategies after recent criminal activities. Yes [2] No [1]

10. The National Government is doing enough to support community policing. Yes [2] No [1]

11. Evaluate ways in which police-community crime prevention strategies are employed.

Gated community policing [3] *Nyumba kumi* initiatives [2] Improved police image [1]

12. Rate citizens' participation in community policing. Excellent [3] Good [2] Bad [1]

13. Rate police participation in community policing. Excellent [3] Good [2] Bad [1]

SECTION C: PROBLEM-SOLVING APPROACHES EFFECTIVENESS IN COMMUNITY POLICING

14. Indicate the level of agreement with the statements regarding problem-solving:

Statements	SA	A	SD	D
a. Specific problem-solving techniques for citizens safety are identified	4	3	2	1
b. Failure to adapt changing technological trends	4	3	2	1
c. Police carry out proactive arrests to solve criminal activities	4	3	2	1
d. Police scan, analyse, respond and assess crime and insecurity scenes	4	3	2	1
e. Solving of criminal activities focuses on the immediate conditions	4	3	2	1

Key: SA = Strongly Agree, A = Agree, SD = Strongly Disagree, and D = Disagree

15. Community policing problem-solving approaches has been effective. Yes [2] No [1]

16. Select the key participant in community policing problem-solving applies during operations.
Police officers [4] Communication technology [3] Sniffer dogs [2] Crime detection equipment [1]

17. Suggest ways the National Police Service may motivate police officers participating in community policing. Promotion [3] Awards [2] Recognition [1]

SECTION D: DEMOGRAPHIC DATA

Please mark with a tick in the box with the appropriate response. Mark one box only.

18. Gender Male [2] Female [1]

19. Age in years 18 – 25 [4] 26 – 35 [3] 36 – 45 [2] 46 and above [1]

20. Highest level of education

Primary School Dropout [5] Primary School [4] Secondary School [3] Tertiary [2] University [1]

21. Occupation

Farmer [6] Civil Servant [5] Teacher [4] Employed [3] Self-employed [2] others [1]

APPENDIX 2: INTERVIEW GUIDE

The interview guide intends to collect data for a research project titled: Citizens Participation Effectiveness and Community Policing Scenario at Ongata Rongai in Kajiado County. The researcher will ask questions 1-7 and the police officer interviewed answered as per the laid down procedure. Information given shall be confidential and only used for purposes of the study.

1. Identify community policing committees’ organization structure that has enabled Government Policing Agencies to mainstream community policing in all operations.

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2. Describe parties involved in community policing at Ongata Rongai.

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3. Explain the police-community partnership that enable prompt responsive to call of service.

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4. Describe the operationalisation process of community policing at Ongata Rongai.

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5. Evaluate the citizens' participation effectiveness and community policing scenario at Ongata Rongai.

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6. Recommend ways in which to motivate the police and citizens who play a greater role to that ensure community policing achieves long-term and holistic approaches at Ongata Rongai.

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.....

7. Indicate police rank and years of service of police officers in community policing initiatives at Ongata Rongai.

.....

THANKS FOR YOUR CONTRIBUTION

APPENDIX 3: RESEARCH AUTHORISATION



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

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

Website: www.ku.ac.ke

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

Internal Memo

FROM: Dean, Graduate School

DATE: 8th March, 2017

TO: Naomi Geke Ogoti
C/o Security & Correction Science Dept.

REF: C159/CTY/PT/27231/2011

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 22nd February, 2017 entitled "Effectiveness of Citizens Participation in Community Policing at Ongata Rongai in Kajiado County, Kenya".

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

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

Thank you.

**GIDEON KAIMENYI
FOR: DEAN, GRADUATE SCHOOL**

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

Supervisors:

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

GK/ma



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

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2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.
NACOSTI/P/17/55579/16264

Date:

14th March, 2017

Naomi Geke Ogoti
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Effectiveness of citizens participation in community policing at Ongata Rongai, Kajiado County, Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Kajiado County** for the period ending **14th March, 2018.**

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

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kajiado County.

The County Director of Education
Kajiado County.

THIS IS TO CERTIFY THAT:
MS. NAOMI GEKE OGOTI
of KENYATTA UNIVERSITY, 13221-100
Nairobi, has been permitted to conduct
research in Kajjado County

on the topic: EFFECTIVENESS OF
CITIZENS PARTICIPATION IN COMMUNITY
POLICING AT ONGATA RONGAI IN
KAJIADO COUNTY, KENYA.

for the period ending:
14th March, 2018

Olak

Applicant's
Signature

Permit No : NACOSTI/P/17/55579/16264
Date Of Issue : 14th March, 2017
Fee Received : Ksh 1000



Sammut
Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, Mining, and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A I 32241

CONDITIONS: see back page

THE REPUBLIC OF KENYA



THE PRESIDENCY

Telegrams: "DISTRICTER", Kajiado
Telephone: 0203570295
Fax: 0202064416
E-mail: kajiadocc2012@yahoo.com
Kajiadocc2012@gmail.com

MINISTRY OF INTERIOR
AND COORDINATION
OF
NATIONAL GOVERNMENT

OFFICE OF THE COUNTY
COMMISSIONER
KAJIADO COUNTY
P.O BOX 1-01100
KAJIADO

When replying please quote

Ref. KJD/CC/ADM/45 VOL. 11(35)

21st March, 2017

✓ Naomi Geke Ogoti
Kenyatta University
P.O. BOX 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION- NAOMI GEKE OGOTI

Following the request made on your behalf by the National Commission for Science, Technology and Innovation vide letter **Ref. No.NACOSTI/P/17/55579/16264** dated 14th March, 2017.

You are hereby granted the above authority to carry out research on "*Effectiveness of citizens participation in community policing at Ongata Rongai, Kajiado County,*" for the period ending *12th October, 2018.*

It is expected that you adhere to research ethics in doing your study.


MBISO JACK
FOR: COUNTY COMMISSIONER
KAJIADO COUNTY.

C.C

County Director of Education
KAJIADO COUNTY.

Deputy County Commissioner
KAJIADO NORTH SUB-COUNTY

**MINISTRY OF EDUCATION
STATE DEPARTMENT OF BASIC EDUCATION**

Email : kajiadocde@gmail.com
When replying please quote



COUNTY DIRECTOR OF EDUCATION
KAJIADO COUNTY
P.O. BOX 33 - 01100
KAJIADO

21st March, 2017

Ref: KJD/C/R.3/VOL.I/227

Naomi Geke Ogoti
Kenyatta University
P.O. Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

The letter from National Commission for Science, Technology and Innovation Ref. NACOST/P/17/55579/16264 dated 14th March, 2017 refers.

This is to confirm to you that, you have been authorized to conduct your research on "*Effectiveness of citizens participation in community policing at Ongata Rongai, Kajiado County*" for a period ending 14th March, 2018.

**GEDION M. MBINDA
FOR: COUNTY DIRECTOR OF EDUCATION
KAJIADO COUNTY**

FOR: COUNTY DIRECTOR OF EDUCATION
KAJIADO
P.O. Box 33-01100,
KAJIADO.

THE REPUBLIC OF KENYA



THE PRESIDENCY

Telephone: 020 - 8040911

Fax: 020 - 8040911

Email- dckajiadonorth@gmail.com

When replying please quote

MINISTRY OF INTERIOR AND COORDINATION
OF NATIONAL GOVERNMENT

Deputy County Commissioner,
Kajiado North Sub-County,
P.O Box 78-00208,
NGONG HILLS.

REF: EDU.12/23/VOL.I/150

22nd March, 2017

Assistant County Commissioner,
ONGATA RONGAI DIVISION.

RE: RESEARCH AUTHORIZATION – NAOMI GEKE OGOTI

The above named person has been authorized to carry out research in Ongata Rongai Division Kajiado North Sub-County, on “Effectiveness of citizens participation in community policing at Ongata Rongai, Kajiado County, ” for the period ending 12th October , 2018.

Kindly accord her the necessary assistance.

A handwritten signature in black ink, appearing to read 'A.R. Laikera', written over a circular stamp.

A.R. LAIKERA,

FOR: DEPUTY COUNTY COMMISSIONER,
KAJIADO NORTH SUB-COUNTY.

Deputy County Commissioner
KAJADO NORTH SUB-COUNTY

Cc:

Naomi Geke Ogoti



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

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when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.
NACOSTI/P/17/55579/16264

Date:

14th March, 2017

Naomi Geke Ogoti
Kenyatta University
P.O. Box 43844-00100
NAIROBI.



RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Effectiveness of citizens participation in community policing at Ongata Rongai, Kajiado County, Kenya,*" I am pleased to inform you that you have been authorized to undertake research in Kajiado County for the period ending **14th March, 2018.**

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

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kajiado County.

The County Director of Education
Kajiado County.

APPENDIX 4: CONSENT LETTER

Naomi G. Ogoti
Kenyatta University
Department of Security and Correction Science
School of Security, Diplomacy and Peace Studies
City Campus
P. O. Box 43844 00100
NAIROBI

23rd March, 2017

Dear Respondent

COMPLETION OF A QUESTIONNAIRE FOR THE AWARD OF THE DEGREE OF MASTER IN SECURITY MANAGEMENT AND POLICE STUDIES OF KENYATTA UNIVERSITY

I am a postgraduate student in the Department of Security and Correction Science, School of Security, Diplomacy and Peace Studies at Kenyatta University and currently collecting data for a research project in partial fulfillment of the requirements for the award of the Degree of Master in Security Management and Police Studies. The study is titled: Citizens Participation Effectiveness and Community Policing Scenario at Ongata Rongai in Kajiado County, Kenya. The aim of the research is to investigate citizens' participation effectiveness and community policing as a means of service delivery to residents of Ongata Rongai.

You have been selected to participate in the research and your assistance in completing the questionnaire contributes to achieve objectives of the study. The entire questionnaire is strictly confidential and used for the purposes of the research only. The questionnaire is designed for information purposes only and not concerned about your identity.

Your participation in the study is highly appreciated.

Yours Faithfully

Naomi G. Ogoti

