

# Determinants of Implementation of Community Policing Program In Kenya a Case of Masabanorth Police Division, Nyamira County

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**Abstract:** The purpose of this study was to establish the determinants of successful implementation of community policing in Masaba North police Division, Nyamira County, Kenya. Specific objectives of the study were to find out how availability of resources influences the successful implementation of community policing, to establish the extent to which engagement of stakeholders influence the successful implementation of community policing, to examine how the wellbeing of officers influences the successful implementation of community policing, to establish how use of appropriate technology influence successful implementation of community policing, and to explore the extent to which the training of police officers influence successful implementation of community policing in Masaba North police Division, Nyamira county. The study had five independent variables namely availability of resources, engagement of stakeholders, wellbeing of officers, use of appropriate technology and training. The dependent variable for the study was implementation of community policing. Secondary data was to be obtained from print media, journals, books, internet sources and by use of online repositories. Primary data for this study was collected by use of questionnaires. Questionnaires had both open ended and closed ended questions. This study used descriptive research design because it is the best design that would give the researcher easier time to describe the existing phenomena. The study also purposed to use simple and stratified simple random sampling method in order to come up with the sample size that is not bias and fit to represent the entire population. The population of study consisted of the 232 community policing team which is involved in the implementation of community policing project within Masaba North of Nyamira County. The sample size of 70 respondents was selected. Data analysis was achieved through descriptive and inferential statistics using SPSS Version 21 and Excel sheet. Hypothesis testing was done by use of the Chi-square method while descriptive analysis involved breaking down the data in to frequencies and percentages. In the study findings, respondents indicated that availability of resources, stakeholder engagement, wellbeing of officers, and use of appropriate technology and training of officers influence successful implementation of community policing. Therefore the study concluded that these factors are important in successfully implementing community policing. The recommendations of the study include availing necessary resources for community policing, enhancing stakeholder engagement, promoting wellbeing of officers, adoption of appropriate technology and continuous training if police officers on security and law enforcement to promote police-civilian cohabitation.

**Key Words; Determinants of Implementation of Community Policing Program in Kenya**

## I. INTRODUCTION

### 1.1: Background of the Study

The movement toward community policing has gained momentum in recent years as police and community leaders search for more effective ways to promote public safety and to enhance the quality of life in their neighborhoods (Sarah, 2013). Chiefs, sheriffs, and other policing officials are currently assessing what changes in orientation, organization, and operations will allow them to benefit the communities they serve by improving the quality of the services they provide (Community Policing Consortium, 1994).

The hallmark of community policing, that is related to but distinct from geographically-based assignments, is decentralization. In this context, the decentralization of a police department means a reduction in a reliance on top-down policy directives from department leadership, devolution in decision making, and a reporting structure that is less hierarchical. Decentralization gives local officers and precinct leaders more authority and discretion and it enables them to find creative solutions to specific, individual neighborhood problems without the restrictions of blanket, overly-rigid policies. As part of their community policing efforts cities across the country have instituted regional district models, with precinct leaders of different ranks exercising discretion and authority on the best ways to address their unique crime issues (Sarah Lawrence and Bobby McCarth, 2013).

According to Hill (2013) Community policing is a law enforcement strategy that has been around since the early 80's in the United States. Community policing is generally defined as a law enforcement philosophy that allows officers to continuously operate in the same area in order to create a stronger bond with the citizens living and working in that area. This allows public safety officers to engage with local residents and prevent crime from happening instead of responding to incidents after they occur (Lortz, 2016).

Community policing encompasses a variety of philosophical and practical approaches and is still evolving rapidly. Community policing strategies vary depending on the needs and responses of the communities involved; however certain basic principles and considerations are common to all community policing efforts (Community Policing Consortium, 1994).

In Community policing there is collaboration between the police and the community that identifies and solves community problems. With the police no longer the sole guardians of law and order, all members of the community become active allies in the effort to enhance the safety and quality of neighborhoods. Community policing has far-reaching implications. The expanded outlook on crime control and prevention, the new emphasis on making community members active participants in the process of problem solving, and the patrol officers' pivotal role in community policing require profound changes within the police organization. The neighborhood patrol officers, backed by the police organization, helps community members mobilize support and resources to solve problems and enhance their quality of life. Community members voice their concerns, contribute advice, and take action to address these concerns. Creating a constructive partnership will require the energy, creativity, understanding, and patience of all involved (Community Policing Consortium, 1994)

Reinvigorating communities is essential if we are to deter crime and create more vital neighborhoods. In some communities, it will take time to break down barriers of apathy and mistrust so that meaningful partnerships can be forged. Trust is the value that underlies and links the components of community partnership and problem solving. A foundation of trust will allow police to form close relationships with the community that will produce solid achievements. Without trust between police and citizens, effective policing is impossible (Community Policing Consortium, 1994). Mulugeta and Mekuriaw (2017) mentioned that community policing is a paradigm shift established at the bedrock of community partnership in creating safe and secure environment for all. It is policing whereby the people take active part in their own affairs; the police are not seen as a problem or stranger whose presence stands for danger but as partners in development and those members of the community are co-producers of justice and quality police service. This fact indicates the need of involving the community, the local government and the police to work together to tackle crime. One rationale for public involvement is the belief that police alone can neither create nor maintain safe communities.

In USA, United Nations(2018) reported that the role of United Nations police in peacekeeping differs fundamentally from domestic policing. In general, a police officer in his or her domestic police service operates within a clear legal framework with well-defined authorities; they understand the culture and speak the language of the communities they serve;

and that their police colleagues' training and service are similar to their own; and in generally, the operate within institutional structures that reinforce command and control, accountability and that are adequately resourced. In contrast, United Nations police deployed in post-conflict settings cannot presume any of these and instead frequently work in unfamiliar environments where most, if not all, semblance of domestic policing and other law enforcement may have either broken down or been incapacitated by the conflict, and where they must navigate among the sometimes differing policing approaches of colleagues from many different countries and agencies. Further, conflict and post-conflict environments are often characterized by widespread human rights violations, weak protection for civilians and increasing criminality, violent extremism and terrorism, in which authority, power and rules for social interaction are fluid; and a general breakdown of the rule of law and absence of State authorities. This, combined with weakened institutional structures often creates an environment of "opportunism" of a criminal nature, "institutionalized" corruption and corrupt practices, while also contributing to the possibility of the prevalence of serious and organized crime, and the perpetuating of circumstances often identified as root causes of conflict; that inevitably impact upon the safety and security of communities and the population at large (UN, 2018).

In Ethiopia, Mulugeta and Mekuriaw (2017) established in their research that, despite the establishment of community policing and numerous efforts by various police administrations to curtail the level of crime in Ethiopia, crime and social disorder still persist in the country. With growing urbanization and national development, there are signs of complexity and multiplicity of criminal offenses and acts. Thousands of lives and millions of birr worth of property are being lost as a result of one crime or the other.

In Nigeria, a study by Ogadimma (2013) on challenges faced by community-oriented policing trainees in Nigeria established that the essence of community policing training is to prepare and empower police officers to relate better with members of the community in crime prevention and control within the community. It is therefore expected that both the attitude and operational tactics of the police will be affected positively by community policing training. The study however noted that while there was some noticeable change in attitude and conduct of the police after training, many of them failed to exhibit some of the traits they were taught in class while on duty in the street (Oenga, 2015). Though the police respondents claimed to be friendlier to the public after training, some of them did not display courtesy while handling the public. Some members of the public equally claimed that the police in their area have not changed in the way they relate with the people.

According to (Oenga, 2015), since 2003, the Government of Kenya has embraced community policing as a core crime prevention strategy. This was expected to be a crime prevention strategy that was responsive to the needs of the

public. This involves combining the efforts and resources of the law enforcement agencies and community members. Community policing facilitates partnership so that the public can seek assistance from law enforcement agencies. It operates on the premise that crime perpetrators and their accomplices live within the communities in which they unleash crime. The criminals are known to their neighbors and this vital resource can be tapped to reduce crime (Kenya Police Annual Report, 2004; cited in Oenga, 2015).

Community policing today is seen as being ineffective, militaristic and that which does not have dignity for human rights. Community policing today is seen as a panacea for democratization of the police. Kenya vision 2030 aims at promoting public-private cooperation and community involvement for improved safety and security (GOK, 2011); (Mwangi, 2011). It is on this basis that the researcher seeks to find out the determinants of successful implementation of community policing in Masaba North of Nyamira County; Kenya.

### 1.2: Objectives of the study

This research study was guided by the following objectives:

1. To assess how availability of resources influences the successful implementation of community policing initiatives in Kenya
2. To establish the extent to which engagement of stakeholders influence the successful implementation of community policing in Masaba North division, Nyamira County
3. To examine how the wellbeing of officers influences the successful implementation of community policing in Masaba North division, Nyamira County
4. To establish how use of appropriate technology influence successful implementation of community policing in Masaba North division, Nyamira county
5. To determine the extent to which the training of police officers influence successful implementation of community policing in Masaba North division, Nyamira County.

### 1.3: Hypotheses of the study

The study sought to test the following hypotheses:

1. *Ho* There is no significant influence of availability of resources on the successful implementation of community policing initiatives in Masaba North Division, Nyamira County
2. *Ho*. Engagement of stakeholders does not significantly influence the successful implementation of community policing in Masaba North division, Nyamira County
3. *Ho*. The wellbeing of officers doesn't have a significant influence on the successful implementation of community policing in Masaba North division, Nyamira County

4. *Ho*. The use of appropriate technology doesn't have a significant influence on the successful implementation of community policing in Masaba North division, Nyamira County
5. *Ho*. There is no significant relationship between training of police officers and successful implementation of community policing in Masaba North division, Nyamira County.

### 1.4: Definition of terms as used in the study

**Community Policing:** An initiative where security organs work in a responsible and positive partnership with the community towards amalgamating resources to promote long term community safety and support of security initiatives.

**Implementation:** Refers to execution of tasks with regard to the project requirement

**Project:** Is a temporal endeavor that has specific time to start and time to end.

**Determinants:** Factors which decisively affect the nature or outcome of something

**Community:** A group of individuals with commonalities such as norms, religion, values, customs or identity

## II. LITERATURE REVIEW

### 2.1. Overview of implementation of community policing

According to Mulugeta and Mekuriaw (2017), in accordance to implementation of community policing, maintenance of law and order in any society has usually been the exclusive role of conventional police and other law enforcement agents in the absence of active participation of the wider members of the community. During those days, the police not only faced difficulty in tackling crime but also criticized for unfriendly nature of the relationship with members of the public. This has enjoyed a wide coverage among scholars. Palmiotto, for example, stated that the police cannot succeed in solving or preventing crime without the assistance of the community. Thus, to prevent crime successfully there must be community partnership and involvement. It was in reaction to this development that the concept of community policing was introduced.

Community partnerships are absolutely critical in order for community policing efforts to be effective. The mantra of community involvement permeates almost every aspect of a department. In police departments that have demonstrated a strong commitment to the philosophy of community policing, police officers and community partners jointly prioritize and tackle public safety issues that are most important to the community. Successful partnerships are more than just frequent contact or simply sharing information. They involve on-going efforts to work together in meaningful ways to address problems facing a neighborhood (Sarah Lawrence and Bobby McCarth, 2013). The study therefore seeks to find out how resource availability, stakeholder engagement, welfare of

officers, use of appropriate technology and training based on community policing influence successful implementation of community as discussed below.

## *2.2. Influence of availability of resources on implementation of community policing*

In the United States of America, South Africa and Rwanda Community policing is entrenched within a legal and policy framework. In South Africa and Rwanda, it was initiated through both the constitution and police Act. In Kenya community policing has been entrenched in the legal system with the Ransley Report on police reforms proposing that community policing be made a central strategy of policing as part of police institutional structural reforms (Njiri, Ngari, and Maina 2014, citing Ruteere, 2011). A study conducted by Njiri, Ngari, and Maina (2014) in Nakuru established that, 76% of the respondents cited that community policing programme lacked adequate resources compared to 24% of the respondents who pointed out that the resources were adequate. This implies that the resources were inadequate to effectively carry out community policing programmes in Nakuru police division. For instance, in regard to funding of community policing, it was evident that the government funded community policing programme while other sources of funding included NGO and the public. However, it was worth noting that some respondents did not know the source of funds for community policing. The study also sought to establish whether there were specific police officers allocated to community policing programmes and they were adequate to carry out community policing programme.

Provision of financial resources to any project improves operational strategies thus promoting the overall implementation (Atoni, 2018). Adequate financial budgeting on the projects reduces the chances of project stalling or closure before meeting its objective (Ondieki, 2016). It is therefore important to note that in any project endeavour, financial resource takes a central role.

Most of the projects are implemented by man. Man acts as a resource that is crucial in carrying out project intervention. Community policing as a project is not left out as one of the projects that purely depend on human resource for its implementation. Mulugeta and Mekuriaw (2017) In addition to the above comments on the challenges of implementing community policing, findings have shown a number of challenges for implementing community policing philosophy in the study areas. One of these is lack of qualified human resource as police officers lacked skill on how to manage/handle, investigate and proactively prevent the potential occurrences of crime. Though advanced crimes were found to be committed in the study areas, almost none of community policing officers has computer skills. As one discussant in FGD held at Debreworkos town stated that “there is no any police who even know how a computer is opened and closed”. It is also found that high level of turnover of police officers due to low salary and challenging nature of

the work is the brainchild of very low incentive system as well as tiresome nature of the work. It is also found that incentives for police officers for managing work is very low despite routine and tiresome work community policing officers perform for 24 hours. Furthermore, though implementing community policing in rural areas was found very effective because the residents know each other; are homogenous and have stable nature of residence, in urban areas, it is found very challenging because there are unstable people coming and moving to towns including street children, university students, college students, daily labourers, prostitutes to list a few. Yet, it is also found that even in urban areas, community policing officers are not only engaged with other tasks but also become busy to implement community policing. For instance, officers are engaged with current tasks/activities to be done like meetings, sport race, new students arrival, students graduation ceremonies. Furthermore, while the work by itself is routine and very tiresome, no budget is allocated for the implementation of community policing programme; societal contribution for budget has variously challenged its implementation Mulugeta and Mekuriaw (2017). Proper planning of the community policing human resource is likely to affect its implementation strategy on a great extent. Proper assigning of the right number of personnel with the relevant law enforcement skills is likely to reduce crime incidences greatly (Kiarie, 2012).

Provision of adequate security apparatus to a well trained workforce who have relevant skills will be able to facilitate work to greater extent. Provision of adequate patrol vehicles will enhance the officers on the ground execute their mandate hence reducing the crime incidences significantly (Sarah, 2013). Studies conducted by Njiri, Ngari, and Maina (2014) have revealed that the police are unable to tackle crime due to lack of efficient facility (Adambo, 2005; Kimilu, 2003). A study conducted in Kibera established that 40.5% of the total respondents felt that community policing was not meeting the expectations of the area residents because police were not fully equipped to combat crime. 31% of the respondents felt that police patrols coverage was very low. Another study done in Nairobi in 2003 revealed that police fail to respond promptly to crime incidences due to inadequate motor vehicles. According to the study, most police stations have only one vehicle which is rarely provided with fuel. Out of the 50 community members interviewed, 40 had called the police to a crime scene. Only 2% said that the police responded very fast, while 10% said that they responded fast. 30% were of the view that they were slow, 40% very slow and 18% said that they did not respond at all (Adambo, 2005).

Wanjohi (2014) in his study at Machakos recommended that, there is need for better detection techniques; employing more police officers; better equipment's; use technology; use of detection equipment; and make proactive arrests in regard to problem solving as a strategy of community policing employed to counter crime in Kenya. The study also recommends need to strengthen the relationship between the

police officers and members of the public as there is a high level of mistrust especially by members of the public towards the police. Furthermore, the National and County Government should develop policy to improve on how the two levels of Government interact in regards to Community Policing implementation (Wanjohi, 2014).

### *2.3. Influence of Stakeholder engagement on implementation of community policing*

Stakeholders engagement plays a critical role in ensuring that the community is fully accessible by reducing barriers that are likely to limit the community policing team from penetrating deep into the community and combat crimes thereto (Ondieki, 2016). In addition to individual residents, the term “community partners” encompasses a range of groups such as neighbourhood associations, faith-based organizations, tenant councils, business groups, local government agencies, social service providers, schools (including elementary and secondary public and private schools, community colleges, vocational schools, and universities), and local businesses. These entities typically enjoy a number of qualities that facilitate effective partnerships, including well-developed organizational structures, physical meeting spaces, social, political, and commercial networks, material and human resources, experienced leaders, and existing community participation. This makes them natural vehicles through which the police can engage with local constituents to address neighbourhood concerns. Improving the accessibility of police and community services can also be an effective catalyst for community engagement and a way to facilitate community partnership. One example of improved accessibility is increasing the number of locations in which police services are provided or co-locating them with other civic services. Successful cities have also utilized information technology to improve citizen communication and make public safety information timelier and more accessible ((Sarah Lawrence and Bobby McCarth, 2013))

Community-oriented policing is based upon a consultative approach to policing thereby enhancing public trust and accountability, but it is also an approach to make policing more effective at managing and preventing crime. Community-oriented policing is based on the recognition that police will be much more successful in carrying out their responsibility for protecting society if they have the support of the public on their side. By enlisting the cooperation of the public, police get improved information about crime, new material resources, and moral support for their activities, and respect. Co-operation with the public will increase the reliability and respect of police and therefore help police to perform its duties more effectively (UN, 2018). Without integration of the community in participating in community policing, residents in such places fail to share information about neighborhood crimes with the police. Information is essential to police enforcement activities as well as prevention efforts. Without information, police officers become incapacitated and cannot solve even a petty crime. With more

and quality information, their work given by law becomes easy. The custodian of most of the information on crime is the community. If equal partnerships between the police and members of the public are put in place, then crime levels can come down through collaboration efforts in crime fighting. Community policing can only be successful where police view community members as partners in crime prevention and vice versa (Mwangi, 2011).

Mulugeta and Mekuriaw (2017) Community policing needs discussion between society and police especially active participation is expected from each member of the resident. Assessing the potential crime areas is also another activity which is done in community policing. As we got information from almost in all research participants the structures formed in community policing strategy are not effectively working where close follow-up is required. But as Focus group discussants from gozamen police office strongly indicated that the number of community policing officers small in number in order to make strict supervision whether the structures in community policing are working on the theoretical formwork. On the other side even providing job opportunity to the unemployed is one activity done to minimize the potential crime rates. Identification of the potentials for cause of crime. Mudiari (2011) observes that the public must support the police in order to win the war on crime. Lack of community engagement in the issues of community policing will lead to project disowning thus may affect the successful implementation of community policing in the area. The National Police Service engagement on the issue of community policing is of a paramount importance. NPS has a mandate to ensure that the curriculum that is used to train officers is amended so that it can suite the current enforcement requirement (Degu, 2014). In addition, Giwa (2018) connoted that NPS should ensure the right training that is modern and relevant should be offered to the police if at all implementation of community policing is to be achieved successfully.

Police and other law enforcement agencies alone do not have the resources to address all contemporary problems; however, a well thought through community-oriented policing strategy can be a catalyst for mobilizing resources at the national, regional, and/or local levels to impact these problems more successfully. Where possible, the United Nations police may suggest funding from donor agencies/nations on community-oriented policing projects, especially for relevant public awareness campaigns aiming to reduce violence and crime and upgrading or building of facilities in the police stations for such purposes. Therefore, the United Nations police must develop close cooperative links with all community-oriented policing partners who are able to contribute to the problem-solving process, and assist in explicit procedures that facilitate the appropriate use of the sought resources (UN, 2018).

It is paramount that policing agencies make it mandatory for their officers to deliberately go out of their way to partner with local communities in preventing crime. Partnerships help

to facilitate trust between community members and the police. Citizens are able to provide the police with insights into the specific crime problems occurring within their neighbourhoods and can aid officers in intelligence collection and investigations. The ten-household security cluster initiative (NyumbaKumi) in Kenya ought to introduce partnerships and problem-solving approaches aimed at improving the relations between security agencies and the communities, subsequently improving the quality of police services, building trust, and preventing and/or reducing crime levels. The National Police Service Commission on its part should make efforts to address gaps in the 2015 Regulations on Recruitment, Transfers and Promotions and focus more on inter-personal skills, problem-solving, conflict resolution and intellectual maturity if community policing is to gain foothold in policing agencies to address the changing security dynamics (KIPPRA, 2019).

In community policing initiatives, every level of stakeholder for instanced top level, middle level and lower/technical level should be actively engaged in order to reduce crime levels in the society. Lack of stakeholder involvement frustrates the overall implementation process (Ondieki, 2016). In addition to related studies based on stakeholder engagement by Osedo (2017), established that the majority (26%) of the respondents enjoyed a very good relationship with project stakeholders. 18% of the respondents indicated that they had a good relationship with project stakeholders. 24% of the respondents indicated that they had a relatively good relationship with project stakeholders. 20% of the respondents indicated that they had a bad relationship with the project stakeholders while 12% of the respondents indicated that they had a very bad relationship with project stakeholders. The study results showed organizations still need to work on improving the stakeholder relationship. He further concluded that stakeholders' engagement is a crucial aspect in project implementation interventions.

Nyaguthii and Oyugi (2013) recommended that project facilitators clearly identify and train project stakeholders before initiation of similar programmes to aid in the success of the overall programme. Gituthu (2015) established a need to involve project stakeholders in the development of ICT solutions in the construction industry. (Osedo, 2017). Maina (2013) noted in his study, that stakeholders' engagement in implementation of Economic Stimulus Programmes (ESP) influenced the success of education projects in Nakuru County. According to Abdallah (2017), thought that even though, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Maina, 2013). Perceived non-involvement of stakeholders creates anxiety among the stakeholders and especially those directly affected by the project and may lead to total rejection of the project. It was of high importance to

involve the stakeholders early in the project stages to ensure that they own and defend the project.

(Onyango, 2017).

#### *2.4. Influence of the wellbeing of officers on implementation of community policing*

The wellbeing of officers should be given the first priority because it leads to satisfaction. A satisfied officer is non-compromised and well-motivated. Satisfaction of an officer makes him or her very productive hence promoting successful implementation of any task assigned (Mwangi, 2011). The goal of community-oriented policing is to encourage the public to assist the police as willing participants in the task of controlling and preventing crime. Accordingly, the goals to be evaluated are reductions in crime, especially the sort of crime that police activity can reasonably affect, and the public's fear of crime and sense of safety and security. Because these crime-related goals are to be achieved through changing the orientation of the public toward the police, it is also appropriate to evaluate the public's experience with and attitudes toward the police. Finally, it is important to explore the effect of community-oriented policing on the police themselves, especially their morale in the face of change and their perceptions of whether public attitudes toward them have changed. All of these appear in column 1 as goals to be evaluated (UN, 2018). One rationale for public involvement is the belief that police alone can neither create nor maintain safe communities. They can help by setting in motion voluntary local efforts to prevent disorder and crime; in this role, they are adjuncts to community crime prevention efforts such as neighbourhood watch, target hardening, and youth and economic development programs. Community involvement is also frequently justified by pointing to the growing customer orientation of public service agencies, and to the political and social forces lying behind it (Kiarie, 2012).

The study carried out by Gatoto (2013) revealed that about 95% of the respondents concurred that proper housing of the officers raises their morale to execute their duties. To a larger extent, the study also found that a correlation of the housing conditions with crime reduction produced negative correlations. This is because housing conditions offered to the officers are not acceptable to officers and thus have little or no effect on crime reduction. Besides, the study also found that the officers housing conditions are in bad state and some officers even share rooms. This study therefore recommends that more financial motivator be used to reward the officers as well as non-financial motivators. This study also recommends that more houses to be built for officers to improve their housing conditions and necessary arrangements be made to avoid sharing of houses so as to enhance officers' privacy (Gatoto, 2013).

Adambo (2005) observes that an average of 70% of allocation for public safety, law and order budget in Kenya is on salaries hence starving capital development especially in police reforms. Police are inadequately funded for operations and

maintenance. According to Kimilu (2003), historically police in Kenya have been poorly remunerated, ill armed, badly equipped, poorly clothed, and live in pathetic conditions. Police in Kenya have inadequate transport facilities, inadequate tools and equipment including communication, IT, housing, forensic laboratories and super servers. A study done in Nairobi in 2003 revealed that community police officers do not stay in the locations where community policing is being implemented. New approaches are therefore required to address insecurity more effectively and within the limited resources available (NjiriNdari and Maina 2014; citing Adambo, 2005). Proper housing facilities for the officers is a great intervention on building the morale of the officers who are subject to execute their duties obliged to. Studies have revealed that 56% of the officers are living in deplorable housing conditions which has in return affected discharging of their duties (Chepkwony, 2015).

Officers are resilient to accidents because they ought to be alert all the time. In case of any occurrence, police are the first to respond and attend to such emergency and crimes. Therefore, medical covers and emergency funds should be channelled to the officers to cater for their emerging needs (Kiarie, 2012). Nyaura and Ngugi (2014) point out the fact that community policing is an effort between the different security agencies that identifies and solves community problems such as insecurity issues. Their study findings however, indicated that poor working conditions, poor pay, lack of recognition from the public, inadequate working facilities, and poor communication channels were among the major challenges facing private guards. These challenges are similar to that of the police, who live in a deplorable condition yet they are supposed to protect the general population. Moreover, the police who are faced with these challenges may end up engaging in corruption in order to sustain their families. This in turn affects the core theme of community policing which is to prevent crime. The police may also be lured to collude with the criminals in engaging in crime who are the enemies of community policing (Oenga, 2015).

Provision of medical covers to the officers will motivate them and reduce any element of the fear of unknown in case of any emergency. This will enhance their morale and promote overall successful implementation of community policing. Community policing aims at evaluating community policing programs; giving special attention to vulnerable groups whom include the women, children and the disabled who are crime prone; share responsibility and decision-making as well as sustained commitment from both the police and community, with regard to safety and security needs; encouraged enhancement of accountability of the police to the community they serve; conflict resolution between and within community groupings in a manner which enhances peace and stability; further basing problem solving activities on a consultative approach that constantly seeks to approve responsiveness to identified community needs. Furthermore, participation of all members of the Kenya Police in community policing and

problem-solving initiatives and ensuring that community policing informs, guides and sustains all policing activities as part and parcel of community policing in Kenya thus it is an all-inclusive activity between community members and the police (Oenga, 2015).

The Kenya police (2014), creates the understanding that community policing works by creating an understanding between the police and the community about their role in crime prevention; supplementing police patrols through private guards and neighborhood watch groups; providing educational, capacity building, enhancing Kenya Police personnel and members of the community to enable constructive participation in addressing the problems of crime; forming community policing victim support centers and training response teams (units); improving street lighting (security lights) to reduce crime (the use of adopt-a-light program for the slum population) (Oenga, 2015). The welfare, morale and stress issues of the police force have to be attended to by the senior managers of the police force in order to achieve best possible results (Gachago, 2010). Relates studies show that, outdated and so discriminative to the junior officers, lack in capacity and ability in relation to new constitution, very poor in terms of pay and police welfare and not user friendly. Some also added that the terms and conditions of service were not friendly to development of police officers in terms of disaster scene management and community policing (Chepkwony, 2015).

#### *2.5: Influence of appropriate technology on implementation of community policing*

First, technology, such as the police radio and patrol vehicles, changed the relationships between the police and the community. Previously officers developed personal relationships with the community and needed the community to be willing to share information. Second, police applied scientific management to policing, which created the perception police were responsible for keeping the community safe. Previously, the community understood that ultimately the community were responsible for reaffirming the social norms that promoted public safety (Mulugeta and Mekuriaw (2017). The success and sustainability of community policing in Kenya will to a larger extent depend on improved policy environment, skilled, knowledgeable and motivated policing agencies, deliberate funding of community policing programmes, and support with modern equipment and technology. Police officers ought to regard community members as partners in preventing crime. Security agencies and officers ought to recognize that they are not the only custodians of communal and national security, but rather local communities too have a stake in it. This requires re-orientation of mind-sets and attitudes of policing agencies. On the other hand, policing agencies ought to carry out civic education within local communities to clarify on the concept of community policing. This will make community policing to be owned by citizens and remove misconceptions that still

exists among the citizenry. This will distinguish between vigilantism and community policing (KIPPRA).

According to Ram (2014) in every stage of implementation of solar technology for street lighting project requires stakeholders' engagement. Ram indicates further that right from initiation of the project up to fully functioning street lighting projects stakeholders ought to be involved in order to enhance project integration and reduce resistance by the residents on the implementation of that project. Moreover, Solar Street Lighting Technology is a renewable energy solution used for illuminating road, pathway, parking place or other similar outdoor areas. A standalone SSL system is an outdoor lighting unit used for illuminating a street or an open area, and having no connection to the local electricity grid. Solar Panel or Solar Photovoltaic (PV) Modules convert solar energy into electricity, which is stored in the battery via a solar charge controller. The Solar Light (preferably an energy efficient LED) will work during night times automatically by incorporating a light-sensor control, and provide light during evening and night hours only. Successful implementation of any project requires divine involvement of the stakeholders (Ayuka, 2017).

Karanja (2011) elaborates that CCTV refers to Closed Circuit TV. He further connotes that, CCTV uses one or more video cameras to transmit video images and sometimes audio images to a monitor, set of monitors or video recorder. The difference between CCTV and standard TV is that standard TV openly broadcasts signals to the public. CCTV is not openly transmitted to the public. CCTV uses either wireless transmission or a wired transmission to send the broadcast from the video cameras to the monitor(s) or recording device. Most CCTV systems are used for surveillance which can include security monitoring, spying or for safety monitoring purposes. Furthermore, it focuses on capturing live feed from a secured area upon intrusion. When a breach occurs, a user can view live surveillance footage on a website or via a browser (Karanja, 2011).

A common goal of most CCTV systems has been the prevention of crime and disorder through deterrence. It is also assumed that CCTV aids detection through its surveillance capability and the opportunity it may afford to deploy security personnel or police officers appropriately. Lack of open street CCTV cameras had made criminals have taken advantage of the streets which are free from surveillance to attack unsuspecting members of the public which is evidenced by the increased number of security personnel on the streets. In addition, CCTV cameras installed by different institutions are manned by private security personnel who are not linked to any central system. Moreover, there is lack of a police system to monitor CCTV cameras leads to poor response. Flawed communications between police and operators also seriously impede the crime prevention potential of CCTV. (Okere, 2012).

A study conducted by Wanjohi in Machakos County revealed that CCTV surveillance greatly assist in combating crimes. Furthermore, the study revealed that community-policing department has created new prevention strategies after recent criminal activities in Machakos County, and some of the prevention strategies include: visible police patrols; nyumba kumi initiative; more street lighting; and existence of CCTV cameras. Majority of the households indicated the following to be challenges they experience in an effort to prevent crime and disorder activities in their area of jurisdiction: lack of enough resources; people don't turn up for community meetings; lack of fuel for the response; information given to the police might be used against you; mistrust; and police do not use intelligence sharing with the citizens (Wanjohi, 2014). The use of social media groups like tweeter, face book, Instagram and Whats App have greatly created a good platform for reporting and accessing information thus aiding in community policing and combating crime (Mwangi, 2011). On the same note, Tullah (2014) indicates that, Social networking sites (SNS) play a significant role in mediating state and society in contemporary Africa even though they may not be in direct dialogue with agents of the state (Ndavula and Mberia 2012).

A social networking site is a type of contemporary new media communication technology where users can set up a profile of themselves, create formal connections to people they know, communicate, and share preferences and interests. Technology has surely revolutionized the world of communication. Social networking sites or social media has made it possible to share interests and connect people across the globe without any geographic, economic or political barriers. Social media services operate as an online platform that can be used to develop social relations with people of interest. The majority of the social networking services are internet based e.g. email, messengers and online communities. These online services provide users means of interaction. Users can share activities, events, interests and ideas with people in their networks. This type of communications technology has made lifestyle innovative and alleviated the distances (Mutune, 2014).

Social media is said to have an impact on society, economy and culture this is because they have been able to change the established models of production and distribution. Initially social media was introduced to consumers for the use in their leisure time, and free and easy to use were the attributes that made it attractive to use (Tullah, 2014). In addition, a survey carried out by Tullah revealed that, Social media is said to have an impact on society, economy and culture this is because they have been able to change the established models of production and distribution. Initially social media was introduced to consumers for the use in their leisure time, and free and easy to use were the attributes that made it attractive to use not using it for just chatting, but also for activities such as shopping or entertainment as will be mentioned later on in this chapter. From the findings we can make inferences that



for one to use social networks to their full potential it is important that you access them from your handheld devices from there one can share their favorite moments as they occur as well get up to the minute update of what is going.

### *2.6: Influence of training police officers on implementation of community policing*

Training is a mandatory requirement in order to realize proper implementation of any project (Ondieki, 2016). On the same note, it raises the basis of sensitizing the community to the need of preventing the occurrence of crime, rather than waiting for the crime to occur and then calling the police. This is because community security needs are best known by the particular community and they may be different from what police think they are. Therefore, police must form training and partnership with community members in crime management. Community policing involves integrating all the organs of the state with those of the communities in fighting crime. Members of the public are able to exercise their constitutional obligation of apprehending criminals and handing them over to the police (Mwaura, 2014).

As important as respondents rating of their participation in community policing activities is whether they participated in community policing trainings and discussions. In regards to this, too, respondents were asked to rate whether they have participated in community policing trainings and/or discussions. The result shows that while 11% and 43.2% responded to be strongly agree and agree, 32.2% and 13.5% responded as they disagree and strongly disagree respectively (Table 16). One of the principles of implementing community policing is to increase public disclosure of crime. Whether implementation of community policing has been materialized this in the study areas, data were collected to understand respondents' levels of agreement or disagreement on the contribution of community policing implementation in their disclosure of crime. Accordingly, this study found that while 11.9% and 47.5% of the respondents 'strongly agree and agree on the role of community policing for increased public disclosure of crime, 31.4% and 9.3% of the respondents disagree and strongly disagree on the subject respectively Mulugeta and Mekuriaw (2017).

The training should include how to interact with the public, listen respectfully to complaints about police service, refer people in need of help to appropriate offices and agencies, obtain advice about crime prevention, and coordinate activities with community-oriented policing specialists. If at all possible, it is preferable to include the community and its genuine inputs in the design and delivery of this training to ensure what the community wants/needs, their fears and expectations, how much they want to interact with the police are accurately addressed (UN, 2018).

According to Kiarie (2012) the training curriculum has modules that include an introduction to Community Based Policing, legal framework and human rights, society and Community Based Policing, strategic management, crime

prevention and reduction, and partnership policing. Great emphasis is placed on changing organisational culture, and individual behaviour and attitudes. On the basis of this, Safer world, Peace Net, Kenya Police, Administration Police and representatives from the pilot sites have developed standardized CBP training materials for use in training for communities and law enforcement agencies (Safer world, 2006). United Nations police educate the communities about preventing crime. Public fora permit police actions to be discussed including sharing of personal experiences by police officers and members of the public. They also provide the opportunity for community members to give input on their concerns and prioritize the problem, and on how they think their neighbourhood should be policed for example, where and when police patrols might be necessary. Also, the public need to be informed about community-oriented policing and its objectives and ideally at some point there should even be joint police and community training on it Promoting awareness about small arms control initiatives, rights and duties of the citizens, creating pressure groups through community-police partnerships can go a long way in preventing conflicts and improving the overall security scenario. Community-oriented policing also promotes good governance and democratic principle of the rule of law through generating awareness on elections, human rights, individual rights and duties to create a sense of community responsibility (UN, 2018).

As an outgoing concern, community-oriented policing is subject to regular evaluation based on the desired results and outcomes. At the same time, research and development should be encouraged by the management of the police and law enforcement agencies to enhance its service delivery based on the community-oriented policing theme. The implementation of the strategy will be monitored and evaluated through the existing monitoring and reporting systems currently in use by the missions<sup>8</sup>. United Nations police will recognize, celebrate and publicize success of the community-oriented policing programme. Evaluation will be shared with the key stakeholders and government, if necessary (UN, 2018). Police departments that are grounded in a community policing philosophy train and assign officers to duties that are focused on creative and active problem solving and prevention, rather than simply reacting to crime and disorder. In order for officers to do this effectively, some degree of autonomy is required, which is also an important aspect of organizational transformation described above (Sarah Lawrence and Bobby McCarth, 2013).

Enforcement training ought to be Service orientation. Service orientation contextually is provision of a professional police service responsive to community needs and accountable for addressing these needs. Partnership is the facilitation of a cooperative, consultative, participative and inclusive process of problem solving. Problem solving is the joint interrogation, identification, analysis and justification of the causes of crime and conflict allowing development of innovative measures to

address the same. Empowerment is the creation of voluntary joint responsibility and capacity for addressing crime holistically. Accountability is the establishment of a culture of accountability for addressing the needs and concerns of communities within frameworks that uphold the needs and concerns of communities within frameworks that uphold human rights irrespective of socio-economic station of life. The mobilization and sensitization element of community policing includes mobilization and sensitization of communities towards understanding criminal procedures like bail able offences and police bonds in order not to violate a suspect's human rights (Mwaura, 2014). The Kenyan Constitution, the National Police Service Act of 2011, and the strategic plans for Police Services have put focus on building partnership between the police and the communities (Wanjohi, 2014).

Mulugeta and Mekuriaw (2017): All research participants in this study strongly explained the role and significance of community policing on crime prevention. People's level of consciousness and concern on crime issues has improved after the implementation of community policing. A society less concern and inactive participation is the major challenge of community policing. In the philosophy of community policing the society is the main actor and without the involvement of the society the strategy cannot be functional. Limited human resource for coordinating community policing activities, demotivated police officers, less attention given from government to the programme and turnover of police officers is also another challenge for community policing. The attitude of the police officers and the community about the programme was assessed in this study and officers explained that they have positive attitude towards the strategy despite they are working with full of challenges and problems. Officers strongly emphasized the continuity and relevance of community policing to overcome crime and to increase sense of security to the community. Especially in the rural part residents are effectively using this system to prevent the potential crime incidence and people actively engage on community policing discussions and they disclose when they saw crime incidence.

### 2.7: Theoretical framework

According to Thomas (2007) a theory is a contemplative and rational type of abstract or generalizing thinking or the results of such thinking. Theories guide individuals in findings facts rather than reaching goals and are neutral concerning alternatives among values. This study will be guided by the Resource Based Theory. Resource based theory was developed by Philip Selznick in 1980. The resource-based model is that organizational resources and capabilities can vary significantly. For successful implementation of community policing projects, resources are vital in any involvement. Resources entails: human resource, financial resources, materials and most important time as a resource. Effective utilization of resources in the implementation of projects leads to project success (Ondieki, 2016). Resource

based theory advocates that, resources are deficient, optimum utilization to avoid wastages is a success factor of competitive advantage as provided in this theory. The successful implementation of community policing is purely engendered in this resource-based theory. In addition, community policing project is not an exemption because every project runs under the principle of triple constraint (Atoni, 2018).

Wanyonyi and Maturu (2017) examining Resource Based Theory they avowed that, higher competitive advantage in firms tend to create a sense of confidence in stakeholders that support, whether financial or otherwise, was valued and put into action. The resource-based view in outsourcing builds from a proposition that an organization that lacks important, uncommon, unique and organized resources and capabilities, shall seek for an external provider in order to overcome that weakness. Stakeholders will want to be involved in community policing project which have the resources available well managed. Outsourced resources tend to facilitate the reduction of costs of the entire project. Thus, stakeholders can be convinced that the project managers are working towards the achievement of the project at minimum costs for maximum utility and benefit. In the context of the current study, the stakeholders who take part in community policing, in line with project management, undergo transformation through trainings. During implementation of community policing resource factor must be factored in in order to combat the crime rates. The principle behind resource constraint ought to be taken with seriousness it deserves if at all combating crime through community policing is to be achieved. In the implementation process, resources are so influential, therefore, the resource-based theory comes to effect relevantly.

## III. RESEARCH METHODOLOGY

### 3.1: Research Design

According to Orodho (2003) research design is the organization, framework or plan that is used to engender responses to the research problem. Besides, it is also observed as a procedure used to set out the way collection and analysis of data is done in a manner that aims to encompass significance of the study purpose. Mugenda and Mugenda (2003) points out that research design objectively leads to knowing the characteristics of the population in terms of population frame, sample size, sample selection and estimation methods. This study employed a descriptive research design because it best describes the existing phenomena. The design is useful in obtaining an overall image as it stands at the time of the study

### 3.2: Target population

The target population consisted of Police officers (140); National government administration (25); County government officials (7); Clergy (6); Clan elders (Abatureti) (30); Business community (20); and Representatives from learning institutions (4). Therefore, the target population of the study

comprised of 232 persons. The targeted population of this study is believed to have experience and knowledge on community policing aspect in the area of study.

### 3.3: Sample size and sampling procedure

Mugenda & Mugenda (2009) suggested that for descriptive studies 10-30 percent of the accessible population is enough sample. This study anticipated to adopt the sample size of 30 percent of the 232 population which gave a sample size of 70 respondents. The sampling design that was anticipated to be used for the study was stratified and simple random where the population was to be divided into homogenous strata of various categories of members involved in community policing, as indicated in the table 3.1:

Table 3.1 Target population Sample size description

Categories	No. of Employees	Sample Size	Percentage %
Police officers	140	42	30
National Government Administration officers	25	8	30
County Government Officials	7	2	30
Clergy	6	2	30
Clan Elders (Abatureti)	30	9	30
Business Community	20	6	30
Representative from learning institutions	4	1	30
TOTAL	232	70	

Source: Researcher (2020)

### 3.4. Instruments of Data Collection

The choice of data collection instruments is crucial to success of a research. The researcher will take into account the complexity of the topic, response rate, time and targeted

population. Instruments of data collection was a questionnaire. Kothari (2004) elucidated that a questionnaire is a document that consists of some questions printed in a definite order on a form or set of forms. There are three basic types of questionnaires; close-ended, open-ended or a combination of both. Close-ended questionnaires are used to generate statistics in quantitative research while open-ended questionnaires are used in qualitative research, although some researchers may quantify the answers during the analysis stage. Questionnaires can be distributed in various ways including personal distribution, through the mail, and over the internet. (Polit, 2004) This study was to use both closed-ended questionnaires and open questionnaires to collect data. The questionnaire will encompass the Likert scale constructs with a scale range of 1-5 where each participant was to be required to rate each statement given in the description of a given variable. In the scale, the analysis represented will be; 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. At the end of each Likert scale questions, open-ended questions were included to allow respondents give additional information. Mugenda & Mugenda (2003) opine that questionnaires are easy to analyze, easy to administer and economical regarding time and finances hence the researcher's preference.

## IV. DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

### 4.1: Questionnaire return rate

Out of the 70 questionnaires that were given out, 60 were filled and returned. The return rate is therefore 85.72%.

### 4.2: Demographic characteristics of respondents

The researcher asked the respondents to indicate their sex, age and highest level of academic qualification. Their responses are as shown in the table 4.1:

Table 4.1: Demographic characteristics of respondents

GENDER			AGE IN YEARS			LEVEL OF EDUCATION		
Gender	Frequency	%	Age	Frequency	%	Level of Education	Frequency	%
Male	46	76.7	< 25	6	10.0	CPE/KCPE	5	8.3
Female	13	21.7	25-30	8	13.3	KCSE	29	48.3
NA	1	1.7	30-35	8	13.3	Certificate	7	11.7
Total	60	100	35-40	11	18.3	Diploma	8	13.3
			40-45	7	11.7	Degree	8	13.3
			45-50	11	18.3	Masters	3	5.0
			50 and above	9	15.0	Total	60	100
			Total	60	100			

From the table 4.1 the following observations can be made:

The male respondents were 46 (76.7%) while the female respondents were 13(21.7%). One respondent did not indicate his/her sex. The data indicates that more than three quarters of

respondents were male while female respondents constituted less than one quarter of total respondents to the study

Regarding the age of the respondents, 6(10%) were 25 years and below; 8(13.3%) were 25-30 years old; 8(13.3%) were

30-35 years old; 11(18.3%) were 35-40 years old; 7(11.7%) were 40-45 years old; 11(18.3%) were 45-50 years old and 9(15%) were 50 years and above.

On the highest level of educational qualification, 5(8.3%) had a CPE/KCPE certificate; 29(48.3%) had a KCSE certificate; 7(11.7%) had a certificate level of education; 8(13.3%) had a diploma level of education; 8(13.3%) had a degree while 3(5%) has a master degree level of education.

From the data, it can be observed that male respondents were the majority in terms of gender; as far as age of respondents is concerned, two age groups were majority, i.e. 35-40 and 45-50 years age groups while the least majority age group was the 25 years and below; on academic qualification, majority of the respondents had a K.C.S.E level of qualification while a very small proportion had a master degree

#### 4.3: Availability of Resources and Successful Implementation of Community Policing

This section's aim was to gather the opinions of the respondents on availability of resources and successful implementation of community policing. This section has two parts. Part 1 will give the summary of the opinions of respondents while part 2 will test the null hypothesis in this section.

##### 4.3.1: Level of agreement on availability of resources and implementation of community policing program

The respondents were asked to indicate their level of agreement to the statements given. Their answers are as shown in the table 4.2

Table 4.2: Availability of resources

	Statement		1	2	3	4	5	NA	TOTAL
1	Financial resources are very important in the implementation of community policing	Frequency	28	19	5	4	2	2	60
		Percent	46.7	31.7	8.3	6.7	3.3	3.3	100
2	Human resource plays a critical role in the implementation of community policing	Frequency	25	25	5	1	2	2	60
		Percent	41.7	41.7	8.3	1.7	3.3	3.3	100
3	Provision of security apparatus foster the implementation of community policing	Frequency	20	27	7	1	2	3	60
		Percent	33.3	45	11.7	1.7	3.3	5	100
4	The government ought to provide for machines and equipment to boost community policing	Frequency	18	21	9	7	3	2	60
		Percent	30	35	15	11.7	5	3.3	100
5	The availability resources motivate the community policy enforcers	Frequency	22	27	5	3	2	1	60
		Percent	36.7	45	8.3	5	3.3	1.7	100

The following can be deduced from the table 4.2

On whether financial resources are very important in the implementation of community policing, 28(46.7%) strongly agreed; 19(31.7%) agreed; 5(8.3%) were neutral; 4(6.7%) disagreed; 2(3.3%) strongly disagreed and 2(3.3%) did not give their opinion about the subject.

They were also asked to give an opinion as to whether human resource play and a critical role in the implementation of community policing. In this case, 25(41.7%) strongly agreed; 25(41.7%) agreed; 5(8.3%) were neutral; 1(1.7%) disagreed; 2(3.3%) strongly disagreed while the remaining 2(3.3%) opted not to respond to the statement. The researcher wanted to get the position of the respondents on whether provision of security apparatus foster implementation of community policing. 20(33.3%) strongly agreed; 27(45%) agreed; 7(11.7%) were neutral; 1(1.7%) disagreed; 2(3.3%) strongly disagreed while 3(5%) did not respond to the statement. Machines and equipment are thought to be important components of community policing implementation. While responding to the statement 'the government ought to provide machines and equipment to boost community policing', 18(30%) of the respondents strongly agreed; 21(35%) agreed;

9(15%) were neutral; 7(11.7%) disagreed; 3(5%) strongly disagreed and 2(3.3%) did not give an answer to the question.

Motivation of community policing enforcers is also paramount. On the statement touching on this aspect which read as 'The availability resources motivate the community policy enforcers', 22(36.7%) strongly agreed; 27(45%) agreed; 5(8.3%) were neutral; 3(5%) disagreed; 2(3.3%) strongly disagreed and 1(1.7%) did not respond to the question.

From the data, it is clear that majority of the respondents indicated that:

- I. Financial resources are very important in the implementation of community policing
- II. Human resource play and a critical role in the implementation of community policing
- III. Provision of security apparatus foster implementation of community policing
- IV. The government ought to provide machines and equipment to boost community policing
- V. The availability resources motivate the community policy enforcers

4.3.2 Extent to which availability of resources influence implementation of community policing in their area.

The respondents were required to rate the extent to which availability of resources influence implementation of community policing in their area. The summary of the answers given is shown in the table 4.3:

Table 4.3: Influence of availability of resources

Response	Frequency	Percent
Very influential	15	25.0
Influential	21	35.0
Moderately Influential	21	35.0
Least influential	2	3.3
Not indicated	1	1.7
Total	60	100.0

From the table 4.3, a quarter of the respondents indicated that availability of resources was very influential in the implementation of community policing; 21(35%) indicated that this is influential; 21(35%) indicated that this is moderately influential while 2(3.3%) indicated that availability of resources is least influential in the implementation of community policing. The remaining 1(1.7%) of the respondents did not respond.

From the above data availability of resources was shown to be influential in implementing community policing.

4.4 Test of significance on availability of resources and implementation of community policing

The researcher sought to test the following hypothesis:

Table 4.5: Stakeholder engagement

	Statement		1	2	3	4	5	NA	TOTAL
1	Stakeholders are very important in the implementation of community policing	Frequency	32	23	2	0	2	1	60
		Percent	53.3	38.3	3.3	0	3.3	1.7	100
2	There is sufficient engagement of stakeholders in the implementation of community policing	Frequency	12	28	10	7	2	1	60
		Percent	20	46.7	16.7	11.7	3.3	1.7	100
3	Community engagement promotes implementation of community policing	Frequency	23	28	7	0	1	1	60
		Percent	38.3	46.7	11.7	0	1.7	1.7	100
4	National police service takes a critical role in the implementation of community policing	Frequency	21	23	10	4	1	1	60
		Percent	35	38.3	16.7	6.7	1.7	1.7	100
5	The level of involvement of all stakeholders enhances implementation of community policing	Frequency	22	30	5	1	2	0	60
		Percent	36.7	50	8.3	1.7	3.3	0	100

From the table 4.5, the following observations can be noted:

‘Stakeholders are very important in the implementation of community policing.’ On this statement, 32(53.3%) strongly agreed; 23(38.3%) agreed; 2(3.3%) were neutral; 2(3.3%) strongly disagreed while 1(1.7%) did not give an opinion ‘There is sufficient engagement of stakeholders in the implementation of community policing.’ Majority of the respondents (53.3%) strongly agreed; 23(38.3%) agreed;

Ho. There is no significant influence of availability of resources on the successful implementation of community policing initiatives in Masaba North Division, Nyamira County

This hypothesis was tested using the CHI SQUARE test. The observed frequencies are shown in the table 44

Table 4.4: Availability of resources observed frequencies

28	19	5	4	2	2	
25	25	5	1	2	2	
20	27	7	1	2	3	
18	21	9	7	3	2	
22	27	5	3	2	1	

At 0.05 level of significance and 20 degrees of freedom, the table value is 31.41. The computed value is 16.19. The null hypothesis is therefore accepted given that the computed value is less than the table value.

4.5: Stakeholder Engagement and Implementation of Community Policing

The respondents were to give their opinions on stakeholder engagement and successful implementation of community policing. This section has 2 parts. Part 1 will summarize the opinions of respondents on this subject matter will part 2 will give the results of hypothesis testing.

4.5.1: Level of agreement on stakeholder engagement in community policing implementation.

Their responses are shown in the table 4.5

critical role in the implementation of community policing.’ The number of respondents who strongly agreed to this statement were 21(35%); 23(38.3%) agreed; 10(16.7%); 4(6.7%) disagreed; 1(1.7%) strongly disagreed and 1(1.7%) did not respond to the question. ‘The level of involvement of all stakeholders enhances implementation of community policing.’ On responses to this statement, 21(35%) strongly agreed; 23(38.5%) agreed; 10(16.7%) were neutral; 4(6.7%) disagreed; 1(1.7%) strongly disagreed while 1(1.7%) failed to give a response.

From the data shown above it is clear that:

- I. Stakeholders are very important in the implementation of community policing
- II. There is sufficient engagement of stakeholders in the implementation of community policing
- III. Community engagement promotes implementation of community policing
- IV. National police service takes a critical role in the implementation of community policing
- V. The level of involvement of all stakeholders enhances implementation of community policing

*4.5.2: The extent to which stakeholder engagement influence successful implementation of community policing.*

Their responses are summarized in the table 4.6

Table 4.6: Extent of influence of stakeholder

Response	Frequency	Percent
Very high extent	17	28.3
High Extent	21	35.0
Moderate Extent	18	30.0
Low Extent	3	5.0
Very low Extent	1	1.7
Total	60	100.0

From the table 4.6, 17(28.3%) indicated that the influence is of very high extent; 21(35%) said that the influence is of high

extent; 18(30%) indicated that the influence is of moderate extent; 3(5%) rated the influence to be of low extent; 1(1.7%) indicated that the influence if of very low extent. The data above indicates that stakeholder engagement has a substantial influence on implementation of community policing

*4.5.3: Test of significance of stakeholder engagement and implementation of community policing*

The researcher sought to test the following null hypothesis using the Chi Square test:

Ho. Engagement of stakeholders does not significantly influence the successful implementation of community policing in Masaba North division, Nyamira County the observed frequencies are as shown in the table 4.7

Table 4.7: Stakeholder engagement observed frequencies

32	23	2	0	2	1
12	28	10	7	2	1
23	28	7	0	1	1
21	23	10	4	1	1
22	30	5	1	2	0

At 0.05 level of significance and 20 degrees of freedom, the table value is 31.41. The computed value is 34.88. The null hypothesis is therefore rejected since the computed value is greater than the table value

*4.6: Wellbeing of Officers and Implementation of Community Policing*

This part has two sections. Section 1 has highlighted the opinions of respondents on wellbeing of officers and successful implementation of community policing while section 2 has given the results of hypothesss testing.

*4.6.1: Level of agreement on the wellbeing of officers and successful implementation of community policing.*

Their responses are summarized in the table 4.7

Table 4.8: Wellbeing of officers

	Statement		1	2	3	4	5	NA	TOTAL
1	The wellbeing of officers influences the implementation of community policing	Frequency	28	27	0	3	1	1	60
		Percent	46.7	45	0	5	1.7	1.7	100
2	Provision of affordable housing influences the implementation of community policing	Frequency	16	28	9	3	2	2	60
		Percent	26.7	46.7	15	5	3.3	3.3	100
3	Provision of medical and emergency cover influences the implementation of community policing	Frequency	20	21	10	5	2	2	60
		Percent	33.3	35	16.7	8.3	3.3	3.3	100
4	Availability of welfare services boosts the officers’ morale thus influencing the implementation of community policing	Frequency	27	20	7	3	2	1	60
		Percentage	45	33.3	11.7	5	3.3	1.7	100
5	Proper recognition of efforts by the officers contributes to the successful implementation of community policing	Frequency	22	26	5	2	3	2	60
		Percent	36.7	43.3	8.3	3.3	5	3.3	100
6	Community policing relies on the tenet of the welfare of the officers. Please rate the extent of your agreement	Frequency	14	32	13	1	0	0	60
		Percent	23.3	53.3	21.7	1.7	0	0	100

Form the table 4.8, the following information obtainable:

‘The wellbeing of officers influences the implementation of community policing.’ While responding to this statement, 28(46.7%) strongly agreed; 27(45%) agreed; 3(5%) disagreed; 1(1.7%) strongly disagreed and 1(1.7%) did not respond to the statement. ‘Provision of affordable housing influences the implementation of community policing.’ The number of respondents who strongly agreed to this statement was 16 (26.75); 28(46.7%) agreed; 9(15%) were neutral; 3(5%) disagreed; 2(3.3%) strongly disagreed and 2(3.3%) failed to respond to the statement. ‘Provision of medical and emergency cover influences the implementation of community policing.’ While responding to this statement, 20(33.3%) strongly agreed; 21(35%) agreed; 10(16.7%) were neutral; 5(8.3%) disagreed; 2(3.3%) strongly disagreed and 2(3.3%) did not give an opinion on the statement. ‘Availability of welfare services boosts the officers’ morale thus influencing the implementation of community policing.’ The number of respondents who strongly agreed to this statement was 27(45%); 20(33.3%) agreed; 7(11.7%) were neutral; 3(5%) disagreed; 2(3.3%) strongly disagreed and 1(1.7%) did not react to the statement. ‘Proper recognition of efforts by the officers contributes to the successful implementation of community policing.’ Those who strongly agreed to the statement were 22(36.7%); 26(43.3%) agreed; 5(8.3%) were neutral; 2(3.3%) disagreed; 3(5%) strongly disagreed and 2(3.3%) did not respond to the statement. ‘Community policing relies on the tenet of the welfare of the officers. Please rate the extent of your agreement.’ Almost a quarter of all the respondents strongly agreed to this statement; 32(53.3%) agreed; 13(21.7%) were neutral and 1(1.7) disagreed.

From the data above it is clear that;

- I. The wellbeing of officers influences the implementation of community policing
- II. Provision of affordable housing influences the implementation of community policing
- III. Provision of medical and emergency cover influences the implementation of community policing
- IV. Availability of welfare services boosts the officers’ morale thus influencing the implementation of community policing

- V. Proper recognition of efforts by the officers contributes to the successful implementation of community policing
- VI. Community policing relies on the tenet of the welfare of the officers. Please rate the extent of your agreement

4.6.2: Testing of hypothesis

The researcher sought to test the following null hypothesis using the Chi Square test:

*Ho.* The wellbeing of officers doesn’t have a significant influence on the successful implementation of community policing in Masaba North division, Nyamira County

The observed frequencies are as shown in the table 4.9

Table 4.9: Wellbeing of Officers observed frequencies

28	27	0	3	1	1
16	28	9	3	2	2
20	21	10	5	2	2
27	20	7	3	2	1
22	26	5	2	3	2
14	32	13	1	0	0

The table value at 0.05 significance level and 25 degrees of freedom is 27.65. The computed value is 34.28. The null hypothesis is therefore rejected as the computed value is bigger than the table value.

4.7: Appropriate Technology and Successful Implementation of Community Policing

In this section, respondents were to give their opinions on use of appropriate technology and successful implementation of community policing. The section has two parts. Part 1 will summarize the opinions that were given by respondents while part 2 will give the results of hypothesis testing.

4.7.1: Use of appropriate technology and implementation of community policing

The respondents gave their opinions as summarized in the table 10

Table 4.10: Appropriate technology

	Factor		1	2	3	4	5	NA	TOTAL
1	Street lighting particularly on the hotspots will boost the implementation of community policing	Frequency	34	21	2	0	1	2	60
		Percent	56.7	35	3.3	0	1.7	3.3	100
2	Installation of CCTV cameras will promote live coverage thus promoting community policing	Frequency	24	22	7	4	1	2	60
		Percent	40	36.7	11.7	6.7	1.7	3.3	100
3	CCTV cameras will assist the community policing implementation officers to track down the crime incidences	Frequency	24	26	5	1	2	2	60
		Percent	40	43.3	8.3	1.7	3.3	3.3	100
4	Use of social media group like Facebook, tweeter, and WhatsApp, one is able to post some information that may aid in combating crime	Frequency	15	21	18	2	2	2	60
		Percent	25	35	30	3.3	3.3	3.3	100

5	The social media platforms will act as an enabling environment conducive for implementation of community policing	Frequency	12	23	15	6	2	2	60
		Percent	20	38.3	25	10	3.3	3.3	100
6	Use of appropriate technology greatly influence the implementation of community policing	Frequency	18	27	12	2	0	1	60
		Percent	30	45	20	3.3	0	1.7	100

From the table 4.10 the following observations can be drawn: 'Street lighting particularly on the hotspots will boost the implementation of community policing.' The number of respondents that strongly agreed to the statement was 34(56.7%); 21(35%) agreed; 2(3.3%) were neutral; 1(1.7%) strongly disagreed and 2(3.3%) did not respond to the statement. 'Installation of CCTV cameras will promote live coverage thus promoting community policing.' Two fifths of the respondents strongly agreed to the statement; 22(36.7%) agreed; 7(11.7%) were neutral; 4(6.7%) disagreed; 1(1.7%) strongly disagreed and 2(3.3%) did not respond to the statement. 'CCTV cameras will assist the community policing implementation officers to track down the crime incidences.' Two fifths of the respondents strongly agreed to the statement; 26(43.3%) agreed; 5(8.3%) were neutral; 1(1.7%) disagreed; 2(3.3%) strongly disagreed and 2(3.3%) failed to respond to the statement. 'Use of social media group like Facebook, tweeter, and WhatsApp, one is able to post some information that may aid in combating crime.' Fifteen respondents strongly agreed to this statement; 21(35%) agreed; 18(30%) were neutral; 2(3.3%) disagreed; 2(3.3%) strongly disagreed and 2(3.3%) did not respond to the statement. 'The social media platforms will act as an enabling environment conducive for implementation of community policing.' Twelve respondents strongly agreed to the statement; 23(38.3%) agreed; 15(25%) were neutral; 6(10%) disagreed; 2(3.3%) strongly disagreed and 2(3.3%) did not give their opinion on the statement

'Use of appropriate technology greatly influences the implementation of community policing.' The number of respondents who strongly agreed to the statement was 18(30%); 27(45%) agreed; 12(20%) were neutral; 2(3.3%) disagreed and 1(1.7%) did not respond to the statement.

From the data above, the respondents indicated that:

- I. Street lighting particularly on the hotspots will boost the implementation of community policing
- II. Installation of CCTV cameras will promote live coverage thus promoting community policing
- III. CCTV cameras will assist the community policing implementation officers to track down the crime incidences

- IV. Use of social media group like Facebook, tweeter, and WhatsApp, one is able to post some information that may aid in combating crime
- V. The social media platforms will act as an enabling environment conducive for implementation of community policing
- VI. Use of appropriate technology greatly influences the implementation of community policing

#### 4.7.2: Test of significance on the use of appropriate technology and implementation of community policing

The researcher sought to test the following hypothesis using the Chi Square test:

*Ho.* The use of appropriate technology doesn't have a significant influence on the successful implementation of community policing in Masaba North division, Nyamira County

The observed values are shown in the table 4.11:

Table 4.11: Appropriate technology observed frequencies

34	21	2	0	1	2
24	22	7	4	1	2
24	26	5	1	2	2
15	21	18	2	2	2
12	23	15	6	2	2
18	27	12	2	0	1

At 0.05 significance and 25 degrees of freedom, the table Chi square value is 27.65. The computed value is 48.10. The null hypothesis is therefore rejected as the computed value is by far greater than the table value.

#### 4.8: Training of officers and Implementation of Community Policing

This section sought to establish the opinions of respondents on training and successful implementation of community policing. It has 2 parts. Part 1 will highlight the summary of the opinions while part 2 will avail the results of hypothesis testing.

##### 4.8.1: Level of agreement on training and implementation of community policing

The opinions of respondents are summarized in the table 4.12:



Table 4.12: Training of police officers

	Factor		1	2	3	4	5	NA	TOTAL
1	Training is paramount on influencing successful implementation of community policing	Frequency	31	22	4	1	1	1	60
		Percent	51.7	36.7	6.7	1.7	1.7	1.7	100
2	Many members of the community policing enforcement team is well trained	Frequency	4	14	17	13	10	2	60
		Percent	6.7	23.3	28.3	21.7	16.7	3.3	100
3	Training regarding to security is important in enhancing implementation of community policing	Frequency	26	27	4	0	1	2	60
		Percent	43.3	45	6.7	0	1.7	3.3	100
4	Law enforcement training enlightens the officers not to use excessive force	Frequency	28	26	1	2	1	2	60
		Percent	46.7	43.3	1.7	3.3	1.7	3.3	100
5	Training will promote police-civilian cohabitation thus enhancing the overall objective of community policing	Frequency	21	30	4	2	1	2	60
		Percent	35	50	6.7	3.3	1.7	3.3	100
6	Provision of training of the officers greatly influences implementation of community policing. Please rate the extent of your agreement	Frequency	21	31	7	0	0	1	60
		Percent	35	51.7	11.7	0	0	1.7	100

From the table above, the following observations are deduced:

‘Training is paramount on influencing successful implementation of community policing. ‘The number of respondents that strongly agreed to this statement is 31(51.7%); 22(36.7%) agreed; 4(6.7%) were neutral; 1(1.7%) disagreed; 1(1.7%) strongly disagreed and 1(1.7%) did not respond to the statement. ‘Many members of the community policing enforcement team are well trained.’ Only 4 respondents (6.7%) strongly agreed to this statement; 14(23.3%) agreed; 17(28.3%) were neutral; 13(21.7%) disagreed; 10(16.7%) strongly disagreed and 2(3.3%) did not respond to the statement. Training regarding to security is important in enhancing implementation of community policing. ‘Twenty nine respondents (48.3%) strongly agreed to this statement; 27(45%) agreed; 4(6.7%) were neutral; 1(1.7%) strongly disagreed and 2(3.3%) did not give their opinion on the statement. ‘Law enforcement training enlightens the officers not to use excessive force.’ The number of respondents that strongly agreed to this statement was 28(46.7%); 26(43.3%) agreed; 1(1.7%) was neutral; 2(3.3%) disagreed; 1(1.7%) strongly disagreed and 2(3.3%) did not respond to the statement. ‘Training will promote police-civilian cohabitation thus enhancing the overall objective of community policing.’ Twenty one respondents strongly agreed to this statement; 30(50%) agreed; 4(6.7%) were neutral; 2(3.3%) disagreed; 1(1.7%) strongly disagreed and 2(3.3%) did not give their opinion.

‘Provision of training of the officers greatly influences implementation of community policing. Please rate the extent of your agreement. ‘Thirty five Percent of the respondents strongly agreed to the statement; 31(51.7%) agreed; 7(11.7%) were neutral and 1(1.7%) failed to respond to the statement.

From the data above, it is clear from the respondents that:

- I. Training is paramount on influencing successful implementation of community policing

- II. Many members of the community policing enforcement team are well trained
- III. Training regarding to security is important in enhancing implementation of community policing
- IV. Law enforcement training enlightens the officers not to use excessive force
- V. Training will promote police-civilian cohabitation thus enhancing the overall objective of community policing
- VI. Provision of training of the officers greatly influences implementation of community policing

#### 4.8.2: Test of significance of training of police officers and implementation of community policing

The researcher sought to test the following hypothesis using the Chi Square test:

*Ho.* There is no significant relationship between training of police officers and successful implementation of community policing in Masaba North division, Nyamira County.

The observed values are shown in the table 4.13:

Table 4.13: Training of police officers observed values

31	22	4	1	1	1
4	14	17	13	10	2
26	27	4	0	1	2
28	26	1	2	1	2
21	30	4	2	1	2
21	31	7	0	0	1

At 0.05 level of significance and 25 degrees of freedom, the table Chi Square value is 37.65. The computed value is 127.65. The null hypothesis is therefore rejected as the computed value is greater than the table value.

## V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1: Summary of Findings

On availability of resources determines successful implementation of community policing in Masaba North Division, Nyamira County the has established that availability of financial resources, human resources, security apparatus, machines and equipment and resources to motivate community policing enforcers influence successful implementation of community policing. The second objective was to establish the extent to which engagement of stakeholders determine the successful implementation of community policing in Masaba North division, Nyamira County. From the study findings, it was noted by majority of the respondents that stakeholders are very important in implementation of community policing as this enhances and promoted community policing. The respondents also indicated stakeholders are being sufficiently involved in community policing implementation.

The third objective was to examine how the wellbeing of officers determines the successful implementation of community policing in Masaba North division, Nyamira County. From the study findings indicated that wellbeing of officers, provision of affordable housing, provision of medical and emergency cover, availability of welfare services and proper recognition efforts of the officers influence successful implementation of community policing. The fourth objective was to establish how use of appropriate technology determines successful implementation of community policing in Masaba North division, Nyamira County. From the study findings, it was demonstrated that street lighting CCTV Cameras installation and use of social media platforms boost and aid successful implementation of community policing.

The last objective was to explore the extent to which the training of police officers determines successful implementation of community policing in Masaba North division, Nyamira County. From the study findings, it was demonstrated that training is paramount as it will promote police-civilian cohabitation and influence successful implementation of community policing; many members of the community policing team are well trained on security and law enforcement.

### 5.2: Conclusions

From the first objective, it is concluded that availability of resources like finances, human resources, security apparatus, machines and equipment and resources to motivate community policing enforcement officers influences successful implementation of community policing. From the second objective, the study concludes that stakeholder engagement is paramount for promoting and enhancing successful implementation of community policing. From the third objective the study concludes that promoting the wellbeing of officers by providing affordable housing,

provision of medical and emergency cover, availability of welfare services and proper recognition efforts of the officers influence successful implementation of community policing. From the fourth objective it is concluded that use of appropriate technology influence successful implementation of community policing. This can be achieved by use of CCTV cameras, street lighting and social media platforms, among other methods. From the last objective, the study concludes that training on security and law enforcement will promote police-civilian cohabitation and hence influence successful implementation of community policing.

### 5.3: Recommendations

From the first objective, the study recommends that resources be availed to aid in successful implementation of community policing. These resources include finances, human resources, security apparatus, machines and equipment, and resources to motivate community policing enforcement officers. From the second objective, the study recommends that all stakeholders in community policing need to be identified and sufficiently engaged for successful implementation of community policing. From the third objective, the study recommends that programs aimed at improving the wellbeing of officers be promoted to enhance successful implementation of community policing. These programs include providing affordable housing, provision of medical and emergency cover, availability of welfare services and proper recognition efforts of the officers. From the fourth objective the study recommends adoption of appropriate technologies like enhanced street lighting, use of CCTV cameras and use of social media to promote successful implementation of community policing. From the last objective the study recommends continuous training of police officers on security and law enforcement to enhance police-civilian cohabitation and promote successful implementation of community policing.

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## LIST OF ABBREVIATIONS AND ACRONYMS

AP	Administration Police	NPS	National Police Service
BC	Business community	NPSC	National Police Service Commission
CGO	County Government Officials	PO	Police officer
CP	Community Policing	SPSS	Statistical Package for Social Sciences
FGD	Focused Group Discussion	UNEP	United Nations Environment Programme
IPOA	Independent Police Oversight Authority	NA	Not Answered
KP	Kenya Police	%	Percentage
NGA	National Government Administration	i.e.	That is
NGO	Non-government Organization		

**APPENDICES**

**Appendix I: Interview guide (senior officers)**

1. What is your designation?
2. How does availability of resources influence successful implementation of community policing in Masaba North division, Nyamira County?
3. To what extent does engagement of stakeholders influence the successful implementation of community policing in Masaba North Division, Nyamira County?
4. To what extent does the wellbeing of officers, influence successful implementation of community policing in Masaba North division, Nyamira County?
5. How does application of appropriate technology influence successful implementation of community policing in Masaba North division, Nyamira County?
6. To what extent does training of police officers influence successful implementation of community policing in Masaba North division, Nyamira County?
7. What are the challenges of implementing community policing in Masaba North division, Nyamira County?
8. What are some of your mitigation strategies to counter community policy malpractice in the community?

**Appendix II: Questionnaire**

The purpose of this questionnaire is to gather research information on the determinants of successful implementation of community policing in Masaba North Division, Nyamira County, Kenya. The questionnaire has Two parts. Part I comprises of Demographic characteristics while Part II has specific questions regarding to the objective of the study. Part II is further divided into 5 sections as per the five objectives of the study. Kindly respond to all items using a tick. Tick only one response per question.

**PART I: DEMOGRAPHIC CHARACTERISTICS**

- a) Gender of respondents
  - Male (        )
  - Female (        )
- b) Specify your age bracket in years
  - Below 25years (        )
  - 25-30years (        )
  - 30-35years (        )
  - 35-40years (        )
  - 40-45Years (        )
  - 45-50years (        )
  - 50 and above(        )
- c) Specify your highest academic qualification
  - CPE/KCPE (        )
  - KCSE (        )
  - Certificate (        )
  - Diploma (        )
  - Degree (        )
  - Masters (        )
  - PhD (        )
  - Other (Specify).....

**PART II: SPECIFIC OBJECTIVES**

**SECTION A: AVAILABILITY OF RESOURCES AND SUCCESSFUL IMPLEMENTATION OF COMMUNITY POLICING**

Kindly select your level of agreement with the below statements by ticking only once in each of the questions?

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

	Statement	1	2	3	4	5
1	Financial resources are very important in the implementation of community policing					
2	Human resource plays a critical role in the implementation of community policing					
3	Provision of security apparatus foster the implementation of community policing					
4	The government ought to provide for machines and equipment to boost community policing					
5	The availability resources motivate the community policy enforcers					

Rate the extent to which availability of resources influence the successful implementation of community policing in your area

Very Influential ( )

Influential ( )

Moderately influential ( )

Least influential ( )

Not Influential ( )

In your own opinion, how does availability of resources influence successful implementation of community policing?

.....  
.....

**SECTION B: STAKEHOLDER ENGAGEMENT AND SUCCESSFUL IMPLEMENTATION OF COMMUNITY POLICING**

Kindly select your level of agreement with the below statements by ticking only once in each of the questions?

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

	Statement	1	2	3	4	5
1	Stakeholders are very important in the implementation of community policing					
2	There is sufficient engagement of stakeholders in the implementation of community policing					
3	Community engagement promotes implementation of community policing					
4	National police service takes a critical role in the implementation of community policing					
5	The level of involvement of all stakeholders enhances implementation of community policing					

To what extent does stakeholder engagement influence the successful implementation of community policing?

Very High Extent ( )

High extent ( )

Moderate extent ( )

Low extent ( )

Very low extent ( )

Suggest the possible ways in which stakeholder engagement influence successful implementation of community policing

.....  
 .....

**SECTION C: WELLBEING OF OFFICERS AND SUCCESSFUL IMPLEMENTATION OF COMMUNITY POLICING**

**Kindly select your level of agreement with the below statements by ticking only once in each of the questions?**

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

	Statement	1	2	3	4	5
1	The wellbeing of officers influences the implementation of community policing					
2	Provision of affordable housing influences the implementation of community policing					
3	Provision of medical and emergency cover influences the implementation of community policing					
4	Availability of welfare services boosts the officers' morale thus influencing the implementation of community policing					
5	Proper recognition of efforts by the officers contributes to the successful implementation of community policing					

Community policing relies on the tenet of the welfare of the officers. Please rate the extent of your agreement

Strongly agree ( )

Agree ( )

Neutral ( )

Disagree ( )

Strongly Disagree ( )

**SECTION D: APPROPRIATE TECHNOLOGY AND SUCCESSFUL IMPLEMENTATION OF COMMUNITY POLICING**

**Kindly select your level of agreement with the below statements by ticking only once in each of the questions?**

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

	Factor	1	2	3	4	5
1	Streetlighting particularly on the hotspots will boost the implementation of community policing					
2	Installation of CCTV cameras will promote live coverage thus promoting community policing					
3	CCTV cameras will assist the community policing implementation					

	officers to track down the crime incidences					
<b>4</b>	Use of social media group like Facebook, tweeter, and WhatsApp, one is able to post some information that may aid in combating crime					
<b>5</b>	The social media platforms will act as an enabling environment for conducive implementation of community policing					

Use of appropriate technology greatly influence the implementation of community policing. Please show your level of agreement.

Strongly agree ( )

Agree ( )

Neutral ( )

Disagree ( )

Strongly Disagree ( )

**SECTION E: TRAINING AND SUCCESSFUL IMPLEMENTATION OF COMMUNITY POLICING**

**Kindly select your level of agreement with the below statements by ticking only once in each of the questions?**

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

	<b>Factor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Training is paramount on influencing successful implementation of community policing					
<b>2</b>	Many community policing enforcement teams are well trained					
<b>3</b>	Training regarding to security is important in enhancing implementation of community policing					
<b>4</b>	Law enforcement training enlightens the officers not to use excessive force					
<b>5</b>	Training will promote police-civilian cohabitation thus enhancing the overall objective of community policing					

Provision of training of the officers greatly influence implementation of community policing. Please rate the extent of your agreement

Strongly agree ( )

Agree ( )

Neutral ( )

Disagree ( )

Strongly Disagree ( )

In your area of jurisdiction suggest how training influence successful implementation of community policing

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**Thank you for your Participation**