

Influence of Technical Expertise on Implementing Community Policing Programs in Nairobi City County, Kenya

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Abstract: Community policing was introduced in April 2005 with the aim of improving relations between community and the Police Service and help in fighting increasing crime and terrorism in Nairobi City County. The use of “NyumbaKumi” initiative was adopted after its successful implementation in the neighboring country of Tanzania. Monitoring and evaluation techniques have been used to improve the success rate in project management and their application in community policing programs hold a promising future for the sustainability of such projects. The main purpose of the study was to assess the impact of technical expertise on the implementation of community policing programs in Nairobi City County. The target population comprised community leaders, National Police Service, citizens, religious leaders, business community and households that have been impacted by the community policing programs. The study made use of a descriptive survey research design. The study made use of both primary and secondary data. Primary data was collected using a questionnaire. The data was then analyzed using SPSS software. Statistical measures and frequencies were utilized to provide insights about the data. A regression model was also run to be able to provide information about the relationship between the dependent and the independent variables. The study established that technical expertise had a positive and significant effect on implementing community policing programs in Nairobi City County, Kenya. The study concluded that enables the employees gain self-confidence that they have the knowledge and competence to perform their daily tasks to the best of their ability for effective implementation of projects. The study recommended that the project managers involved in the implementation of community policing must be highly organized and able to keep meticulous track of every aspect of every project.

Keywords: Technical Expertise, Project Implementation, Community Policing

I. INTRODUCTION

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

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

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

Technical expertise is the source of specialist skills and expertise knowledge that enables a person to be in a specific domain. It reflects the cumulative amount of the skills possessed by the team leaders at team level (Rasch&Tosi, 2015). Lower team knowledge is suggested by Faraj and Sproull (2017) that the organization is theoretically well qualified to address technological challenges and build solutions during project implementation. Therefore, effective technical expertise allows the organization to ensure that it has employees with the right technical skills to function at every level of project implementation (Coronado & Antony, 2016).

Community policing emerged towards the end of the 20th Century as governments across the globe were actively seeking for ways to engage police service and community in order to address the rising cases of crime in isolated

communities (McDaniel, 2017). In the United Kingdom, community policing was first introduced in London as part of the austerity measures by the British parliament to address the cases of rising crime in London and its suburbs in 1829. Community policing enabled residents to communicate with the policing and greatly improved relationship between the community and police services in London and the United States. The community policing principles adopted by the London Metropolitan Police District have continued to serve as a reference model for other countries. In the United States, community policing was introduced by the police department through the use of paramilitary agencies. Police officers were assigned different communities and wore distinctive blue uniforms to make them identifiable (Rosenbaum, 2016).

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

Research Objective

The overall objective of this study will be to assess the impact of technical expertise on the implementation of community policing programs in Nairobi City County.

Research Question

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

Statement of the Problem

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

cannot open for long hours discouraging 24 hour economy (Peak & Glensor, 2019).

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

Although community policing has proved to be effective in crime management in some parts of the world, in the Kenyan context, the concept of community policing has not been well conceptualized. Further, community policing in Nairobi City County are funded through taxpayers’ resources as well as various donor partners, thus increasing the need for ensuring accountability and monitoring of the progress of the initiatives against the goals for which they were established (Wambui, 2009). Integration of monitoring and evaluation practices has proved to be effective in measuring the progress of programs in various sectors and its use in measuring the implementation of community policing initiatives in Nairobi City County is critical to achieving sustained benefits from the programs.

A study by Hvidemose and Mellon (2013) analyzed monitoring and assessment mechanisms for the introduction of community policing in Bosnia and Herzegovina and found that the absence of participation of recipients and local resource persons in M&E activities seems to be a limitation for the system. A study by Naziri, Nagari and Maina (2014) evaluated the implementation of the community policing program in the Nakuru County Police Department in Nakuru County, Kenya, and found that the community policing program lacked adequate resources as there were no specific police officers assigned to the community policing program. The Kibet (2017) study assessed the performance determinants of community policing projects in Kisi County and found a strong positive relationship between the level of community awareness and the performance of community policing projects.

Based on the above studies it is evident that the studies were carried out under different contexts using different methodologies. Furthermore most of the studies had their main limitation being a small sample size; this study involves adequate sample size to deal with this limitation. Therefore,

this study examined the impact of technical expertise on the implementation of community policing focusing on Nairobi City County in Kenya.

II. LITERATURE REVIEW

Theoretical Literature Review

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

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

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

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

Results based management theory (RBM) incorporates the aspect of evaluations which provides findings, lessons and recommendations for the purpose of improving decision making. However, for evaluations to be effective, all the stakeholders in the program should be involved. Evaluations ensure performance targets are reached, bring about accountability and ensure proper utilization of resources

assigned to programs. According to UNDP (2012), results based management theory improves the performance of programs by providing a holistic view through stakeholder involvement. Through the use of performance monitoring tools, stakeholders can provide feedback which can inform policy making for the purpose of improving the sustainability of programs.

Empirical Literature Review

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

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

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

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

III. RESEARCH METHODOLOGY

The study used descriptive survey research design. The study target population was the 165 members of the National Police Service who are mandated with the implementation of the community policing programs in the areas they are stationed. A census of 117 respondents was done. Primary data was

collected from respondents by presenting them with questionnaires. The pilot study was conducted in Machakos County, which is a neighboring county. The results of the pilot study were used to improve the data collection tool and did not form part of the final results of the study. The data collection tool was tested for validity by discussing the statements with supervisor. Descriptive statistics such as differences in mean and relative frequencies was used to analyze the trends. In addition, Karl Pearson’s coefficient of correlation was performed to be able to identify relationship between the study variables eliminated at this stage.

IV. FINDINGS

The findings of the effect of technical expertise on implementing community policing programs in Nairobi City County, Kenya are indicated in Table 1.

Table 1: Technical Expertise

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

Source: Survey Data (2021)

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

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

productive use of capital, successful preparation and training, risk reduction are some of the key factors.

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

Model Summary of Regression Analysis

Table 2: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.793 ^a	.852	.833	.517	.352	19.002	3	105	.000

Source: Survey Data (2021)

The result in Table 2 show that technical expertise explain a factor of 0.833 of implementation of community policing programs in Nairobi City County as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute to a factor of 0.167 of the implementation of community policing programs.

Coefficient of Determination of the Variable

Table 3: Coefficient of Determination of the Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.566	.459		4.067	.000
	Technical expertise	0.723	.091	2.119	1.357	.001

Source: Survey Data (2021)

From the above regression model, holding the technical expertise at constant, implementation of community policing programs in Nairobi City County would be at a factor of 0.723. The study also revealed that technical expertise influenced the implementation of community policing programs to a very great extent at a factor of 0.723.

The resulting regression equation was $Y = 0.566 + 0.723X_1$

Where Y = Implementation of Community Policing Programs

X_1 = Technical expertise

The study revealed that technical expertise had a positive and significant relationship on the implementation of community policing programs in Nairobi City County as shown by t values ($t=1.357$, <0.05). A study by Ong, Tan and Kankanhalli (2015) that examined the relationship between team expertise and implementation of information systems development projects that showed that team expertise had a positive significant relationship with implementation of information systems development projects.

V. CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER STUDIES

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

The study recommended that the project managers involved in the implementation of community policing must be highly organized and able to keep meticulous track of every aspect of every project. They must be able to inspire team buy-in by articulating a clear vision, keep morale up by ensuring team members have the resources they need, and resolve inner-team conflicts that will inevitably arise along the way. They should also have the ability to communicate effectively in both technical and non-technical terms. The project manager should make timely response on time and be available when needed. The project manager should have good communication skills to assist in constructing the right message and ensuring that the intended message is successfully delivered to the project team members for successful project implementation.

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