# Influence of Community Policing Strategy on Service Delivery in National Police Service in Nairobi County, Kenya

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## ABSTRACT

The research examined the influence of Community Policing (CP) on service delivery in the National Police Service (NPS) in Nairobi County. The research was supported by stakeholder theory. The study adopted a quantitative research design with the target population being fourteen (14) police stations in Nairobi County having a total number of 3000 police officers attached to them. The sample size was 143 police officers. Stratified random sampling was adopted to pick the unit of observation. Data was sourced using structured questionnaires and analysed based on the Statistical Package for Social Sciences (SPSS). The regression model showed that the influence of CP on service delivery in NPS in Nairobi County was positive and significant ($\beta_1$ = .593, t= 10.13, p=.000<.05). The study concluded that CP strategy had a major influence on service delivery in NPS in Nairobi County, Kenya. The study suggests that the inspector General of NPS to ensure that all police stations in Nairobi County and Kenya as a whole have service charters legible to members of the public to ensure that police service is held accountable as regards service delivery. Further, the police service ought to train its workforce on community policing as a philosophy and a strategy for enhancing service delivery.

**Key Words:** Community Policing, Strategy, service delivery

## INTRODUCTION

Service delivery is critical for the success of any organization in terms of satisfying the needs of its customers and clients (Njagi & Kombo, 2014). Kalava (2016) argued that a firm or an institution is considered successful when it can avail efficient services to clients at the right price and quality. Accomplishment of above-board delivery of services requires collaborative efforts from all units of an organization in the form of strategies. Service delivery in public organizations consists of commitments and promises made by government agencies and associated political leadership regarding what they intend to achieve for the benefit of the citizens or electorates (Banuri et al., 2018). The delivery of service by public entities like NPS must be evaluated from the perception of performance standards that are considered to have a direct effect on the efficiency and effectiveness of service provision to the citizenry. Service delivery is central to government institutions and citizens given that quality and affordable services enhance the reputation of the governments in the eyes of the citizens. Organizations ought to seek to satisfy their customers with market offerings to improve their image. Kalava (2016) noted that successful organizations are those that effectively and efficiently offer services to the customers and that poor service provision leads to dissatisfaction among the customers. Firms must ensure that the services they offer are of high quality. An organization can achieve customer loyalty via the delivery of quality and affordable services (Njagi & Kombo, 2014). The Constitution of Kenya (CoK) 2010 establishes the National Police Service (NPS) in Article 243. The NPS comprises the Kenya Police Service (KPS) and Administration Police Service (APS) [Revised Police Reforms Program Document, 2015-2018]. The functions of the NPS include prevention of

crimes, and preventing corruption among others. Among the various strategies that can be adopted by police organizations to enhance service delivery is community policing. Community Policing (CP) is a strategy of policing where the police institution collaborates with the public in a symbiotic relationship where the public gives intelligence and the police acts on the intelligence to offer security and fight crimes in society (Williams et al., 2018).

## 1.1 Statement of The Problem

Currently, private and public entities are preoccupied with improving the efficiency and effectiveness by which services are delivered in general and police service, in particular. Public entities, like NPS, have been accused of poor service delivery that is mainly attributed to a lack of accountability, bureaucracies, and wastage of public resources. Most government agencies are attempting to reverse the negative reputation of poor service delivery (GoK, 2012). Maina (2013) revealed that the reputation of the NPS has been under attack and that this hinders the ability of the NPS to offer services as enshrined in the NPS Act 2011. Even though there exists a battery of studies on community policing and delivery of service, there are still knowledge gaps. Most studies have tended to link community policing strategy with security. Methodologically, studies on community policing have tended to be qualitative hence need to undertake a quantitative study to establish if the findings hold. This study sought to bridge knowledge gaps by examining the influence of community policing strategy on service delivery in the NPS in Nairobi County, Kenya.

## 1.2 Research Objective

To examine the influence of community policing on service delivery in the National Police Service in Nairobi County.

## 1.3 Research Hypothesis

$H_{O1}$: Community policing has no significant influence on service delivery in the National Police Service in Nairobi County.

# LITERATURE REVIEW

## 2.1 Theoretical Review

The study was based on stakeholder theory, Freeman (1984) defines stakeholders as any individual or group that direct interest in the affairs of an organization and can influence or be influenced by the decisions and activities of the organization. The major stakeholders include the owners, staff, customers, the general public and the governments. Stakeholder theory assumes that the activities of the firms affect the stakeholders who have an interest in the firm. Customers need quality, safe and affordable products; owners need their net worth protected; the government needs the firm to pay taxes and observe laws and regulations; competitors need the firm to practice fair competition; employees expect fair wages, salaries and practices while the general public expects that firm's operations are sustainable (Donaldson & Preston, 1995). The theory informs the independent variables of community policing. The theory informs community policing in that, the NPS recognizes the community as a key stakeholder in its operations in terms of provision of intelligence and other support. The NPS should thus work in partnership with the community via community policing.

## 2.2 Empirical Review

Refers to the strategy of policing where the police service works closely with the community in getting

solutions to security problems in society. In Ethiopia, Adugna and Italemahu (2019) examined the effectiveness of community policing based on a mixed approach where questionnaires, key informant interviews (KII) and focused group discussions (FGD) were adopted. The findings revealed that crime was prevented by the community. Further, the study revealed that community policing structures suffered from inadequate resourcing. The study focused much on the limitation facing community policing and another study ought to be carried out on the effect of community policing delivery of services.

In Ghana, Okoro (2020) examined the effectiveness of Community Policing for the management of crimes based on a mixed approach. FGD, KII and survey were adopted to source needed data. The analysis revealed ineffective community policing due to low public confidence in the Police. Okoro (2020) was carried out in Ghana with a different operating environment from Kenya. Besides, they focused on the impact of community policing on crime management. Another study should be carried out on the influence of community policing on service delivery that includes other services in addition to crime management.

Madu et al. (2016) sought to identify how the community policing concept can be used to re-brand the force. The questionnaire was administered to five hundred and fifty-five study participants recruited from 5000 Police Personnel serving in Imo State Nigeria. Data obtained were analyzed using the percentage method. Major findings include: Nigeria Police Force currently has a poor image as a result of poor quality of police services to the citizens, therefore it requires re-branding; the Nigeria. Police can be rebranded with the community policing concept, but the majority of the police personnel are not trained in community policing and even the few that are trained do not practice the concept.

Karuri and Muna (2019) explored the issue of community policing and its contribution to the prevention of crime in Kakamega. The study targeted three hundred and twenty-one study participants with purposive sampling being used to select one hundred and ten participants who finally took part in the study. The study established that community policing was not effectively being used to fight crime. Gitoru and Muna (2019) focused on the link between community policing and crime prevention hence the effect of community policing on service delivery in NPS should be undertaken. Leting et al., (2019) evaluated whether community policing influenced social relations. The mixed approach was adopted to pick three hundred and eighty-four respondents using convenient, purposive and snowball sampling. KII were used to source data with data analysis based on content analysis revealing that community policing helps in preventing terror activities. However, when they cannot stop terrorism, mistrust develops.

# METHODOLOGY

## 3.1 Research Design and Population

The study will adopt a quantitative design critical when examining the relationship between variables (Kothari, 2004). The design aided the researcher in establishing a nexus between community policing strategy and the delivery of services at NPS. The target population was fourteen (14) police stations within Nairobi County having 3000 police officers distributed among the police stations. Therefore, the police stations were the units of analysis with corporate reputation strategies and service delivery being examined at the police station level. The police officers at each station formed the units of observation.

## 3.2 Sampling

The study adopted a census to select all the 14 police stations in Nairobi County that were involved in the study as the unit of analysis. Further, the research adopted formulae by Chaokromthong and Sintao (2021) to arrive at the sample size of the unit of observation (Police Officers) picked from the 14 police stations in Nairobi County.

$S= ((X*X)*NP(1-P))/((d*d)(N-1)+(X*X)*P(1-P))$

Where S = Required Sample, X is a normal distribution based on a 95% confidence level taken at 1.96. N is the target population given by 3000. P is Population proportion taken at 0.5 and d is the margin of error taken at 0.08.

$S= ((1.96*1.96)*3000*0.5* (1-0.5))/((0.08*0.08)(3000-1)+(1,96*1.96)*0.5(1-0.5))$

S = 142.9

S= 143

The study adopted stratified random sampling in which picking unit of observation from the target population (Table 1).

**Table 1: Sampling Distribution**

| Group | Count | Percentage | Sample |
|---|---|---|---|
| Customer Care | 308 | 10.2 | 15 |
| Complains | 320 | 10.6 | 15 |
| Internal Affairs | 345 | 11.5 | 16 |
| Community policing | 1059 | 35.3 | 50 |
| Traffic | 622 | 20.7 | 30 |
| Criminal Investigation | 346 | 11.5 | 16 |
| Total | 3000 | 100 | 143 |

Each police station was segregated into departments and several police officers participated in the study as a unit of observation was determined using proportionate sampling.

**3.3 Research Instruments and Data Collection**

Structured questionnaires in the form of a 5-point Likert scale were adopted to source primary data for the study. The researcher enlisted the services of three (3) research assistants who were trained on how to administer questionnaires two weeks before the actual data collection. The principal investigator contacted the police posts in Nairobi and identifies the respondent on the day of the study. Further, the researcher explained the purpose of the study and informed the respondents about their rights in the study including existing the study if they wished to at any stage of the study. The questionnaires were self-administered to the respondents with minimal help from research assistants and the principal investigator.

**3.4 Data Processing and Analysis**

The questionnaires were then coded and data keyed into the Statistical Package for Social Sciences (SPSS) software version 23. Thereafter, the data was cleaned before the analysis proceeded. Descriptive statistics in the form of mean and coefficient of variation were adopted to describe study variables in isolation. Regression analysis was then undertaken to examine whether community policing strategy influences service delivery in NPS. The study adopted the regression model in equation [1].

$$SD= \beta_0 + \beta_1 CP+ \varepsilon \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots[1].$$

Where: SD is service delivery

CP is Community Policing

$\beta_0$ is the intercept term

$\beta_1$ is the beta of Community policing

$\varepsilon$ is the residual term.

# DATA ANALYSIS AND DISCUSSION

## 4.1 Introduction

The study issued 143 questionnaires to the respondents of which 129 were adequately filled and returned. The response rate was thus 90.2% which was considered adequate. The findings revealed that the instrument used in sourcing data was reliable with Cronbach alpha being greater than 0.7. Community policing (0.803), Service delivery (0.871). The findings based on KMO and Bartlett's test for Validity test showed that the constructs had a p-value lower than 0.05 hence the questionnaire was considered to have a good contract validity.

## 4.2 Demographic Information

The majority of the respondents were males (63.6%), followed by females (31.8%) and finally those who preferred not to state their gender (4.7%). Generally, it was evident that most respondents were males given the relatively high number being absorbed in the security sector. However, females were also a third of the total respondents hence both genders were adequately presented in the study. The findings revealed that the majority (46.5%) of the respondents were from the criminal investigation department, followed by traffic at 21.7%, customer care at 20.2%, complaints at 5.4%, general duties at 3.1%, and community policing and internal affairs at 1.6% each. Further, 47.3% were aged 30 to 39 years, 27.1% were aged 40 to 49 years, 20.2% were aged 20-29 years and finally 5.4% were aged 50 years and above. It was evident that the majority of the respondents were aged between 30 and 49 years. The findings revealed that 51.2% had worked in NPS for 10 years and above, 36.4% had worked in NPS for between 5-10 years, 8.5% had worked in NPS for 1 year and below and finally, 3.9% had worked in NPS for between 2-4 years.

## 4.3 Descriptive Analysis of Study Variables

The study sought to evaluate the distribution of responses to the study variables including corporate social responsibility, community policing, crisis communication and branding forming the corporate reputational strategies.

### 4.3.1 Community Policing

The study evaluated the distribution of responses to the statements measuring community policing as practised in various police stations in Nairobi County, Kenya. The statement that respective police stations participate in police patrols in the local community where they are located was shown by 126(97.7%) who supported the statement against 3(2.3%) who had contrary observations. Moreover, the mean score (M=4.71) tended to strong agreement meaning that all the police stations studied actively participated in community policing via means such as patrols. The standard deviation showed that individual responses to the statement were spread around the mean response by about 0.58 units hence responses were narrowly distributed around the statement. The majority of the respondents supported the statement that respective

police stations had patrol bases reporting to them as evidenced by 126 (97.7%) who agreed with the statement against 3(2.3%) who had contrary opinions. Further, the mean response score (M=4.61) and a narrow standard deviation (S.Dev. = 0.60) that tended to strong agreement implied that the police stations in Nairobi County had police patrol bases attached to them for supporting community policing activities in estates in Nairobi.

**Table 2: Community Policing**

| Statements on Community Policing | | SA | A | N | A | SA | Mean | S. Dev |
|---|---|---|---|---|---|---|---|---|
| Your police station participates in police patrols in the local community where it is located | Freq | 1 | 0 | 2 | 29 | 97 | 4.71 | 0.58 |
| | % | 0.8 | 0.0 | 1.6 | 22.5 | 75.2 | | |
| Your police station has patrol bases reporting to it | Freq | 1 | 0 | 2 | 41 | 85 | 4.61 | 0.60 |
| | % | 0.8 | 0.0 | 1.6 | 31.8 | 65.9 | | |
| Your police station frequently collects intelligence from the local community | Freq | 1 | 0 | 9 | 37 | 82 | 4.54 | 0.70 |
| | % | 0.8 | 0.0 | 7 | 28.7 | 63.6 | | |
| The police station participates in community forums | Freq | 1 | 6 | 11 | 53 | 56 | 4.17 | 1.00 |
| | % | 0.8 | 4.7 | 8.5 | 41.1 | 43.4 | | |
| You have been trained in community policing | Freq | 3 | 10 | 25 | 23 | 68 | 4.11 | 1.11 |
| | % | 2.3 | 7.8 | 19.4 | 17.9 | 52.7 | | |
| Your police station has a community policing department | Freq | 14 | 12 | 12 | 50 | 41 | 3.70 | 1.30 |
| | % | 10.9 | 9.3 | 9.3 | 38.7 | 31.8 | | |
| **Aggregate Mean** | | | | | | | **4.31** | **0.88** |

The statement that respective police stations frequently collect intelligence from the local community was supported by 119 (92.2%) who agreed with the statement against only 10(7.8%) who either disagreed or were indifferent. Further, the mean response score (M=4.54) and narrow standard deviation (S.Dev. = 0.70) tended to strong agreement implying that the police stations in Nairobi County were often collecting intelligence from the local community. Most respondents were also of the observation that the police stations participate in community forums as depicted by 109 (84.4%) who agreed with the statement against 20(15.6%) who had a contrary perception. Further, the mean response score (M=4.17) and slightly wider standard deviation (S.Dev. 1.00) showed that indeed, the police stations participated in community forums that are often aimed at enhancing the police and civilian population relationship.

The study also sought to establish whether the police officers in various police stations had been trained in community policing to which 91(70.5%) reported that they had been trained against 38(29.5%) who reported not having been trained in community policing. The findings show that a sizable number of police officers attached to various police stations had not been trained in community policing. Moreover, the mean response score (M=4.11) tended to agree. The statement that respective police stations have community policing departments was supported by 91(70.5%) against 38(29.5%) who were of contrary observation. Further, the mean score (M=3.70) nearing agreement meant not all police stations had active community policing departments. Even though the station participated in some form of community policing, some stations did not have a well-defined community policing department. The standard deviation revealed that individual responses were spread around the mean response by about 1.30 units implying that responses on the statement were slightly widely distributed.

*4.3.2 Service Delivery*

The research also evaluated the distribution of responses on the statements measuring service delivery levels

in various police stations in Nairobi County, Kenya. The study adopted frequency distribution, percentages, the mean and standard deviation in examining data collected on the dependent variable service delivery as presented in Table 3

**Table 3: Service Delivery**

| Statements on Service Delivery | | SD | D | N | A | SA | Mean | SD |
|---|---|---|---|---|---|---|---|---|
| Police station processes those to be released on cash bail within set time limit | Freq | 1 | 0 | 0 | 36 | 92 | 4.69 | 0.56 |
| | % | 0.8 | 0.0 | 0.0 | 27.9 | 71.3 | | |
| The officers at the station are accountable to the OCS at the station | Freq | 1 | 2 | 4 | 27 | 95 | 4.65 | 0.69 |
| | % | 0.8 | 1.6 | 3.1 | 20.9 | 73.6 | | |
| Police station responds fast to distress calls made by the public | Freq | 1 | 0 | 7 | 28 | 93 | 4.64 | 0.66 |
| | % | 0.8 | 0.0 | 5.4 | 21.7 | 72.1 | | |
| The station is known for offering quality services to the members of the public | Freq | 1 | 2 | 2 | 46 | 78 | 4.53 | 0.69 |
| | % | 0.8 | 1.6 | 1.6 | 35.7 | 60.5 | | |
| The local community is happy about the services offered by the police station | Freq | 1 | 0 | 8 | 51 | 69 | 4.43 | 0.68 |
| | % | 0.8 | 0.0 | 6.2 | 39.5 | 53.5 | | |
| Police officers at the customer service have been trained on service delivery and customer care | Freq | 6 | 1 | 6 | 49 | 67 | 4.32 | 0.96 |
| | % | 4.7 | 0.8 | 4.7 | 38 | 51.9 | | |
| Police stations fast-track those apprehended to appear in court on time | Freq | 1 | 2 | 24 | 43 | 59 | 4.22 | 0.86 |
| | % | 0.8 | 1.6 | 18.6 | 33.3 | 45.7 | | |
| The station has service charters legible to members of the public | Freq | 3 | 21 | 24 | 37 | 44 | 3.76 | 1.16 |
| | % | 2.3 | 16.3 | 18.6 | 28.7 | 34.1 | | |
| Aggregate Mean | | | | | | | 4.41 | 0.78 |

The statement that respective police stations process those to be released on cash bail within a set time limit was supported by 128(99.2%) who agreed with the statement. The mean score (M=4.69) tends to strong agreement implying that all the police stations studied did not hold accused persons longer than is required by the law before as regards release on cash bail. The standard deviation showed that individual responses to the statement were spread around the mean response by about 0.56 hence responses were narrowly distributed around the statement.

The statement that officers at the station are accountable to the OCS at the station was supported by 122(94.6%) of the respondents against 7(5.4%) who had a contrary opinion. The mean response score (M= 4.65) and a narrow standard deviation (S.Dev. =0.69) was nearing strong agreement on the 5-point Likert scale implying that almost all police stations in Nairobi County had officers being accountable to the OCS in matters command that translates to service provision. The majority of the respondents thought that police station responds fast to distress calls made by the public as evidenced by 121(93.8%) who agreed with the statement against 8(6.2%) who either disagreed or were undecided. Further, the mean response score (M= 4.64) and a narrow standard deviation (S.Dev. = 0.66) tending to strong agreement implied that most of the police stations in Nairobi County responded in time to distress calls by the public.

The respondents also tended to note that police stations are known for offering quality services to the members of the public as evidenced by 124(96.1%) against 5(3.9%) who had different opinions. Further, the mean response score (M= 4.53) and narrow standard deviation (S.Dev. = 0.69) tended to strong agreement meaning that most police stations in Nairobi County were offering quality services to the public in areas

where they are located. The study also examined the level of agreement with the statement that the local community is happy with the services offered by the police station. The findings showed that 120(93%) of the respondents supported the statement against 9(7%) who had a contrary opinion. Further, the mean response score (M=4.43) was nearing agreement accompanied by a narrow standard deviation (S.Dev. = 0.68) implying that the community and the estates where the police stations were located were happy with their services.

The statement that police officers in customer service have been trained in service delivery and customer care was supported by 116(90%) of the respondents against only 13 (10%) who differed with the statement. Further, the mean response score (M=4.32) and standard deviation (S.Dev. = 0.96) tending to agreement implied that most police stations in Nairobi County had trained their officers handling the public on customer service delivery. The study also noted that respective stations had service charters legible to members of the public as evidenced by 102(79%) who supported the statement against 27(21%) who had a contrary opinion. Moreover, the mean score (M=3.76) nearing agreement. This finding implies that the majority of police stations in Nairobi County had spelt ought service delivery charter. However, a few police stations did not place the service charter in points where the public could easily see and read. The standard deviation revealed that individual responses were spread around the mean response by about 1.16 units implying that responses on the statement were moderately distributed around the mean response score.

## 4.4 Regression Analysis

They sought to determine the influence of community policing strategy on service delivery in the National Police Service in Nairobi County. To examine the causal effect relationship between the independent and dependent variables, the study adopted the OLS univariate regression model. The independent variable was community policing strategy while the dependent variable was service delivery. The regression output included model summary, analysis of variances and regression coefficient as presented in Tables [4-6].

**Table 4: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .669a | .447 | .443 | .43375 |
| | a. Predictors: (Constant), Community Policing | | | |

The coefficient of determination ($R^2$ = .447) in Table 4 showed that community policing strategy explained 44.7% of the changes in service delivery in NPS in Nairobi County. The residual variation in service delivery in NPS in Nairobi County was explained by other variables that were not part of this study.

**Table 5: Analysis of Variance (ANOVA)**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 19.312 | 1 | 19.312 | 102.647 | .000b |
| | Residual | 23.894 | 127 | .188 | | |
| | Total | 43.206 | 128 | | | |
| a. Dependent Variable: Service Delivery | | | | | | |
| b. Predictors: (Constant), Community Policing | | | | | | |

The findings (Table 5) present the analysis of variance (ANOVA) where it was revealed that Community Policing has a significant influence on service delivery in NPS in Nairobi County, Kenya (F = 102.647, p=

.000 < .05). The study thus concluded that all community policing strategy explained service delivery in NPS in Nairobi County in a major way. The model was thus the best fitted.

**Table 6: Regression Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------|------------|------|------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.849 | .255 | | 7.246 | .000 |
| Community Policing Strategy | .593 | .059 | .669 | 10.13 | .000 |
| a. Dependent Variable: Service Delivery | | | | | |

The results (Table 6) established that the influence of community policing on service delivery in NPS in Nairobi County was positive and significant ($\beta_1$ = .593, t= 10.13, p=.000<.05). The intercept term ($\beta_0$) showed that when community policing strategy was held constant at zero, service delivery was 1.849. The model was thus estimated as:

**SD= 1.849+ .593 CP…..................................................................................................[1].**

**4.5 Discussion**

The regression coefficient showed that the influence of community policing on service delivery in NPS in Nairobi County was positive and significant ($\beta_1$= 0.593, t= 10.13, p=.000<.05). The null hypothesis ($H_{O1}$) that *Community policing has no significant influence on service delivery in National Police Service in Nairobi County* was thus rejected. The coefficient ($\beta_1$ = .593) implies that any unitary improvement in community policing resulted in an improvement in service delivery in NPS in Nairobi County by .593 units. The significant influence implied further that community policing played a major role in enhancing corporate reputation and service delivery by NPS in Nairobi County, Kenya. The finding agrees with the majority of the empirical literature. Adugna and Italemahu (2019) revealed that community policing structures suffered from inadequate resourcing. Okoro (2020) on the effectiveness of Community Policing for the management of crimes revealed ineffective community policing due to low public confidence in the Police. Madu, Ogbulie and Egele (2016) concluded that Police can be rebranded with the community policing concept. Karuri and Muna (2019) on community policing and its contribution to the prevention of crime Kakamega established that community policing was not effectively being used to fight crime. Leting et al., (2019) on whether community policing influenced social relations revealed that community policing helps in preventing terror activities. Further, the finding is underpinned by stakeholder theory. The theory informs community policing in that, the NPS recognizes the community as a key stakeholder in its operations in terms of provision of intelligence and other support. The NPS should thus work in partnership with the community via community policing.

## CONCLUSION

The study also revealed that the influence of community policing on service delivery in NPS in Nairobi County was strong. The null hypothesis ($H_{O1}$) that Community policing has no significant influence on service delivery in the National Police Service in Nairobi County was thus rejected. The study thus concluded that improvement in community policing resulted in improvement in service delivery in NPS in Nairobi County. Enhancement of community policing activities such as police patrols in the local community, patrol bases, collection of intelligence from the local community and participation in community forums were critical in improving service delivery. The strong influence implied that community policing played a major role in enhancing corporate reputation and service delivery by NPS in Nairobi County, Kenya. They revealed that community policing was instrumental in improving service

delivery in NPS in Nairobi County. The study thus recommends to the Inspector General of NPS to ensure that all police stations in Nairobi County and Kenya as a whole have service charters legible to members of the public to ensure that police service is held accountable as regards service delivery. Further, the police service ought to train its workforce on community policing as a philosophy and a strategy for enhancing service delivery. Finally, each police station ought to establish a community policing department that handles issues around community policing towards enhancing service delivery.

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