FACTORS INFLUENCING IMPLEMENTATION OF COMMUNITY POLICING IN NAIROBI COUNTY, KENYA

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Abstract

Purpose: The overall research objective sought to determine the organizational logistics, police attitudes and community commitment that influence the effective implementation of Community Policing within Nairobi County in Kenya.

Methodology: The research adopted a descriptive research design using both quantitative and qualitative approaches. The target population was 2,883 police officers and 985,016 households from which samples of 384 households and 339 police officers were drawn Data collection was carried out using Research Questionnaires and Focus Group Discussions. Data collected was analyzed through quantitative and qualitative techniques based on descriptive statistics where mode, frequency tables, bar graphs, and percentages were used to describe and present the data based on each research objective. Pearson's correlation analysis was used for testing the research hypotheses and measuring of relationships.

Results: The study established that the police were far from the expectation of the community and apart from the community commitment; police attitudes and organizational logistics were identified as factors influencing the implementation of COP in Nairobi.

Conclusion: The study recommends that the community should be educated on community policing initiatives; monitoring the role of police in the community; and how to manage community commitment that influences the implementation of COP in Nairobi County.

Policy recommendation: The findings of this research study will be useful to stakeholders such as the Government of Kenya, the police department and the community in Nairobi in guiding policy and strategy formulation aimed at enhancing the quality of community policing implementation.

Keywords: *Community policing: organization logistics, COP implementation*

1.0 INTRODUCTION

1.1 Background of the Study

Community Policing can be considered as an innovative approach especially because, if properly applied, it represents a major shift or change in the structure or procedures of an organization (Pierce and Delbecq, 2013; Skogan, 2014). The Police agencies have to make changes to every facet of police activity including patrol tactics, supervision, and performance evaluations among many others to implement the COP, These time-consuming organizational shifts profoundly affect the everyday business of maintaining and ensuring public safety**.**

In essence, community policing 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 (Munneke, 2011). The role played by community policing cannot be underestimated. Important to note is the improved viewpoint 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 (Kyed, 2010). 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 constructive partnership requires the energy, creativity, understanding, and patience of all involved (Hills, 2011). Therefore, community policing is an organization-wide philosophy and management approach that promotes community-police partnerships, proactive problem solving, and community engagement to address the causes of crime, fear of crime, and other community issues (Rainey, 2012). This is in fact, a shift from the traditional model of policing to a broader, more comprehensive model or paradigm that subsumes the tools of traditional policing essential to maintaining order and protecting citizens, and adds tools such as facilitation and problem solving (Munneke, 2011).

1.2 Statement of the Problem

The effects of COP implementation have received considerable research attention (Guigon, 2012; McDonald, 2012; Maximino, 2015) yet little is known about the challenges in implementing it in police departments across the country. Saferworld identified several key challenges facing community policing (Saferworld, 2008). The first one relates to delays in the development and ratification of the national community policing policy, accompanying implementation guidelines and rollout plan. As a result, implementation of the community based policing (CBP) initiative has been frustrated and consequently police officers and the public have given up on the initiative. Second, the slow progress on wider reforms in the law and order sector has frustrated efforts of the police, and expectations of the public, to ensure that perpetrators of crime receive due punishment. Third, capacity gaps, particularly within the law enforcement agents have slowed down the pace of CBP implementation. While the capacity of the police, government institutions and communities to implement CBP has been strengthened, much more is needed to sustain reforms.

Fourth, the frequent rotation of police officers has undermined the implementation of the CBP. Officers have been trained to play a role in the reform process only to be transferred to other duties. Fifth, CBP faces resource constraints, which hinder its effective implementation. While the expectations of communities are high, CBP work

in Kenya has not been adequately funded. In some areas, reforms have consequently been broader rather than deep, with resources thinly spread. This has caused fatigue and loss of momentum at both national and local levels. Though community policing is intended to be voluntary, members of the CBP committees have intimated that they should be paid a nominal fee for their participation (Republic of Kenya, 2009b).

A study conducted by Kimilu (2003) in Nairobi province revealed that the philosophy of community policing was not well understood by both the police and members of the public. Another study conducted by Kiprono (2007) in Kibera, Nairobi, revealed that the implementation of community policing faced constraints such as poor public image of the police force and mistrust between the public and the police. Kiprono recommended the need for more studies to find out the reasons behind low impact of community policing on crime reduction.

With low public trust and legitimacy of the Kenya police, it is prudent to understand the challenges affecting the implementation of COP in an effort to improve its realization (Wisler and Onwudiwe, 2009). At the same time, public security and safety has increasingly become a major concern for many Kenyans. Not a day passes without disturbing cases of crime and threat to security being reported in the media (Auerbach, 2014). Although community policing in Kenya is still at its early stages of institutionalization, this study endeavored to explore the factors affecting its implementation.

1.3 Objectives of the Study

1. To assess the influence of community's commitment to Community policing on its implementation within Nairobi County.
2. To analyze the organization logistics influencing the implementation of Community Policing within Nairobi County; and,
3. To examine the attitude of the police officers influencing the implementation of Community Policing within Nairobi County
4. To investigate the effectiveness of COP implementation factors within Nairobi County.

2.0 LITERATURE REVIEW

2.1.1 Community Commitment to Community Policing

The community has a role in identifying problems and developing problem-solving strategies in partnership with the police is pivotal to community policing. Community theories indicate that social order are more closely linked to the outcome of informal social processes and less on the result of formal social control mechanism such as police activity (Gastrow, 2011). Community members, therefore, need to be encouraged to get involved in problem-solving activities and crime prevention. Without the involvement of the community, many neighborhood problems would not even come to the attention of the police. Sherman and Eck (2012) established that community mobilization was easier to achieve in middle-class neighborhoods than in disadvantaged areas, where crime is often high.

According to Okafor and Aniche (2015) who carried out a study among the Igbo of Nigeria established that the community appreciated the role of community policing in fighting crime. In fact, they use a well-known proverbial expression among the Igbo that, 'elders do not allow goat to be strangulated by the forest'. They mention in their

work, the existence of the age grade and masquerade society who were prominent in the role of policing and the task of policing and fighting crime among other roles or functions. In this regard, all adult male citizens belonged to both the age grade and masquerade society meaning, that policing was a societal responsibility. This is to say that they appreciated the fact that community commitment was crucial for the success of COP.

2.1.2 Organizational Logistics

In many instances, the police agencies do not have the necessary resources to address contemporary problems of crime and disorder. Addressing such problems requires that there be support of political leaders and the community in all the requirements of the local policing needs (Bureau of Justice Assistance (BJA), 2014). One of these requirements is communication. Oliver (2010) emphasized on the importance of communication on organizational success. He posited that communication skills were important for community policing and the COP implementation team needs to ensure that the officers and other community implementing stakeholders are equipped with adequate communication skills. Open lines of communication among local government, private organizations, businesses, community groups and those community committees formed under neighborhood watch, are essential. Moreover, communication tools and materials are necessary and need to be coordinated well for successful implementation of COP.

2.1.3. Attitude of Police Officers in the Implementation of Community Policing

Strong anecdotal evidence suggests that community policing has positive effects on police through increased job satisfaction and improved interaction with, and confidence in, the community (Mayhill, 2006; Patterson, 2007). Mayhill (2006) argues that community policing „embeds" officers within the community where they become more understanding of the local situations and promote a positive image of police. This provides the officers with the opportunity to make positive community-police experiences and contacts, which is said to increase morale amongst police through the encouragement of a supportive and welcoming community (Palmiotto, 2000).

2.1.4 Attitudes of Members of the Community towards Community Policing

Using the Twelve Cities Survey, Scheider *et al*, (2003) examined the relationship between citizen perceptions of community policing and fear of crime, including other factors such as satisfaction with police and crime prevention behaviors by citizens. It was found that perceptions of community policing have strong positive effects on satisfaction with police and crime prevention behaviors. However, citizen perceptions of community policing do not directly affect levels of fear. In half of the cities examined, crime prevention behaviors had a positive (not negative) relationship with fear of crime.

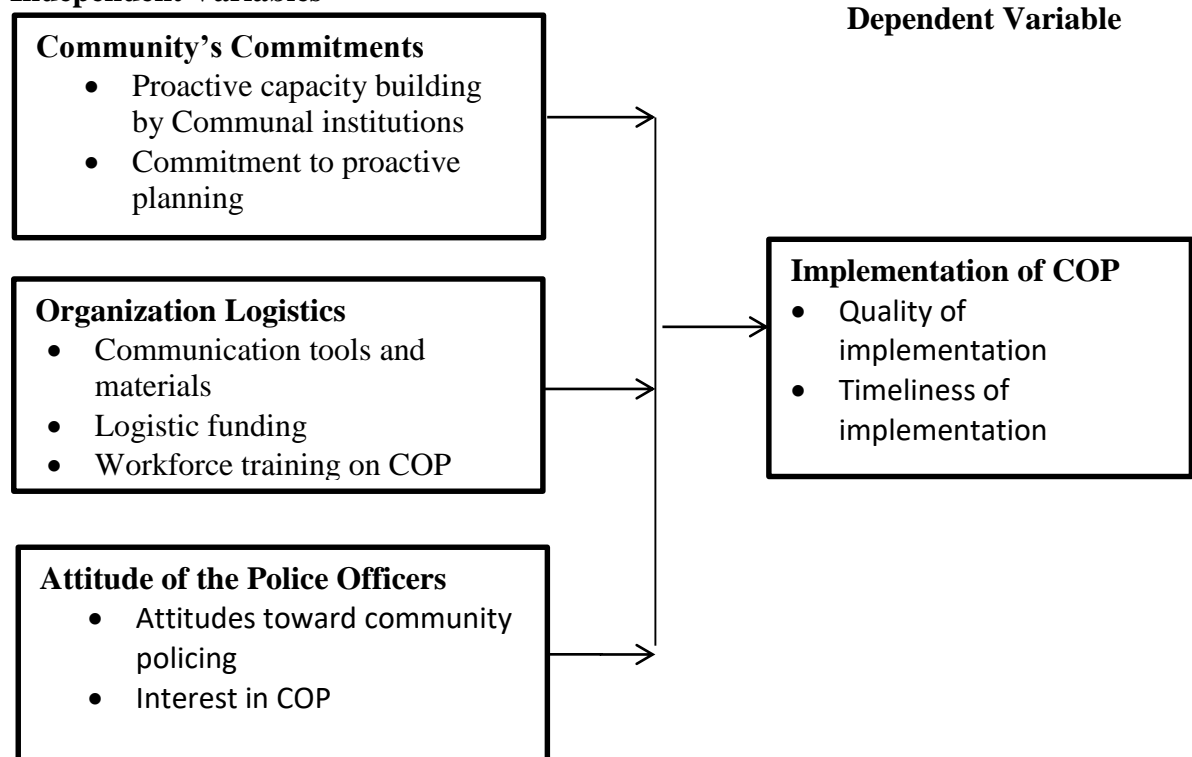### 2.2 Theoretical review

2.2.1 Broken Windows Theory

Wilson and Kelling first postulated the "broken window theory" in 1982. However, Kelling and Coles (1998) developed the theory further. The theory assumes that minor disorder, if not seriously considered and not attacked, will decrease informal social control, and increase crime. The study in line with the theory notes that Community Policing is geared towards ensuring zero – tolerance to any opportunity in the neighborhood that may attract criminal activity. Zero tolerance policing, which is another term used to describe community is a product of the Broken Windows Theory

(White, 2007). Indeed, it directly builds on some elements of this theory, such as the aim of combating social deviance and disorder by targeting loitering, drunkenness, curb-crawling or other behavior in a public place considered unacceptable. However, zero-tolerance policing suggests a passive role for the community on whose behalf the police adopt a more dominant role (Greene, 1998). The focus of the police has been in the past on disorder and other anti-social behavior as possible antecedents to crime, but with COP, this is bound to change (Perlstein, 1997). This theory, therefore, fits well in the description of this study and thus, the emphasis that if suspicious issues or behaviours are not taken seriously at the community levels, they are likely to result in to high levels of crime.

2.3 CONCEPTUAL FRAMEWORK

Figure 1: Conceptual Framework

Independent Variables

Dependent Variable

Community's Commitments
- Proactive capacity building by Communal institutions
- Commitment to proactive planning

Organization Logistics
- Communication tools and materials
- Logistic funding
- Workforce training on COP

Attitude of the Police Officers
- Attitudes toward community policing
- Interest in COP

Implementation of COP
- Quality of implementation
- Timeliness of implementation

Source: Researcher 2016

3. 0 RESEARCH DESIGN AND METHODOLOGY

The research adopted a descriptive research design using both quantitative and qualitative approaches. The target population was 2,883 police officers and 985,016 households from which samples of 384 households and 339 police officers were drawn Data collection was carried out using Research Questionnaires and Focus Group Discussions. Data collected was analyzed through quantitative and qualitative techniques based on descriptive statistics where mode, frequency tables, bar graphs, and percentages were used to describe and present the data based on each research objective. Pearson's correlation analysis was used for testing the research hypotheses and measuring of relationships.

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4.0 RESULTS FINDINGS

4.1 Introduction

4.1.1 The Influence of Community Commitment on the Implementation of Community Policing In Nairobi County

Proactive Capacity Building by Communal institutions

The data analysis revealed varying opinions with a majority of the respondents (46.3%), stating that proactive capacity building by Communal institutions was an influential factor that affects the implementation of COP. Those who stated that proactive capacity building by Communal institutions was not influential at all were in the minority (8.54%). Table 1 shows the distribution of the participants according to their responses.

Table 1: Proactive capacity by building communal institutions

Factor	Frequency	Percentage
Not influential	28	8.5
Lowly Influential	50	15.2
Neutral	38	11.6
Influential	152	46.3
Highly Influential	60	18.3
Total	**328**	**100**

Source: Field Data 2016

Community Commitment to Proactive Planning

Community's commitment to proactive planning as a factor influencing the implementation of COP, the study found out that a majority (41.5%) of the respondents though that it is influential while 7.93% stated that the factor was not influential. The table 2represents the data according to the responses from the respondents.

Table 2: Community commitment to proactive planning

Factor	Frequency	Percentage
Not Influential	26	7.9
Lowly Influential	40	12.2
Neutral	50	15.2
Influential	136	41.5
Very Influential	76	23.2
Total	328	100

Source: Field Data 2016

Climate supportive of wide-based Coordination

The level of community commitment in creation of a climate supportive of wide-based coordination towards the implementation of COP was also interrogated as part of the

main objectives of the study. The study found out that the majority of the participants were in agreement that this factor was influential with 44.2% of the respondents stating that the factor was highly influential and 7.6% stating that it was not influential. The table 3 represents the data according to the responses from the respondents.

Table 3: Climate supportive of wide –based coordination

Factor	Frequency	Percentage
Not Influential	25	7.6
lowly Influential	38	11.6
Neutral	70	21.3
Influential	50	15.2
Very Influential	145	44.2
Total	328	100

Source: Field Data 2016

Interest and willingness by the community residents influencing the implementation of COP

The interest and willingness by the community residents to implement community oriented policing was also researched on. The study sought to find out if there was any impact on COP implementation by the interest and willingness of the community. The findings indicated that the majority of the respondents (36.6%) felt that it is not influential while 8.54% of them stated that it was influential. The data is represented in the table 4.

Table 4: Interest and willingness by residents

Response	Frequency	Percentage
Not Influential	120	36.6
Lowly Influential	70	21.3
Neutral	70	21.3
Influential	28	8.5
Very Influential	40	12.2
Total	328	100

Source: Field Data 2016

Balanced and sincere partnerships

The study was interested in finding out whether the balance and sincere partnerships in the community affects the implementation of COP. The majority of the respondents stated that it was influential (42.7%) with 7.0% stating that it was not influential. The responses are shown in the table 5.

Table 5: Balanced and sincere partnerships

Response	Frequency	Percentage
Not Influential	23	7
Lowly Influential	30	9.1
Neutral	55	16.8
Influential	140	42.7
Very Influential	80	24.4
Total	328	100

Source: Field Data 2016

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The moral level of the community residents influencing the COP implementation

The study looked at the level of morality in the community and wanted to find out if immoral behavior influenced the implementation of community oriented policing. The findings showed that a majority of the respondents (33.54%) were neutral while a minority (7.01%) felt that the factor was not influential at all. The responses are shown in the table 6.

Table 6: The Moral level of the community residents

Response	Frequency	Percentage
Not influential	23	7
Lowly influential	55	16.8
Neutral	110	33.5
Influential	90	27.4
Very influential	50	15.2
Total	**328**	**100**

Source: Field Data 2016

Appreciation of the police efforts in fighting crime in the community helps in the implementation of COP

Finally, under the community commitment influencing the implementation of COP in Nairobi County, the study looked at how the appreciation of the police efforts by the community members in fighting crime influences its implementation. Here, the majority (29.6%) indicated that the factor was neutral revealing their uncertainty while 11.0% stated that the factor was not influential. The responses are shown in the table 7.

Table 7: Appreciation of police efforts

Response	Frequency	Percentage
Not influential	36	11
Lowly influential	45	13.7
Neutral	97	29.6
Influential	60	18.3
Very influential	90	27.4
Total	**328**	**100**

Source: Field Data 2016

4.1.2 The organizational logistics influencing the implementation of COP in Nairobi County

Communication Tools and Materials

The study started by looking at the Communication tools and materials to establish if they had an effect on the implementation of COP as an organizational factor. The results revealed that the majority of the respondents (36.6%) were of the opinion that indeed the communication tools and materials in their organization affect the COP

implementation process, while (5.2%) of the respondents who were the minority felt that this factor is not influential at all. The table 8 represents the data from the respondents.

Table 8: Communication tools and materials

Factor	Frequency	Percentage
Not Influential	17	5.2
Lowly influential	53	16.2
Neutral	59	18
Influential	120	36.6
Very Influential	79	24.1
Total	**328**	**100**

Source: Field Data 2016

Police Theoretical understanding about COP Concepts

The theoretical understanding of the police officers on what COP is all about was also interrogated. The study found out that the majority (33.5%) of the respondents stated that the factor was influential with 8.5% indicating that it was lowly influential. The table 9 shows the responses.

Table 9: Police theoretical understanding about COP concepts

Response	Frequency	Percentage
Not Influential	28	8.5
Lowly Influential	45	13.7
Neutral	60	18.3
Influential	110	33.5
Very Influential	85	25.9
Total	**328**	**100**

Source: Field Data 2016

Crime Mapping Systems

Crime Mapping System as a factor under the organization logistics influencing implementation of community oriented policing in Nairobi County was considered. The study found out that this is a very influential factor as the majority of the participants (32.9%) stated that it was highly influential and only a minority (6.1%) stating it was not influential. Table 10 show the responses as follows:

Table 10: Crime mapping systems

Response	Frequency	Percentage
Not Influential	20	6.1

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Lowly influential	60	18.3
Neutral	87	26.5
Influential	53	16.2
Very Influential	108	32.9
Total	**328**	**100**

Source: Field Data 2016

Cooperation with Legal Staff

The study looked at whether the cooperation with legal staff in Nairobi County as an organization logistic had an impact on the implementation of COP. The findings revealed that most of the respondents indicated that cooperation with the legal staff was not influential in the implementation of COP. A majority (29.9%) of the respondents stated that the factor was neutral while 6.1% of them stated that it was influential. The responses are shown in the table 11.

Table 11: Cooperation with legal staff

Response	Frequency	Percentage
Not Influential	75	22.9
Lowly influential	80	24.4
Neutral	98	29.9
Influential	20	6.1
Very Influential	55	16.8
Total	328	100

Source: Field Data 2016

COP Support Facilities Stationing of Personnel

The study looked at the COP support facilities stationing of personnel have an impact on the implementation of the COP. A majority of respondents (33.5%) stated that COP support facilities stationing of personnel as an organizational logistics factor was highly influential with only 17.4% of respondents stating that it was lowly influential. The responses are shown in the table 12.

Table 12: COP support facilities

Response	Frequency	Percentage
Not Influential	15	4.6
Lowly influential	57	17.4
Neutral	77	23.5
Influential	69	21
Very Influential	110	33.5
Total	**328**	**100**

Source: Field Data 2016

The Technical Knowhow of the Police Officers

The study then looked at the skills of the police officers and if they had any effects on the implementation of the community policing. The results revealed that most of the respondents (34.1%) stated that it was lowly influential while 7.9% indicated that it was highly influential. The responses are captured in the table 13.

Table 13 The technical knowhow of the police officers

Response	Frequency	Percentage
Not influential	48	14.6
Lowly influential	112	34.1
Neutral	77	23.5
Influential	65	19.8
Very influential	26	7.9
Total	**328**	**100**

Source: Field Data 2016

Relationship among Police Officers within a Police Organization

Finally, under the organizational logistics, influencing the implementation of community - oriented policing; the study looked at the relationship among police officers within a police organization and the extent to which it influences the implementation of COP. The study found out that the majority of the respondents (31.4%) felt that the factor was influential while a minority (11.6%) stated that it was not influential. The responses are shown in the table 14.

Table 14: The relationship among police officers within police organization

Response	Frequency	Percentage
Not influential	38	11.6
Lowly influential	54	16.5
Neutral	77	23.5
Influential	103	31.4
Very influential	56	17.1
Total	328	100

Source: Field Data 2016

4.1.3 The Attitude of the Police Officers as a Factor Influencing the Implementation of COP in Nairobi County

For the third major objective of the study, the study analyzed the attitude of the police officers as a factor that influences the implementation of community policing in Nairobi County. There are various aspects of the attitude of the police officers within the police organizations, which were analyzed and discussed. Besides, how they influence the implementation of COP in the target area of study was also analyzed as discussed.

Police Behaviors

Under the police attitude factors, the study started by looking at the police behaviors as a factor influencing the implementation of COP. Such behaviors include timeliness in reporting, and work laxity. The study wanted to establish if the police behaviors influence the implementation of COP. The data analysis showed that the police behaviors is a great influence as the majority (29.3%) of the respondents stated it was highly influential while only 14.0% of the respondents said that it was not influential at all. The table 15 shows the data from the responses.

Table 15: Police behaviors

Factor	Frequency	Percentage
Not influential	46	14
Lowly Influential	55	16.8
Neutral	60	18.3
Influential	71	21.6
Very influential	96	29.3
Total	**328**	**100**

Source: Field Data 2016

Officers' Attitudes Regarding Problem Solving

The researcher then looked at police officers' attitudes regarding problem solving as a factor to find out if they influence the implementation of community oriented policing in Nairobi County or not. The research reveal that it does not have a greater influence in the implementation of COP in Nairobi County. In looking at the officers' attitudes regarding problem solving as a factor, majority 29.6% of the respondents felt that it is lowly influential, while minority 14.9% felt that it is very influential as shown in table 16.

Table 16: Officer's attitudes regarding problem solving

Response	Frequency	Percentage
Not influential	51	15.5
Lowly influential	97	29.6
Neutral	71	21.6
Influential	60	18.3
Very Influential	49	14.9
Total	**328**	**100**

Source: Field Data 2016

Police's Willingness to Implement COP

The Police's willingness to implement COP was the next police leadership factor that the study looked into as a factor that influences the implementation of COP. The data revealed that the majority of the respondents (29.9%) felt that this factor was highly influential and a minority of the respondents (12.2%) stating that it was lowly influential.

Table 17 Police's Willingness to Implement COP

Response	Frequency	Percentage
Not influential	40	12.2
Lowly influential	63	19.2
Neutral	60	18.3
Influential	67	20.4
Very Influential	98	29.9
Total	**328**	**100**

Source: Field Data 2016

Police's Interest in COP

Police's Interest in COP was another leadership factor that the study looked into. The researcher wanted to find out the influence of police's Interest in COP to the implementation of COP in Nairobi County. The study found out that this was one of the greatest factors affecting the implementation of COP. A majority (29.9%) of the respondents supported this as a highly influential factor while 9.5% indicated that it was not influential at all. Just like the police attitude and the willingness to risk taking, this factor was found to be one of the greatest influential leadership factors. The table 18 represents the data as collected from the respondents.

Table 18: Police's interest in COP

Response	Frequency	Percentage
Not influential	31	9.5
Lowly influential	60	18.3
Neutral	67	20.4
Influential	72	22
Very Influential	98	29.9
Total	**328**	**100**

Source: Field Data 2016

Distrust of Management

Distrust of Management by junior officers was another factor among the police attitude factors that the study looked into in the implementation of COP in Nairobi County. The researcher sought to establish whether the distrust between the junior officers and the management in the organization had an influence in the implementation of COP. The study found out that distrust was another factor slowing the implementation of COP with a majority (27.1%) of the respondents stating that it was highly influential while 8.5% of the respondents stated that it was not influential. These findings are shown in the table 19.

Table 19: Distribution of management

Response	Frequency	Percentage
Not influential	28	8.5
Lowly influential	62	18.9
Neutral	60	18.3
Influential	89	27.1
Very Influential	89	27.1
Total	**328**	**100**

Source: Field Data 2016

Biasness among the Leaders in Task Issuing

Biasness among the leaders in task issuing and other factors that suggest injustice within the police as an organization in Nairobi County was the last factor that the study investigated to establish if it was an influential factor that undermine the implementation of COP. The research findings revealed that this is one of the most influential factor according to the majority (30.2%) of the respondents who stated that it was highly influential and a minority (11.6%) of the respondents stating that it was not influential. The findings are shown in the table 20.

Table 20**: Biasness among the leaders in task issuing**

Response	Frequency	Percentage

Not influential	38	11.6
Lowly influential	56	17.1
Neutral	65	19.8
Influential	70	21.3
Very Influential	99	30.2
Total	**328**	**100**

Source: Field Data 2016

4.1. 4 The effectiveness of Community Oriented Policing Implementation factors within Nairobi County in Kenya.

Partnerships and Strategy Meetings between the Community Members and the Police

The first strategy that the study considered was the degree of community partnership and strategy meetings among the community members and the police. The police officers were asked about the implementation of this strategy in the community and the following results were obtained. The majority of the respondents (29.3%) said that they strongly disagree that this kind of strategy had been implemented in Nairobi County; 13.1% of the respondents were neutral. This is depicted in table 21.

Table 21: Partnership's and Strategy meetings

Factor	Frequency	Percentage
Strongly disagree	96	29.3
Disagree	73	22.3
Neutral	43	13.1
Agree	50	15.2
Strongly agree	66	20.1
Total	**328**	**100**

Source: Field Data 2016

Implementation of Crime Prevention Strategies

The emerging security issues in Nairobi County require a paradigm shift from the traditional crime prevention strategies employed by the police to contemporary crime prevention strategies; the COP is one such a strategy. This research sought to determine if the police organizations have adopted the COP approach and if so to what extent. Results from the data analysis indicated that a majority (30.8%) of the respondents strongly disagreed that COP as a crime prevention strategy has been implemented. Only 13.7% of the respondents stated that COP had been implemented. The results of the data analysis is represented in the table 22.

Table 22: Implementation of crime prevention strategies

Factor	Frequency	Percentage
Strongly disagree	101	30.8
Disagree	88	26.8
Neutral	48	14.6
Agree	45	13.7
Strongly agree	46	14
Total	**328**	**100**

Source: Field Data 2016

Implementation of Problem Solving and Decision Making Strategies

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The study sought to find out if problem-solving strategies towards the implementation of COP have been implemented in order to contribute to successful implementation of community policing. Police officer respondents were asked about their opinions on the implementation of these strategies and 29.9% of them disagreed that the problem solving and decision-making strategies were properly. However, a minority (12.5%) of the respondents strongly agreed that the strategies had been implemented in most of the police stations within Nairobi County. The results of the responses are shown in the table 23.

Table 23: Implementation of problem solving and decision making strategies

Factor	Frequency	Percentage
Strongly disagree	91	27.7
Disagree	98	29.9
Neutral	53	16.2
Agree	45	13.7
Strongly agree	41	12.5
Total	**328**	**100**

Source: Field Data 2016

Implementation of a welcoming lay out of the Police Stations and Police Friendliness

The manner in which a police station is arranged and built should not only be attractive but should offer an inviting and welcoming friendly atmosphere. Such a layout complemented by the attitude and disposition of the officers encourages visits and interaction with the community members. The reception area of any police station is the front office and first point of contact and should therefore be well organized and welcoming. Data was collected on the same and the results showed that the majority of the community policing police officers 27.1% strongly disagreed that this factor has been implemented and a minority (14.9%) of the same respondents agreed that the factor has been implemented by the police stations in Nairobi County as shown in the table 24. From the findings, it emerged that the respondents were not pleased with the layout of the police stations and the police friendliness in relation to the implementation of COP. The architecture was not welcoming and did not encourage police-community interaction.

Table 24: Layout of the police stations and the police friendliness

Factor	Frequency	Percentage
Strongly disagree	89	27.1
Disagree	68	20.7
Neutral	59	18
Agree	49	14.9
Strongly agree	63	19.2
Total	**328**	**100**

Source: Field Data 2016

Security Levels in the Community have Improved

The researcher then wanted to determine if the security levels in Nairobi County have improved following the implementation of COP. According to the research findings, the study revealed that the majority of the respondents 29.3% strongly disagreed that the security levels in the community have improved while 11.6% who were the minority of the respondents strongly agreed, this is as shown in the table 25.

Table 25: Security level in the community have improved

Response	Frequency	Percent
Strongly disagree	96	29.3
Disagree	93	28.4
Neutral	51	15.5
Agree	50	15.2
Strongly agree	38	11.6
Total	328	100.0

Source: Field Data 2016

The citizen Satisfaction with the Police Services have Improved with the Implementation of COP

Under the community implementation factors, the study looked at the improvement level of Nairobi County Community members' satisfaction with the police officers services. The results revealed that the majority (31.7%) of the respondents strongly disagreed that this factor had improved while 11.9% of the respondents were neutral about it, and only 14.3% of them agreed that this factor had improved. The responses from the respondents are shown in the table 26.

Table 26: Citizen Satisfaction with the police service have improved

Response	Frequency	Percent
Strongly disagree	104	31.7
Disagree	66	20.1
Neutral	39	11.9
Agree	47	14.3
Strongly agree	72	22.0
Total	**328**	**100.0**

Source: Field Data 2016

The police laws and Procedures have become flexible and considerable to the Community Members

Finally, the researcher wanted to determine if the laws and procedures in the police organizations in Nairobi County have become flexible and considerate to the needs of the community members. The results revealed that the laws and work procedures are still stiff and inconsiderate to the needs and expectations of community members. A majority (28.4%) of the respondents disagreed, and the same percentage strongly disagreed with only 12.5% of them that strongly agreed as shown in the table 27.

Table 27: Laws and procedures in the Police Organizations have become flexible

Response	Frequency	Percent

Strongly disagree	93	28.4	
Disagree	93	28.4	
Neutral	48	14.6	
Agree	53	16.2	
Strongly agree	41	12.5	
Total	**328**	**100.0**	

Source: Field Data 2016

4.2 Analyses of Results

4.2.1 The Influence of Community Commitment on the Implementation of Community Policing In Nairobi County

This was the first hypothesis that was tested to determine if it was true and if not, the alternative hypothesis: community commitment influence the implementation of COP in Nairobi County could be adopted. In order to test this hypothesis, the study first determined the mean of the community commitment and that of the COP implementation factors and then used the Pearson's correlation to determine the relationship between the variables and their significant levels. The results were as shown in the table 28.

Table 28: General correlation Tables

		Community Commitment aspects	Organization Logistics	Attitude of the Police officers	COP implementation factors
Community Commitment aspects	Pearson Correlation	1			
	Sig. (2-tailed)				
Organization Logistics	Pearson Correlation	.716**	1		
	Sig. (2-tailed)	.000			
Attitude of the Police Officers	Pearson Correlation	.761**	.743**	1	
	Sig. (2-tailed)	.000	.000		
COP implementation factors	Pearson Correlation	.313**	.245**	.357**	1
	Sig. (2-tailed)	.000	.000	.000	

Source: Researcher 2016

From the above test, the study determined that there is a very strong positive correlation between the community commitment and attitude of the police officers at a 76.1% R-value being (r=0.761). This was followed by the organization logistics and attitude of the police officers, which also had a strong positive correlation of 74.3% R-value being

(r=0.743). Finally, the community commitment and organizational logistics also had a very strong positive correlation of 71.6% R-value being (r=0.716%). All these were considered statistically significant as their P (p = 0.00) values were all 0.01. The researcher; therefore, made a conclusion that there is a strong relationship among these factors influencing the implementation of COP in Nairobi County. For this reason, the government through the Ministry of Interior and Coordination of National Government should address these factors. If this is done, there will be a significant improvement in the level of COP implementation in Nairobi County and the rest of the Country.

4.3.4 Focus Group Discussion

4.3.1 The Understanding of Community Policing

The discussion involved questions posed by the researcher and answered randomly by the community members. To find out the understanding of the community members on COP, the researcher asked them what they understood by the term community policing. The different groups gave various answers, and a few of the answers are captured.

"Community policing, eeee is where the community members assist the police to arrest criminals, yeah that's my opinion." - FGD participant at Makadara at Kaloleni social hall

"Community policing is the arresting and clearing of bad behaviors in the community by the police according to my understanding." FGD participant at Kamukunji at Eastleigh social hall

The above answers were closely identical to all others given by the majority members of the community throughout the research area. From the answers, it was concluded that the community understanding on COP was average in most of the areas.

4.3.2 The Success of Cop According to the Members of the Society

The researcher then asked the community members if the COP had succeeded or was succeeding and the kind of crimes that had been resolved using COP. The researcher requested them to explain in detail what their opinions were. A sample of the answers given is quoted.

"I don't see much done by this community policing thing, I think it is still in the process of developing, and the police are not serious about it that's why they have not arrested any criminal using this policy. I think so." FGD participant at Starehe at Pangani cinema hall.

"People are not willing to report each other, and a lot of the people in our area are normally afraid of policemen so no one will go to see police." FGD participant at Westlands at West Park.

These kinds of responses showed that COP was not fully implemented in the County and was not effective. Some of the FGD members, however, agreed that the COP had shown some effect in their respective areas like in the Central business district. Respondents from these areas agreed that of late the police had been coordinating with the members of the society to arrest the wrong doors such as smugglers. From the responses received, it can be concluded that the implementation of COP was average in most of the areas in the target region.

4.3.3 Police Support in the Implementation of Cop to the Community Members

Random questions and answers sessions were conducted to establish how the police support the members of the community in implementing COP. The majority of the

respondents' admitted that the police support was minimum and most of the police officers discouraged collaboration. A quoted phrase from one of the participants was as follows.

"When you go to the police station to report a crime just as an innocent citizen, the police officers will start asking you for evidence and yet you were just making them aware. This discourages a lot of people". FGD participant at Embakasi social hall

From the responses by the majority of the participants, it can be concluded that the police officers are not supportive and are rude and harsh towards the community members. A few of the respondents stated that some of the police officers were attentive and understanding as shown from the quote.

"Me one day I went to tell the police about the rising issue of smuggling around corner[s] shop[s]. The police listened and promised to investigate [on] the matter" FGD participant at Starehe at Pangani cinema hall.

The quote illustrates the difference in traits of different police officers with some who support and others who will do anything to kill the implementation of COP.

4.3.4 Challenges Faced By the Community in Implementing Cop and Recommendations by the Community Members

Community members expressed their concerns and challenges they face in the implementation of COP. Specifically, they complained about the unfriendly nature of the police. It has been noted that majority of the community members stated that many of the police officers were unfriendly and harsh. The community members not only fear but are not willing to partner with the police. The study also established from the FGDs that the community members participating in the implementation of COP developed enmity between them. This is because when the community members collaborated with the police, there were suspicions between them with accusations of spying, sabotaging or snitching on the community to the police. This suspicion hampers active participation in the implementation of COP.

The community-policing program also lacked adequate human resources, as there were no specific police officers assigned to it. It was also evident that the police officers carrying out community policing activities had not received adequate education or special training in community policing. Besides the lack of adequate human resources, the community members also complained about the lackluster support from the government who do not appear to be keen on supporting COP program. Here is a quote from one of the community members.

"*The government should increase the fund and resource allocation to support the operations of community polling programs. Moreover, more vehicles and other security gadgets should be procured to enhance police patrol."* FGD participant at Starehe at Westlands at West Park.

The community members recommended that the government and the police organizations should take the initiative to educate society members on benefits of COP; lack of information is a significant factor hampering their participation. Most community members view those who coordinate with the police in solving crimes as traitors rather than their saviors. This perception can be changed if proper public education on COP could be offered. In particular, the community education should focus on the benefits of successfully implemented COP.The respondents in the study had good ideas on how to improve community policing.

CHAPTER FIVE

DISCUSSION SUMMARY CONCLUSION AND RECOMMENDATIONS

5.2 Summary of the findings

5.2.1 The Influence of Community Commitment on the Implementation of Community Policing In Nairobi County

The knowledge of the community members about the COP implementation was also a concern as it was determined to be very influential and affected the implementation of COP. The study showed that most community members were not aware of the program and thus did not know what was expected from them. To prove if these descriptive statistics about the community commitment influenced the implementation of COP in Nairobi County, the researcher developed a hypothesis to test the relationship between the community commitment and the COP implementation factors and strategies. The Pearson's correlation was conducted, and the null hypothesis was rejected and instead the alternative hypothesis - community commitment indeed affects the implementation of COP in Nairobi County – was adopted. There was a positive correlation with a moderately strong relationship that was also statistically significant. The researcher concluded that for the COP implementation to succeed in Nairobi County, both the police and the community members should partner and collectively develop strategies that can address the community commitment affecting the implementation of COP.

5.2.2 The organizational logistics influencing the implementation of COP in Nairobi County

In order to test the authenticity of the study, the researcher formulated a hypothesis on the relationship between the organization logistics factors and the factors under the implementation of COP in Nairobi County. Using Pearson's correlation, the researcher established that there is a positive correlation with a moderately strong relationship and which is statistically significant between organization logistics factors and the COP implementation factors. This was further proof that indeed the organization logistic factors affect the implementation of COP in Nairobi County, thus rejecting the null hypothesis and adopting the alternative hypothesis.

5.2.3 The Attitude of the Police Officers as a Factor Influencing the Implementation of COP in Nairobi County

In order to test the authenticity of the study, the researcher formulated a hypothesis on the relationship between the leadership factors and the factors under the implementation of COP in Nairobi County. Using Pearson's correlation, the study discovered that there was a positive correlation with a moderately strong relationship that was also statistically significant between police attitude factors and the COP implementation factors. This proved that police attitude factors affect the implementation of COP in Nairobi County, thus rejecting the null hypothesis and adopting the alternative hypothesis that indeed the implementation of COP in Nairobi County is influenced by the police attitude factors within the police organization.

5.2.4 Effectiveness of COP Implementation factors within Nairobi County.

The study looked at some factors like the community partnership with the police officers, implementation of crime solving strategies, implementation of decision-making and problem-solving strategies layout of the police stations and the friendliness

nature of the police offices, the security level of the community and citizen satisfaction of the police services.

These factors were used to measure the level of COP implementation within Nairobi County. In the study, the implementation of COP was the dependent variable where the community commitment, organization logistics, and police attitude factors were established as important in the implementation of COP in Nairobi County. However, all the implementation factors were determined to be ineffective as most of the respondents disagreed on whether the factors are being implemented. After the correlation tests, it was established that their failure was as a result of their significant relationship and connection with the community commitment, organization logistics and police attitudes factors that affect their implementation in Nairobi County.

5.3 Conclusion

From the research study, it can be concluded that organizational logistics aspects such as communication tools and materials, police theoretical understanding about COP, crime mapping system, cooperation with legal staff, COP support facilities stationing of personnel, the technical know-how of the Police Officers, and relationship among police officers within a police organization were critical in the implementation of community policing. The findings show that the state of these aspects was still wanting, and that the aspects were underperforming. This is supported by a study done by Zhao, Lovrich, and Thurman (2010) who found out that the officers' refusal to change continues to justify traditional, harsher law enforcement models under the guise of community policing. Logistics is the second most influential factor that affects the implementation of COP in Nairobi County.

The study concludes that police attitude aspects studied in this study were found to have a great influence on community policing. These aspects included; Attitudes toward problem-solving, Police behaviors towards COP implementation, Police's Willingness to Implement COP, Distrust of Management by junior officers, and Biasness among the leaders in task issuing. These were also found not to taken seriously by the implementing party. In most of the stations, police attitude towards COP remained an issue that still needed to be checked for effective implementation.

The study concludes that partnerships and strategy meetings between the community members and the police was an effective strategy but was underperforming. It emerges that implementation of crime prevention strategies in the county were not as effective as expected. Other aspects such as implementation of Problem solving and decision making strategies, lay out of the police stations and police friendliness were also not effective as expected, Security levels in the community had not improved much, and the citizen satisfaction with the police services had not improved with the implementation of COP as required. Community policy implementation still was not effective as required. The police laws and procedures had not yet become flexible and considerable to the community members. This situation was not good enough considering the amount of resources spent.

5.5 Recommendations

Based on the finding from the research analysis the study developed various recommendations that if considered could improve the implementation of the community oriented policing in Nairobi County and the rest of the country.

A holistic approach aimed at building awareness between community policing officers and the community should be adopted as part of the sensitization campaigns. The approach should address, in a structured manner, the prevailing misconception and mistrust among the relevant stakeholders. This will ensure the adoption of responses that can effectively combat crime and encourage police-community partnerships geared towards effective implementation of COP.

The Government of Kenya should consider allocating more resources to support police department organization logistics such facilities, communication tools, and crime mapping system so as to enhance the quality of COP implementation and its effectiveness. The government, through the Ministry of Internal Security and coordination of national government, should create avenues that incorporate public and private institutions and other stakeholders to partner with the police in the implementation of community policing interventions.

The on-going initiatives to improve access to facilities and equipment by the Kenya Police should be expedited. Such facilities and equipment include modern hand-held radios for all officers, installation of telephones in stations, adequate and reliable transportation and proper uniforms, among others, to ensure the successful implementation of COP. The Kenya Police Service should develop a clear action plan for effecting culture and attitude change in the entire organization, incorporating initiatives that address the structures, systems, and processes that underpin the prevailing culture. This is important as training, while important, is not sufficient to bridge the gap between current practices and the vision to become an excellent police service.

5.6 Further Research

There is need for further research across the country on policing strategies of the communities, given the fact that communities are diverse and differ from place to place. This means initiatives and policing priorities are different and vary across the country. Further research could compare these differing policing practice

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