

**ORGANIZATIONAL FACTORS INFLUENCING COMMUNITY POLICING
STRATEGY AMONG SECURITY AGENCIES IN NJORO SUB-COUNTY, NAKURU
COUNTY, KENYA**

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Requirements for the Award of the Degree of Master of Arts in Sociology (Community
Development and Project Management) of Egerton University**

EGERTON UNIVERSITY

OCTOBER, 2015

DECLARATION AND RECOMMENDATIONS

DECLARATION

This thesis is my original work and to the best of my knowledge it has not been presented for the award of a degree in any other university.

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RECOMMENDATIONS

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DEDICATIONS

This work is dedicated to the following special people in my life: my late wife Lucia Karimi for inspiring me to pursue further studies, my children Cassity, Ivy Kelly, Courtney, Blessy, Zipporah and Clarence for giving me the reason to work hard, my wife Doreen for giving me the hope for a second chance, and all the security officers who sacrifice their lives day and night to protect our lives and property.

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ABSTRACT

This study sought to assess the influence of security agency organizational factors on the implementation of community policing strategy in Njoro Sub-County. It sought to establish the level of community policing strategy implementation by security agencies, and investigate the influence of two aggregate organizational factors (organizational structure and management styles) on the implementation of community policing. The study was guided by the contingency theory and diffusion of innovations theory to provide a theoretical framework. A cross-sectional survey in Njoro Sub-County was undertaken and data collected from 138 sample respondents using interview schedules. The study targeted three security agencies: the National Government Administration, Kenya Police Service and Administration Police Service; whose officers were the sample respondents. The study also conducted focused group discussions with 22 chiefs' elders and administered interviews to the Sub-County Security and Intelligence Committee members as Key informants. The three security agencies formed the strata from where officers were selected by simple random sampling. Data gathered was summarized, then analyzed and presented using SPSS. The study found that the three security agencies in Njoro Sub-County had a 66.15% level of community policing implementation. It was also found that three security agencies had a 57.2% level of organizational structuring and a 64.18% level of organizational management styles adjustment. The study concludes that there is a clear indication that the three security agencies in Njoro Sub-County were implementing community policing. It was also concluded that both organizational structuring and management styles of the three security agencies had a positive influence on the implementation of community policing. Recommendations from the study was that the principal secretary, ministry of interior and coordination of national government should allocate funds for the conduct of community surveys by security agencies, and ensure that the necessary structural and management style reforms are undertaken in the face of community policing implementation. These findings can inform policy on the ongoing security sector reforms especially on the structural and management reforms that are required to transform the country's security sector.

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LIST OF ABBREVIATIONS AND ACRONYMS

APS	Administration Police Service
CBP	Community Based Policing
CP	Community policing
CPFs	Community Policing Forums
GIS	Geographic Information Systems
KPS	Kenya Police Service
LEMAS	Law Enforcement Management and Administrative Statistics
MDTs	Mobile Data Terminals
NTA	National Taxpayers Association
NGA	National Government Administration
SPSS	Statistical Package For Social Sciences
US	United States

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The end of the cold war in 1991 had serious implications on security in Africa, Kenya included. Beginning 1990, Kenya had experienced a marked decay in human security; from rising petty crimes to the advent of ethnic clashes. Corruption and abuse of office and the manipulation of the constitution were rampant. The deteriorating human security and the politicization of the security apparatus led to intense feelings of insecurity in the country. This led to the emergence of private security firms to provide security to the affluent, the formation of private militia groups by politicians for political patronage, and the formation of vigilante groups in rural areas and urban slums. Examples of such militia groups include the *mungiki* among the Kikuyu, *Jeshi la mzee* in Nairobi, *Chinkororo* among the Kisii, *Sungusungu* among the Kuria, and *kaya bombo* at the coast, among other illegal groups (Jonyo & Buchere, 2011, National Taxpayers Association (NTA), 2010).

It is against this background that the Kenya government pledged massive security reforms in 2003. One aspect of the policing reforms was the introduction of community policing (CP) as a crime prevention strategy. On 27th of April, 2005, President Mwai Kibaki officially launched community policing in Ruai in Nairobi. The strategy was then rolled out throughout the country. During the launch, it was lauded as a public safety and security management strategy that values both the police officers and the local communities, a strategy that would forge a closer partnership between responsible members of the community and the police in preventing crime.

The study, therefore, focused on the implementation of community policing strategy among security agencies in Njoro Sub-County, Nakuru County. Community policing is both a philosophy (a way of thinking) and an organizational strategy (a way of carrying out that philosophy) that allows and enables the police and the community to work together in solving problems of crime, disorder and safety issues in order to improve the quality of life for everyone in the community. The views of Wilson and Kelling (1982) and Ngare (2007) both present community policing as a strategy for restoring order in the society. The philosophy of community policing is built on the belief that the people deserve and have a say on how their

communities are policed in exchange for their involvement and support. In the Kenyan context, CP is a strategy where, the police work in an accountable and proactive partnership with the community; the community thereby participates in its own policing and the two work together in mobilizing resources to promote community safety and support security initiatives on a long-term basis, rather than the police alone reacting on ad hoc and short term basis to incidents as they occur (Government of Kenya (GoK), 2004).

A report by Fitzgerald (1989) on the “*President’s Commission on Criminal Justice in the U.S.A.*” observed that although the concept is gaining popularity, implementation of community policing could face several impediments. One of these impediments is the nature of police organizational structures which are universally characterized as rigid and centralized para-militarized (Ruteere & Pommerolle, 2003). Secondly, the organizational culture within a police agency may not embrace values necessary to implant the community policing strategy (Ruteere & Pommerolle, 2003). This experience has been evident in United States (U.S), United Kingdom (U.K), Canada and Australia where the strategy of community policing has been implemented alongside traditional policing practices. This study sought to establish whether these impediments are evident in the Kenyan case, besides establishing the extent to which they affect implementation of community policing.

Implementation of community policing in Kenya commenced in May 2001 through the establishment of Community Policing Units in Kibera, Ruai, Ziwani, and Isiolo. This was through a joint collaboration effort between the Kenya Police, UN-Habitat, ‘Saferworld’, and Nairobi Central Business Association. The units in Kibera, Ruai and Ziwani played a leading role in developing an urban-based model for community policing in Kenya (Government of Kenya, 2004). In addition, the units developed valuable knowledge and experience in setting up and running community policing forums (CPFs). The units were further supported by the development of a *National Manual* that is used in training communities (in policing sites) and police services.

Since 2003, the Government of Kenya has embraced community policing as a core crime prevention strategy. This was expected to be a crime prevention strategy that was responsive to the needs of the public. This involves combining the efforts and resources of the law enforcement agencies and community members. Community policing facilitates partnership

so that the public can seek assistance from law enforcement agencies. It operates on the premise that crime perpetrators and their accomplices live within the communities in which they unleash crime. The criminals are known to their neighbours' and this vital resource can be tapped to reduce crime (Government of Kenya, 2004).

Community policing is perhaps the most popular and the most demanded policing method among law enforcement authorities, and has been implemented by many countries in recent years. Its adoption and implementation was expected to bring a paradigm shift in the management of public security, with the introduction of partnership and teamwork between the security agencies and the community in a problem solving policing. Despite the expected benefits of the strategy in policing and the success in the pilot sites, there are still major obstacles to security reform in Kenya. Crime rates are still high, there is wide spread accusation of corruption, and policing approaches and actors are often politicized. Njoro Sub-County in particular, has experienced ethnic clashes since the advent of multi-party politics in the early 1990s. Crime statistics for the year 2013 indicate that the Sub-County recorded a total of 475 crime cases with the prevalent crimes being assault, offences against the person, breakings, rape/attempted rape, general stealing and stock theft. (Source: Njoro Sub-County Crime Statistics, 2014). Illicit brews cases were also reported in the Sub-County. Cattle rustling cases between the Kalenjin in Maucho Division and Maasai from Narok North Sub-County have also been recorded. Also, ethnic tensions due to the evictions/resettlement of Mau forest residents have impacted negatively on the Sub-County's security situation. As such, much of the expected benefits of CP are yet to be realized in the Sub-County.

1.2 Statement of the Problem

When CP was officially launched in Kenya in 2005, it was lauded as the solution to Kenya's policing problems. It was supposed to introduce partnership and problem-solving approaches aimed at improving the relations between the security agencies and the community and to subsequently improve quality of police services, notably reduced crime levels. However, the fruits of the much praised and publicized strategy have not been forthcoming in many parts of Kenya where it was rolled out, Njoro Sub-County included. Crime levels are still high. There are wide spread accusations of corruption among security agencies and mistrust between the community and security officers. It is also not known to what extent the security agencies in

Njoro Sub-County have implemented the community policing strategy, whether the strategy is working as expected, and whether the organizational factors of these security agencies have had any influence in the implementation of the strategy, hence the need for the current study to fill these gaps.

1.3 Objectives

1.3.1 Broad Objective

The broad objective of the study was to examine the influence of organizational factors on the implementation of community policing strategy among security agencies in Njoro Sub-County, Kenya.

1.3.2 Specific Objectives

- i. To establish the level of community policing implementation by security agencies in Njoro Sub-County.
- ii. To examine how the organizational structures of security agencies influence the implementation of community policing in Njoro Sub-County.
- iii. To assess the effect of security agencies organizational management styles on the implementation of community policing in Njoro Sub-County.

1.4 Research Questions

This study was guided by the following research questions:

- i. To what level has community policing been implemented by security agencies in Njoro Sub-County?
- ii. How do organizational structures of security agencies influence the implementation of community policing in Njoro Sub-County?
- iii. To what extent do the organizational management styles of security agencies influence the implementation of community policing in Njoro Sub-County?

1.5 Justification of the Study

This study was stimulated by the desire to understand the implementation of a certain crime management strategy called community policing; which was dubbed a panacea to the country's crime problem when it was launched in the year 2005. Njoro Sub-county has

experienced ethnic clashes, has recorded high crime rates, and has been involved in implementing community policing. The three security agencies, namely; National Government Administration, Administration Police Service and Kenya Police Service, were selected because they are the agencies currently mandated with the implementation of the CP strategy.

This study is equally important because; firstly, there is increasing recognition that no country can have meaningful development without security. Insecurity hinders socio-economic growth in several ways: threats to physical security, unsafe living environments, dangers that prevent people from achieving sustainable livelihoods, and the impact upon health and education services. Community policing has the ability to reduce crime and the fear of crime through its proactive and preventive approach to policing. As a result, there was need to find out whether this strategy had been implemented as intended.

Secondly, there is a pressing need for a greater understanding of the nature of organizational transformation of security agencies to embrace community policing. Equally, few studies had been done to understand the adoption and implementation of community policing in African countries. It is a known fact that community policing is a foreign model that was imported from the west whose security agencies are fundamentally different from those in Africa. This research attempted to highlight the necessary changes that ought to be undertaken by local security agencies in order to successfully implement community policing.

Lastly, the results of this study will: inform public policy on security sector reforms; contribute to the existing knowledge on the management of public security and safety; enable the government, civil society organizations, foreign governments, and other stakeholders understand better the dynamics of community policing implementation; contribute to the theoretical understanding, especially with regard to the diffusion of non-tangible innovations in the criminal justice system; and trigger further interest in the study of community policing by practitioners, academicians and researchers.

1.6 Scope and Limitations of the Study

The study covered only one Sub-County, Njoro, out of over the two hundred and ninety Sub-Counties currently expected to be implementing community policing in the country. It also targeted only three security agencies: the National Government Administration, the Kenya Police and the Administration police services. As such, the study did not target officers from the National intelligence service, the Directorate of criminal investigations, the Kenya forest service, and Kenya wildlife service among other security agencies present in the Sub-county. However, chiefs' elders who represent the general public as the consumers of the security services participated in focused group discussions.

Studies on public safety and security are quite broad and extensive. Community policing is also very wide. Not all components of community policing were studied, emphasis of the study was only on selected organizational factors influencing its implementation. Equally, not all factors were studied, but just a few of them.

National security information has for a long time been treated confidentially in Kenya. There was, therefore, a likelihood that relevant information to this study could be withheld by some respondents if, in their understanding, they deemed it to be confidential. The researcher, however, endeavored to explain the nature of the information required and its confidentiality, and also introduced himself as a security officer and therefore "one of them".

1.7 Definition of Terms

The following terms are defined in the context of this study as follows:

Adoption - the decision by security agencies to express formal acceptance to implement the community policing strategy.

Implementation- the actual utilization of the community policing strategy by the security agencies

Organizational factors- the structure and management styles of the security agencies/Departments.

Organizational management - the styles of organizing, planning, leading and controlling resources within a security agency with the overall aim of achieving its objectives.

Organizational structure- the hierarchical arrangement of lines of authority, communications, rights and duties of security organizations. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management.

Police-community partnership- the various methods in which police use to establish and maintain a mutual beneficial interaction with the communities in which the police operate.

Policing- the control of an area or a problem by the police.

Security organizations/agencies- the organizations or departments for the time being charged with the maintenance of law and order. In this study, they are the national government administration, Kenya police and administration police services, who are also responsible for implementing community policing.

Community Policing- a strategy that involves problem-solving and community engagement with an emphasis on police-community partnerships to solve the underlying problems of crime, the fear of crime, physical and social disorder, and neighbourhood decay

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviews literature that relates to the study. It presents an overview of community policing, the implementation level of CP and the organizational factors that influence the implementation of CP. It also looks at the theories utilized in the study and explains the conceptual framework.

2.2 An Overview on Community Policing

CP is considered a popular contemporary policing approach that was crafted to respond to the decline in public confidence in police; and the growing evidence that police forces could not fight crime by themselves (Coquilhat, 2008). The concept of community policing has its origins in an article, 'Broken Windows', published in the *Atlantic Monthly* in 1982 by two American scholars, James Wilson and George Kelling (Wilson & Kelling, 1982). They argued that decaying neighborhoods give rise to crime and disorder. In their view, one unrepaired broken window was a message that no one cared and that soon, many more would be broken. To prevent this, disorder had to be contained before crime followed. In the US, the CP movement was based on the realization that crime-related problems could not be addressed by the criminal justice system alone, and that research had shown that rapid mobile response was only rarely useful in catching criminals and solving crimes yet officers had neither time nor encouragement to consider the underlying problems that contribute to crime and disorder (Connors & Webster, 2001). Changes in population demographics, increasing violence, economic decline in the nation's inner cities, and many other factors are also believed to have perpetuated the introduction of community policing strategy (Community Policing Consortium, 1994). CP became a dominant policing strategy in the US during the 1990's with the introduction of one hundred thousand new community police officers (Cordner, 2007). Weisheit, Wells and Falcone (1994) believe that community policing emerged as a result of a number of social trends and movements (namely victims' rights and civil rights), which resulted in demands on police to be more accountable to the public by being more responsive and connected to the community.

CP is defined as a strategy that involves problem-solving and community engagement with an emphasis on police-community partnerships to solve the underlying problems of crime, the fear of crime, physical and social disorder, and neighbourhood decay (Trojanowicz & Bucqueroux, 1990). Similarly, CP is also defined as a philosophy of policing that promotes community-based problem solving strategies to address the underlying causes of crime and disorder and fear of crime and provides reassurance. It is a process by which crime control is shared, or co-produced with the public, and a means of developing communication with the public thus enhancing the quality of life of local communities and building police legitimacy. Community policing focuses on crime, social disorder, and fear of crime through the delivery of police services that include aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships. The community policing strategy balances reactive responses to calls for service with proactive problem-solving centered on the causes of crime, disorder, and fear of crime. Community policing requires police and citizens to join as partners in the course of both identifying and effectively addressing these issues (Trojanowicz & Bucqueroux, 1990).

2.3 Components of Community Policing

Various literatures on policing have identified two core components of CP: community partnership and problem-solving. The first core component of CP is community partnership. CP is based on the notion that citizens should be empowered to prevent crime or the problems that lead to crime. Establishing and maintaining mutual trust is therefore the central goal of CP, as it allows wide law enforcement access to valuable community information leading potentially to the prevention and resolution of crimes. The partnerships are essential for the collection and exchange of intelligence, the identification of threats and vulnerabilities, and the sharing of resources in fighting crime (Connors & Webster, 2001; Coquilhat, 2008; Cordner, 2007; Mehmet, 2008).

The second core component of CP is problem solving, which is a broad term that describes the process by which specific issues or concerns are identified and the most appropriate remedies to abate the problems identified. Problem solving is based on the assumption that crime and disorder can be reduced in small geographic areas by carefully studying the characteristics of problems in the area, and then applying the appropriate recourse, and also on the assumption that individuals make choices based on the opportunities presented by the

immediate physical and social characteristics of an area. By manipulating these factors, people will be less inclined to act in an offensive manner (Connors & Webster, 2001; Coquilhat, 2008; Cordner, 2007).

2.4 Measuring the Implementation of Community Policing

There are various ways of measuring the level of CP implementation. The simplest measurement of CP is the claim by an agency to have implemented it (Wilson, 2005). However, the most common technique of measuring CP involves identifying a set of criteria associated with CP and combining them to form indices or scales (Duman, 2007; Mehmet, 2008; Morabito, 2008; Wilson, 2002, 2005). Various scholars have created indices of activities that they used to gauge the extent to which police agencies sampled had implemented CP (Community Oriented Policing Services (COPS), 2009; Duman, 2007; Morabito, 2008; Wilson, 2002, 2005). Such activities include: CP training for officers and citizens, writing a CP plan, community patrols (for example, foot, bicycle, vehicle among others), developing partnerships and meeting with groups, door-to-door contacts, conducting community surveys, giving officers geographic responsibility for an area, actively encouraging SARA problem solving processes (that is, scanning, analysis, response, assessment), using technology to assist in problem-solving, and similar functions (Wilson, 2002; Mehmet, 2008). This study measured the level of CP implementation using some of the above activities.

2.5 Organizational Factors and the Uptake of Community Policing

Though not part of the CP components, organizational factors do greatly affect the implementation of CP. As such, an organization needs to support organizational changes to promote the implementation of CP (Cordner, 2007). Innovation studies reveal a broad range of factors that explain the success or failure of innovation, and also show how innovations diffuse across social systems and highlight the types of factors that influence the adoption of innovations. They also identify the characteristics of an innovation that determine the pace of adoption and the factors that influence individuals, social groups, or organizations to adopt innovations (Darroch & Mazerolle, 2013; Mehmet, 2008; Rogers, 1995). Studies on diffusion of innovation also consider the factors and processes that influence innovation uptake in organizations (Darroch & Mazerolle, 2013; Rogers, 1995). These studies focus on how a wide range of organizational and environmental factors shape the uptake and development of

innovation within organizations, addressing questions such as the role of organizational size, administrative arrangements, and bureaucracy in supporting innovation, while other approaches focus on the role of leaders and champions in promoting innovations (Darroch & Mazerolle, 2013; Duman, 2007; Wilson, 2002). Organizational factors in police agencies shape effectiveness and the adoption of innovation (Bayley, 2002; Mastrofski, 1998). Changes in policy, procedure, structure, practice, training, leadership, and management arrangements are the principal mechanisms used to take innovation from idea to actuality. However, like the broader public sector, police often struggle to innovate successfully. Braga and Weisburd (2007) conclude that police agencies are likely to adopt innovations that require the least radical departure from their hierarchical paramilitary organizational structures, continue incident-driven and reactive strategies, and maintain police sovereignty over crime issues. Innovations that support or do not threaten these features, fare better than strategic innovations.

The implementation of CP requires an organizational transformation inside the law enforcement agency so that a set of basic values, rather than mere procedures, guide the overall delivery of services to the community. Organizational transformation involves the integration of the CP philosophy into the mission statement, policies and procedures, performance evaluations, hiring and promotional practices, training programmes, and other systems and activities that define organizational culture and activities (Connors & Webster, 2001). This study sought to investigate the influence of organizational factors on the implementation of CP within three security agencies in Njoro Sub-County. This study examined two broad organizational-level variables to assess their influence on the implementation of CP as an innovation. The two broad factors are organizational structure and management style.

2.6 Organizational Structure and the Implementation of Community Policing

Evidence from several studies on human dynamics of organizations has shown that the structure of organizations is a major determinant of employee behaviour. For any change to occur successfully, an organization has to effectively alter the behavioural pattern of its employees. This relationship is substantiated by organizational theorists who assert that most organization problems usually stem from structural flaws rather than flaws in individuals (Bolman & Deal, 1992). Any organization's structure should correspond with its mission and

the nature of the work performed by its members. Some aspects of the traditional police organization structure seem more suited to routine bureaucratic work than to the discretion and creativity required for CP (Connors & Webster, 2001). Police should therefore re-examine their structures to ensure that they support and facilitate the implementation of the philosophical, strategic and tactical dimensions of community policing (Cordner, 2007).

Successful implementation of CP requires full commitment of any implementing organization. The organization has to initiate reforms including the organizational structural set up and develop true partnership with the community (Lyman, 2001, Mehmet, 2008). Given that CP emphasizes prevention and problem solving, rather than incident driven reaction and arrest, organizational restructuring is necessary in order to incorporate new tactics and methods. The restructuring initiatives include reformation of job-performance appraisals, operations, promotion processes, general orders, strategic plans and trooper basic training (Williams, 2003). This study examined some of the restructuring activities that the security agencies in Njoro Sub-County had undertaken in the face of CP implementation.

In Cordner's (2007) "organizational dimension" of CP, he isolates one element of this dimension that he refers to as "restructuring." As Cordner notes, the types of restructuring associated with CP include: decentralization (delegating authority to lower ranks), flattening (reducing layers of hierarchy), de-specialization (reducing specialized units to devote more resources to CP), geographic deployment (assigning of patrol officers permanently to one beat), teams (working in teams) and civilianization (allowing non-sworn officers to handle non-emergency calls in the field). This study examined these components of organizational structuring in details.

2.6.1 Decentralization

In order to institutionalize the CP vision in a police organization, some degree of decentralization is necessary. Decentralization involves "pushing down decision making," that is, permitting decisions to be made at the lowest reasonable organizational levels. Decentralization means authority and responsibility is delegated more widely so that commanders, supervisors, and officers can act more independently and be more responsive. Decision making is thus shifted to geographical areas and individual officers. This, researchers say, will help make the community policing strategy a success (Connors &

Webster, 2001; Coquilhat, 2008; Mehmet, 2008). Fitzgerald (1989) states that community policing emphasizes on problem solving at grassroots level, and this necessitates that the senior officers in the police force use their authority to empower their subordinates. The objective of this is to help patrol officers assigned to CP to actively and creatively resolve issues as they arise without the usual bureaucratic reference to their superiors.

Decentralization requires police headquarters to encourage field stations and individual officers to use their discretion in specific situations. Several authors concur, suggesting the quasi-military structures of police agencies are a major obstacle to the implementation of CP, and that they should be geographically based, flattened and decentralized (Sparrow, 1998). Most law enforcement agencies are known for their centralized system of leadership and management. Rogers, (1995) defines centralization as the degree to which power and control in the system is concentrated in the hands of relatively few individuals. This system of leadership has been found to be negatively associated with innovativeness. When power is concentrated in an organization, innovation then lacks. This is because the range of new ideas in an organization is restricted when a few strong leaders control power in an organization.

Morabito (2008) explains that top leaders in centralized organizations are poorly positioned to identify operational level problems, or to suggest any relevant innovations that meet the needs of CP model. An authoritative decision to adopt an innovation that is associated with centralized system of police department cannot guarantee that junior police officers at the lower levels of the hierarchy will fully accept the innovation. Several studies have shown that when the command structure of police organizations is decentralized, patrol officers who handle daily police functions can form stronger bonds with the community and that higher level managers will have more time to formulate strategies that will improve the organization's performance (Cordner, 2007). This is one aspect of organizational structuring that this study examined.

2.6.2 De-Specialization

Another change considered important to the community policing transformation is de-specialization (Cordner 2007). This may involve reducing the number of special units and personnel; reducing the number of investigative specialties; assigning more investigative responsibility to patrol officers; or making greater use of non-sworn community service

officers, volunteers, telephone report units, and other alternatives for handling minor incidents, routine paperwork, and other tasks. This releases the officers, and other resources, to be devoted to community policing (Connors & Webster, 2001).

2.6.3 Civilianization

This is the practice where non-sworn officers are allowed to handle non-sensitive police work. Positions held by sworn personnel can sometimes be reclassified or redesigned for non-sworn personnel, allowing both cost savings and better utilization of sworn personnel (Connors & Webster, 2001; Coquilhat, 2008). Security organization need to allow civilians handle non-sensitive work so that they can concentrate on their core crime prevention activities.

2.6.4 Flattening of Ranks

Another structural change is the flattening of ranks, which involves reducing the number of levels or ranks within the organization. Security organizations are known to have many ranks and decorations. This lengthens the chain of command. The desired results are to make supervisors more accessible by reducing the layers of bureaucracy/hierarchy, and to ensure communication reaches the lowest levels (Maguire, 1997). This, therefore, reduces the social gap between officers of different ranks.

2.6.5 Geographic Deployment

Geographic deployment is the assigning of patrol officers permanently to one beat, thereby opening the door for community engagement and problem solving to come together. Further, if officers are to have any chance of knowing, and then “owning” specific areas, beats must often be scaled down to a manageable size and redrawn to conform more closely to residents’ perceptions of neighborhoods (Chappell, 2009). In the context of beat assignments, the word permanent typically means one or two years and also implies an end to such practices as rotating shifts and a reduction in cross-beat dispatches. CP adopts a geographic focus to establish stronger bonds between officers and neighborhoods in order to increase mutual recognition, identification, responsibility, and accountability.

Geographic deployment for CP also means geographic accountability. Field supervisors must not only monitor but also facilitate the work of neighbourhood oriented, problem-solving officers. In theory, these supervisors should also be accountable for a specific geographic

area. Connors and Webster (2001) found that the overwhelming hurdle to long-lasting relationship building was that officers changed positions too often. Those changes hinder relationship building not just with neighborhoods but also with other agencies in the community and with the private sector. Assigning officers to one area ensures beat integrity, while enabling them and the community members to build a long lasting genuine relationship. Those agencies that assign fixed shifts and beats generally enjoy a higher success rate. Officers will learn more about people, places, issues and problems within neighborhoods when they are assigned to an area for a long-term shift. The shift to long term assignment of officers to specific neighbourhood or areas enhances customer service and facilitates more contact between security officers and citizens. This establishes a strong relationship and mutual accountability (Skogan & Harnett, 2005; Sparrow, 1988; Chappell & Gibson, 2009). Frequent transfers and rotations, therefore, disrupt this coherent pattern and thus a barrier to the implementation of CP.

2.7 Organizational Management and the Implementation of Community Policing

The second organizational change required for the successful implementation of CP is the transformation of the management style. The management style in CP should be different from that of traditional policing. The organization has to initiate reforms right from the way it employs its staff, exercise strong and innovative leadership, transform its culture, attain additional resources and integrate goals and loose coupling (Darroch & Mazerolle, 2013; Lyman, 2001; Mehmet, 2008). The current study assessed the management style adjustments made in the face of CP implementation.

2.7.1 Leadership

Leadership has been identified as key to the implementation of CP (Darroch & Mazerolle, 2013) and plays an important role in creating positive work opportunities. According to Fridell (2004), the role of management is not only to direct the activities of the field personnel but also guide them and ensure that they have the resources they require to do their jobs. Police executives need to set the tone for the organization and provide appropriate leadership to ensure each member is actively involved in CP activities and programmes (Mehmet, 2008). This includes re-examining the way people are supervised and managed. For example, middle managers in Indianapolis perceived that helping officers to respond to community problems is more important than strictly enforcing departmental policies and procedures

(Cordner, 2007; Mehmet, 2008). It is also argued that the implementation of CP would be more successful if senior officers had a better understanding of CP, and were supportive of and committed to it (Connors & Webster, 2001). Research also highlights the importance of police leadership in shaping both officer behaviour and police organizational behaviour and that leaders can, for example, significantly reduce the incidence of unlawful conduct by officers by providing unequivocal leadership on what behaviours will and will not be tolerated (Darroch & Mazerolle, 2013).

Successful adoption of the CP model requires police departments to exercise strong and innovative leadership. The police departments have to change from using traditional chain of command and encourage innovative and creative problem solving techniques without regard for rank. This philosophy makes greater use of knowledge, skills and expertise found throughout the organization. Patrol officers need to be given the flexibility and support to develop creative problem-solving approaches to on-going community problems (Boostrom, 2001; Lyman, 2001). There must be a buy-in of the top management of the police and other government agencies, as well as sustained personal commitment from all levels of management and other personnel (Boostrom, 2001). Police organizations must de-emphasize discipline and focus on leadership. Supervisors must be trained to act as advisers and guides in problem solving. Although it is difficult to be a disciplinarian when the expectation is that you lead and guide subordinates, structural changes will help influence behavioural changes in an organization by rendering traditional behaviours inappropriate (Mehmet, 2008; Williams, 2003).

2.7.2 Agency Climate and Culture

Many police researchers have focused on police culture as an important determinant of police behaviour (Connors & Webster, 2001; Cordner 2007; Mehmet, 2008). Culture refers to norms of behaviour and shared values among a group of people. Norms of behaviour are common or pervasive ways of acting that are found in a group and that persist because group members tend to behave in ways that teach these practices to new members, rewarding those who fit in and sanctioning those who do not. Shared values are important concerns and goals shared by most of the people in the group that tend to shape group behaviour and that often persist over time even when group membership changes (Connors & Webster, 2001).

The core elements of traditional policing such as crime fighting, quick response time, and making a large number of arrests are assumed by police recruits when they enter the police service. The tenets of traditional police culture resist change in the view of police officers (Mehmet, 2008). A study conducted by Zhao, Thurman, and Lovrich, (1995), (cited by Mehmet, 2008), revealed that the implementation of community policing in agencies was frustrated more by internal organizational barriers than obstacles in the community. Agencies which scored higher on internal resistance were less likely to implement community policing.

The traditional police culture is characterized by social isolation and group loyalty driven by shared experiences and an unpredictable operational environment (Connors & Webster, 2001). The police culture has been presumed to be a major barrier to police innovation. Similarly, police culture is considered one of the most significant obstacles to implementing community policing (Sparrow, 1998). But there are many perceptions of what is really meant by police culture. In an article called, "The Asshole," Manning and Van Maanen (1978) described police culture in terms of officers' views of the public. Police divide people into three categories: suspicious persons (those believed to have committed a crime), assholes (people who challenge police authority or legitimacy), and know nothings (ordinary citizens). This police culture further illustrates police cynicism about CP by capturing the sentiments from a commander who retorted that his understanding of CP is that all the "assholes" are now called "customers" (Connors & Webster, 2001).

The operational culture of a police service must be addressed; police are often characterized as resistant to change and distrustful of outsiders. Since police reform may require officers to do more work or may interfere with comfortable work practices, officers may have a vested interest in resisting change. Changes in philosophy and approach will be difficult to infuse throughout an organization where there is reluctance at the level of the individual. Cultural resistance to change is widely considered to be a common denominator; and the larger, older, and more bureaucratic the organization, the more resistant people are likely to be. Faced with the prospect of transformation, employees tend to protect their turf; resist identifying with the organization as a whole; retreat into the safety of their particular profession, function, or location; and either rejects new ideas or "study ideas to death" (Connors & Webster, 2001). Successfully transforming an organization to community policing requires a complete change

in the organizational culture and the occupational attitudes, values, and beliefs of officers (Connors & Webster, 2001).

2.7.3 Human Resource Policies

The core of transforming an organization to CP involves changing the behaviour of those who work there. The key is to commit to hiring and promoting people dedicated to CP as a way of life in the organization. Thus, all critical human resource policies and practices should be changed to advance CP. Changing the human resource policies (recruiting, hiring, training, performance evaluation, and promotions) serves as the foundation for CP to become the culture of the organization. Thus organizational changes in a police department can be effectively attained by training and recruiting new officers. Instilling CP policies to new recruits is much easier than teaching the department veterans entirely new methods of operations. Much emphasis should be focused on department's training curriculum and recruitment methods. The success of CP in Portland Bureau , for example, was essentially due to recruitment, hiring and training of personnel that were representative of the community demographics and CP philosophy (Lyman, 2001). Training of officers on CP strategy is critical because the work of implementing CP requires extra-legal initiatives that include problem-solving skills, extensive knowledge of cultural diversity, the history of the groups involved and the understanding of constitutional law (Wulff, 2000).

2.7.4 Capacity and Financial Resources

Policing is inherently labour intensive work, and most law enforcement agencies significant amount of work with very limited resources. Resource and capacity is one of the factors that influence adoption of CP model by any law enforcement agency. Resources are critical in public policy implementation. Human resource provides intellectual capacity for the implementation process and should therefore be trained, adequate and well equipped. Adequate finances should also be provided to reduce risk of corruption. Suitable infrastructure and equipment should be provided to improve environment and effectiveness. Some studies have found that lack of resources is a significant barrier to the implementation of CP (Chappell, 2009), whereas others have found that resources are unrelated to CP implementation (He, Zhao, & Lovrich, 2005). Given the fact that significant organizational innovation normally requires additional labour force and financial resources, it has been found that police agencies that have a high percentage increase in commissioned officers are more

likely to implement CP program than their counterparts (He, et al, 2005; Skogan, 1994). Morabito (2008) also found that human capital and the availability of resources is crucial to CP adoption. Studies done by Chappell and Gibson (2009) and Chappell (2009) found that many officers felt the primary barrier to the implementation of CP was lack of funding and personnel resources. Specifically, the officers told of stories about how their department did not have enough manpower to implement CP. The problem of having little manpower is felt when there are too many calls to handle and at the same time handle implementation of CP. According to the officers sampled, lack of manpower meant that officers were assigned to larger beats than what is ideal in CP, so officers were unable to get to know community residents.

Capacity building for community policing entails investing in adequate infrastructure at the various levels, providing appropriate equipments and skills development to the community members and security agencies. Lack of adequate resources was experienced in South Africa, where police lacked resources to undertake basic policing tasks such as education, availability and functioning of vehicles, equipment and infrastructure appropriate to the topography, and lack of means to gather and analyze information (Pelser, 1999). Pelser also notes that lack of resources required by police and those they serve in a particular community, and the ability of station and area management to deal with bureaucratic procedures required for accepting both financial and in-kind donations, was also a challenge in South Africa. He continued to state that the wealth of the area's residents, the engagement of private business and the ability and willingness of residents to contribute time and other resources were also key factors. And just like South Africa, in the Kenyan context, the police seem to prefer policing in wealth localities at the expense of poor localities, hence CP seen to be encouraging discriminatory policing (Ruteere and Pomerolle, 2003). CP is also based on the principle of volunteerism at the community; members are expected to give information, skills, knowledge, experience and expertise, time and even financial assistance. This kind of funding, is however, not efficient and unpredictable at times.

2.7.5 Goals

A critical factor in successful implementation of innovation within any organization is goal clarity. Organizations and their constituent members need to be clear about why the organization exists and what they are trying to achieve. CP goals should be set out, and

encourage police to develop practices that will enable those goals to be achieved (Coquilhat, 2008). Goals function to unify organizational members and focus action. Loose coupling describes a weak relationship between the formal goals of an organization and the day-to-day behaviour of frontline personnel (Crank & Langworthy, 1996). Evidence from police literature demonstrates that the extent of loose coupling is an important influence on officer behaviour (Mastrofski, Ritti, & Hoffmaster, 1987). Police literature describes the difficulties police have in aligning organizational goals and routine officer behaviour. Often, a disconnection is reported between publicly stated goals and the realities of day-to-day officer behaviour (Darroch & Mazerolle, 2013).

2.7.6 Information Systems and Crime Analysis

Information technology is another tool necessary in an organization's transformation to CP. An agency's information systems need to collect and produce information on the whole range of the security function. This will enable the organization to support more quality-oriented appraisal, evaluation and assessment efforts. Individual officers need more timely and complete crime analysis information pertaining to their specific geographic areas of responsibility to facilitate problem identification, analysis, and fear reduction among other functions.

Police in this information age cannot afford to ignore the potential for better community policing through judicious use of communications and computer technologies. Fleissner (1997) includes "use of technology" as one of the areas police should examine in assessing the status of their organization's transformation to CP. Cordner (2007) recognizes "information" as one element of CP's "organizational dimension". Several other researchers also indicate the importance of information technology to problem solving, a key element in community policing (Lavigne, 1999; Wartell & Greenhalgh, 2000). There are many examples of how departments are attempting to use enhanced information technology: mobile data terminals (MDTs) and laptops in police cars, non-emergency call numbers, cell phones, email, the internet, geographic information systems (GIS), and others. Laptops and mobile field reporting increase data quality and speed to the users while allowing officers to remain in the field. GIS and other analysis technologies increase the identification and understanding of problems and assist in resource allocation. GIS also makes it possible for officers and citizens to obtain customized maps that geographically identify hot spots and help them more easily

picture the geographic locations and distribution of crime related problems. The World Wide Web has opened communication across agencies and jurisdictions and with the public (Connors & Webster, 2001).

2.7.7 Information Management

The critical role of information in crime prevention cannot be overemphasized. The way the information availed to both the police and community is managed determines the subsequent level of its sharing. Each party will withhold crucial information if, to their understanding, such information will not be properly managed. Information leakages and misuse by both the community members and security agencies can adversely affect the trust between and within community members and security agencies, and as a result information sharing. CP strategy is based on intelligence gathering and information sharing. Thus the smooth flow of correct information between the community members and the security agencies is crucial. Incorrect and incomplete information can complicate security management with inappropriate response strategies. The security agencies on the other side must manage confidentially the information and intelligence accruing from the public to be able to build trust and confidence with the public (Ruteere & Pommerolle, 2003; Saferworld, 2008). Examples abound in Kenya where crucial information availed to a security agency is leaked to suspects. This has, in some times, threatened the lives of the informers and has been a major impediment to the implementation of CP (Kiarie, 2012, Taye, 2011).

Information flow cannot be effective and efficient if there is no adequate communication infrastructure. When community members find it costly to communicate information because there is no reliable and accessible emergency line, it minimizes the flow of information. Similarly, the law enforcement agencies may not be responsive enough if they are not adequately equipped with appropriate communication facilities. This may break partnership, as expectations are not met. Lack of meeting facilities for community policing committees to hold their meeting can also jeopardize the sharing of information (Saferworld, 2008).

2.7.8 Performance Appraisal

Structural reforms of police departments require changing evaluation and measurement systems for officers by encouraging them to adhere to more appropriate standards. This is because the traditional evaluation systems that measure the number of arrests or 911 calls per

shift cannot accurately gauge the impact of police officers in the community. For example, in Lowell Police Department, officers were evaluated based on what their neighbourhood looked like and their involvement with the community (Lyman, 2001). Individual officers should be evaluated on the quality of their CP and problem solving activities, and results achieved, not on traditional performance indicators such as arrests and calls handled (Cordner, 2007).

Findings in the aforementioned literature highlight the various challenges security organizations undergo to adopt and implement CP. However, many of the studies do not focus on the influence of organizational factors on the implementation of CP. In fact, Darroch and Mazerolle (2013) notes that there have been less than ten empirical studies evaluating the determinants of organizational innovation in police organizations in the past 15 years. The few that have delved into this realm have also tended to focus just on a few of the organizational factors. Equally, very few studies have studied the African context of CP implementation with most studies focusing on western countries. This study responds to these research deficits and endeavours to fill some important gaps in police innovations research by focusing on African countries. This is so given the unique feature of African countries, such as in Kenya, where CP is a new idea and is implemented by multiple agencies.

2.8 Theoretical Framework

This study utilized the contingency theory and the diffusion of innovations theory in explaining the organizational factors that influence the implementation of CP strategy.

2.8.1 Contingency Theory

Contingency theory is a behavioural theory which claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of any action is contingent (dependent) upon the internal and external situation. This perspective originated with the work of Joan Woodward in 1958, who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures. Contingency theory as a term was first formulated by Lawrence and Lorsch in 1967, who claim that outside contingencies can be treated as both constraints and opportunities that influence the internal structure and processes. The authors showed in their empirical study that different environments place different requirements on organizations (Duman, 2007; Kucukuysal & Beyhan, 2011; Wilson,

2002, 2005). An effective CP program requires certain changes in the organizational structure of police departments, such as decentralized decision making and flattened hierarchies. Adams, Rohe and Acury (2002) suggest that CP requires two fundamental changes: reorganization of the resources of a police organization away from crime control, that is, more emphasis on street patrols, and problem-solving efforts and greater officer freedom, and change occurring in the behaviours and expectations of police officers.

The theory also posits that organizations are successful when they adapt to their environments. When implementing CP, specific features of the environment and characteristics of the community are often not taken into account, which is a major threat to the success of CP. Contingency theory suggests that the task environment of an organization (such as its size and age, technology, and community characteristics) determines its structure and activities. Accordingly, contingency theory approach to CP suggests that security agencies may implement CP as long as it helps them manage and accomplish their task. For instance, if a community is heterogeneous, then police may become more likely to implement CP because it would help them meet the needs of diverse residents.

The general orienting hypothesis of the theory suggests that design decisions depend on environmental conditions, that is, the driving force behind organizational change is the external environment, particularly the task environment with which an organization is confronted. A contingency model of CP implementation can be considered as a theoretical framework that considers CP implementation as a function of an organization's task environment, structural dimensions, and the congruence among them. Considering that police work is to a large extent non-routine and takes place in an unstable, complex environment, the contingency model is appropriate for the functioning of police organizations. In this case, police organizations exist according to the task environment. The implementation of CP can be said to be a reaction of police organization to overcome many of the problems facing them, such as police-community relations, employee morale, co-ordination and control of tasks, increase in violent crime, among others (Duman, 2007).

As discussed above, contingency theory is of significance value for understanding the nature of changes security agencies have undergone in order to adapt themselves to the changing social environments, such as the implementation of CP. Much as the contingency theory

explains the external conditions leading to security agencies to adopt and implement community policing, there are also internal forces that explain the organizational transformation needed to successfully implement community policing. The diffusion of innovations theory was, therefore, used to do this.

2.8.2 Diffusion of Innovations Theory

The earliest research on the diffusion of innovation is generally traced back to Ryan and Gross's 1943 study of how and why a particular hybrid seed corn came into wide usage among Iowa farmers in the US. The diffusion of innovations theory is mainly associated with Everett Rogers whose extensive works on this area led to his publication of a review of literature on diffusion of innovation in 1962 (Morabito, 2008; Rogers, 1995).

The theory provides a framework of variables explaining the spread of new ideas. Various literatures (Klinger, 2003; Morabito, 2008; Wejnert, 2002) on this area identify the key predictors of the diffusion process and groups them into a single conceptual frame work that includes three distinct sorts of variables: one, the characteristics of innovation, which describes the nature of the innovation itself, two, the characteristics of those who might adopt the innovations, which relate to the nature of the unit of adoption (individuals or organizations) who wish to adopt the innovation, and three, the social environment in which the innovation enter during diffusion, which comprise the environmental factors such as the geographic settings, societal culture, political conditions and globalization, and uniformity in which the unit of adoption is located. This study targeted the nature of the unit of adoption, which in this study, were the security agencies, and how they had transformed to implement community policing.

The diffusion of innovations theory was utilized in assessing organizational innovativeness of the three security agencies, that is, how the structural and management styles of the security agencies affects their ability and willingness to innovate, and thereby implement CP.

2.9 Conceptual Framework

The conceptual framework used here illustrates the relationship among the main concepts of the study. The general causal framework explains the organizational transformation required in the backdrop of community policing implementation.

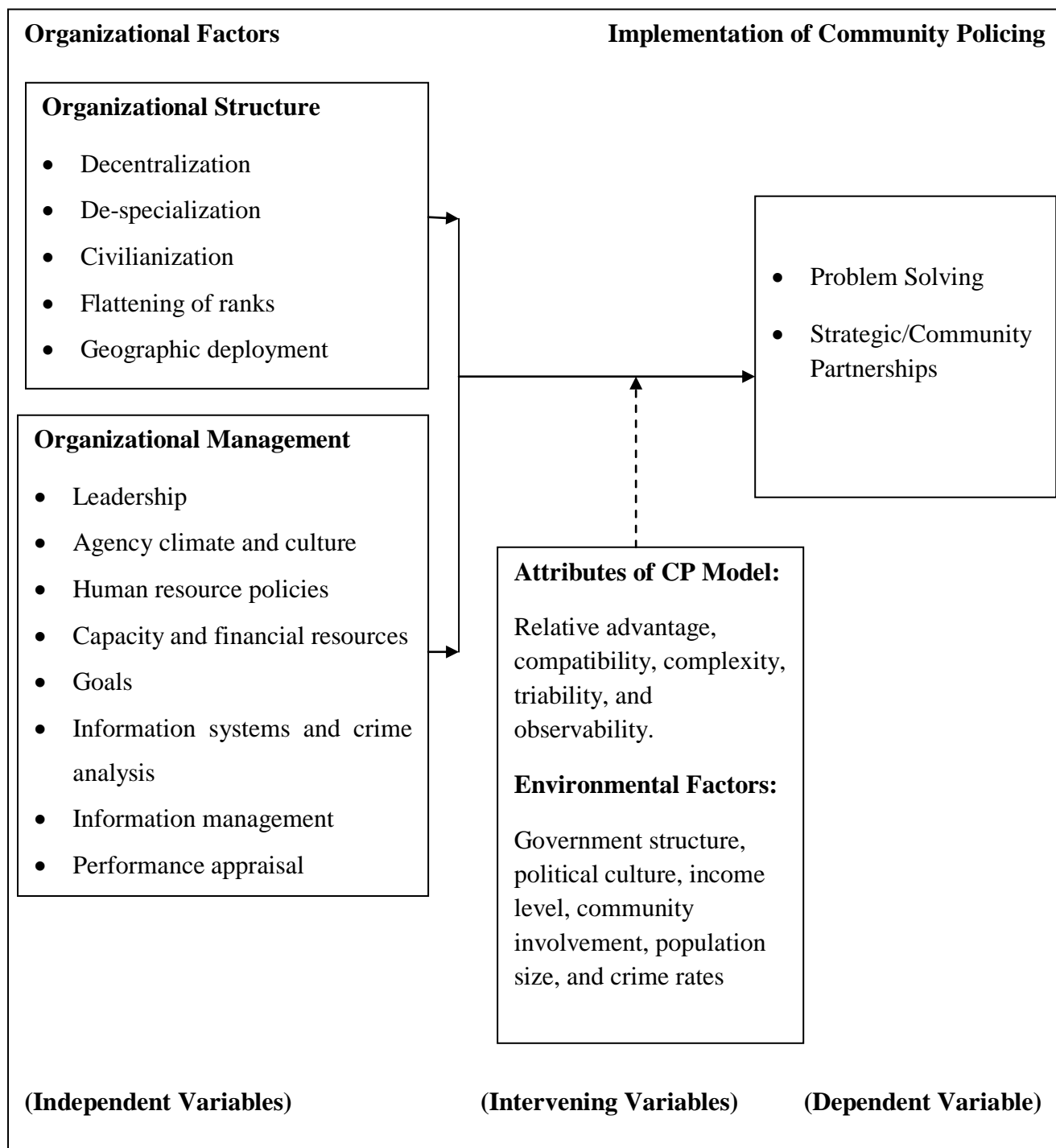


Figure 2.1: Conceptual Framework

The framework conceptualizes organizational factors as independent variables. Two broad organizational factors; structure and management are identified, in which a total of thirteen sub-variables are extracted. The implementation of Community policing is conceptualized as the dependent variable. The study envisaged a cause-effect relationship where the necessary organizational transformation determines the proper implementation of community policing.

Structural and management changes were seen as the key to the effective implementation of community policing. Community policing is seen as a new strategy among security agencies. There are necessary organizational changes that need to be undertaken to position the implementing agency in a state that enables implementation of community policing. Broadly, these changes are structural and management; which were further disaggregated into decentralization, de-specialization, civilianization, flattening of ranks, geographic deployment, leadership, agency climate and culture, human resource policies, capacity and financial resources, goals, information systems and crime analysis, information management, and performance appraisal.

The framework also noted that apart from the organizational transformation, the attributes of the community policing model adopted, and the environmental factors where CP is introduced have an effect on the way CP is implemented, thus the intervening variables. The CP attributes include: relative advantage (degree of persuasion for being better than what it supersedes), compatibility (consistency with existing norms, cultural values, and objectives of people who try the innovation), complexity (difficulty of understanding and use of technology), trialability (degree of experimentation for that particular innovation; perception of ease of try and risks for possible unintended consequences), and observability (visibility of its results; degree to whether the results of innovation can be understood easily). The environmental factors include: Government structure, political culture, income levels, population size and crime rates.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter gives information about the procedure that was followed in conducting the study. Specifically, it gives information on the research design, the study area, the target population, and the techniques of data collection and analysis that was used. It also highlights the sample selection and research instruments used.

3.2 Research Design

The study used a cross-sectional descriptive survey research design. A descriptive survey design was suited for the study since the study aimed at collecting and analyzing data in order to describe and report on the implementation of community policing strategy among security agencies in Njoro Sub-County. This design was appropriate as it involves collection of information from a cross section of respondents selected in the study area and it offers a researcher the advantage of focusing on specific description or characteristics. It is also suitable where attitudes and opinions of respondents towards a given phenomenon are being sought. The study used a combination of qualitative and quantitative data. The quantitative paradigm is said to have an objective and outcome-oriented (Mwanje, 2001) while the qualitative paradigm subscribes to an inductive, holistic and subjective world view.

3.3 Study Area

The study was conducted within Njoro Sub-County, Nakuru County in the Rift valley region of Kenya. Njoro Sub-County was created in December 2008 and was carved from Molo Sub-County. The headquarters of the Sub-County is Njoro town, located 18 kilometres West of Nakuru Town, and approximately 177 kilometres North West of Nairobi. The map of the study area is shown in Figure 3.1 on page 29. The Sub-County lies between latitude 0° 13' South and 1° 10' South and longitude 35° 28' East and 35° 36' East. It covers an area of 702.1 square kilometres with a projected population of 201,300 in the year 2014 (178,180 in 2009 census). It has a population density of 254 people per square kilometre and 41,585 households. The western block of the Mau forest forms part of the Sub-County with Makalia and Njoro Rivers passing through it. The Sub-County has five administrative divisions namely; Njoro, Kihingo, Mauche, Lare and Mau Narok. (Molo District Development Plan,

2008-2012). There are three police stations in Njoro Sub-County namely; Njoro, Mau Narok and Naishi. There are also three police posts which include Kapyemit, Mauche and Ndeffo. Police patrol bases include Milimani and Gwa Shati. The deployment of the Administration Police officers usually follow the National Government Administrative structure and are therefore stationed in posts within the offices of Deputy County Commissioners, Assistant County Commissioners, Chiefs and Assistant Chiefs. Even when it is necessary to deploy them away from the administrative offices, the deployment area still remain the administrative unit where they are located.

Njoro Sub-County was chosen at random from the eleven Sub-counties in Nakuru County that are implementing the CP strategy. The Sub-County has experienced ethnic clashes since 1992 and was seriously affected by the 2007 post election violence. The Sub-County is inhabited by several ethnic groups with the dominant ones being the Kikuyu and Kalenjin. The occupation of the Kikuyu can be traced back to the colonial era where a large part of the land in the Sub-County was occupied by the white settlers. When the settlers left, the land was acquired by the Kikuyu through land buying companies, mainly in Njoro, Egerton, Kihingo, Ndeffo and Naishi. The other part of the Sub-County comprised of the Mau forest complex, which was alienated for human settlement during Moi's presidency. Kalenjins were the majority beneficiaries during this alienation where the Kipsigis sub-tribe occupied the larger chunk with Moi's Tugen sub-tribe also benefiting. With dwindling land mass, these major ethnic groups started conflicting over the land. This was magnified during the infamous 1992 ethnic clashes and have since then recurred several times.

Crime statistics show that the Sub-County recorded a total of 475 cases in the last twelve months with the leading crimes being assault, offences against the person, breakings, rape/attempted rape, general stealing and stock theft. (Source: Njoro Sub-County Crime Statistics, 2014). The Sub-County also covers part of the Mau Forest complex, which has recently become a global issue on environmental conservation due to encroachment of settlers in the forest. Issues arising from the displacement/evictions of local residents from the Mau forest and their desired resettlement have continued to cause friction in the Sub-County.

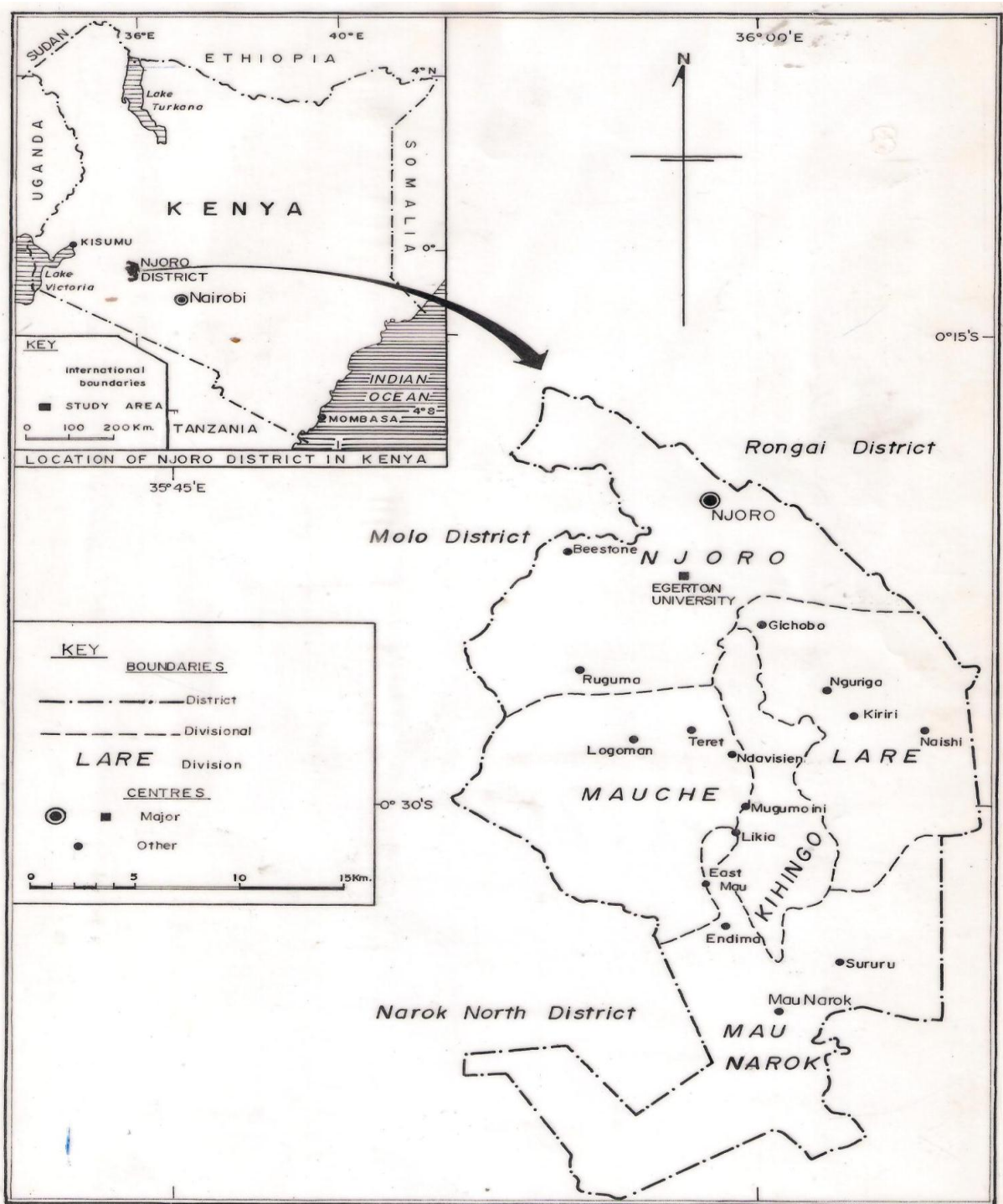


Figure 3.1: Map showing Njoro Sub-County in Kenya

Source: Egerton University Cartographer (Samuel Ojode, 2013)

3.4 Target Population

The target population was all the members of the three security agencies (National Government Administration, the Kenya Police Service and the Administration Police Service) serving in Njoro Sub-County. Interviews were administered to officers serving in the National Government Administration (which included Assistant County Commissioners, Chiefs and Assistant Chiefs), the Administration Police Service and the Kenya Police Service in Njoro Sub-County. These three security agencies are mandated with the implementation of the CP strategy. There were 301 serving officers who included: 65 National government administrative (NGA) officers, 114 Kenya police service (KPS) officers, and 122 Administration police service (APS) officers.

3.5 Sampling and Sample Size

The respondents were selected using a stratified random sampling procedure and were interviewed once. The three security agencies were designated as the strata and formed the sampling frame from which a random sample of 138 officers was selected proportionately from each stratum. The names of the officers were listed and numbered in each stratum and a table of random numbers used to draw the sample. In addition, purposive sampling was used to select six key informants and twenty two participants for focused group discussions from the study area. Purposive sampling allowed the researcher to use cases that had the required information with respect to the objectives of the study. The Key informants were the members of the Sub-County Security and Intelligence Committee (Sub-CSIC) who included the deputy county commissioner, the senior assistant county commissioner, the officer commanding police division, the sub-county administration police commander, the sub-county criminal investigation officer and the sub-regional intelligence coordinator. The participants for the focused group discussions comprised chiefs' elders from Njoro, Mukungugu and Gichobo locations.

At a significance level of 0.05, standard deviation at 1.96 and proportion of population required characteristics at 21%, a sample size of 138 security officers was arrived, derived from the following formula by Fisher et al (1983) as cited by Mugenda and Mugenda (2003):

$$n=Z^2pq/d^2$$

Where:

n=the desired sample size (if target population is greater than 10,000)

Z=the standard normal deviation at the required confidence level

P=the proportion in the target population estimated to have the characteristics being measured

q=1-p

d=the level of statistical significance set

Therefore, the desired sample size $n = (1.96)^2(0.21)(1-0.21) / (0.05)^2 = 255$

However, the population of 301 is less than 10,000. Therefore, the sample size was calculated by the following formula:

$$n^f = \frac{n}{1 + n/N}$$

Where:

n^f =the desired sample size (when the population is less than 10,000)

n=the desired sample size (when the population is more than 10,000)

N=the estimate of the population size

$$n^f = (255) / 1 + (255/301) \quad n^f = 138$$

In order to ensure that the sample was a representative of the three strata, the subjects were proportionally selected within each stratum as follows: From NGA= $(65/301)138=30$, APS= $(122/301)138=56$, and KPS= $(114/301)138=52$

As such, a total of 138 security officers were interviewed. Additionally, members of the Sub-County Security and intelligence committee (Sub-CSIC), who are six in number, were interviewed as key informants, as well as twenty two (22) chiefs' elders from three locations who participated in focused group discussions.

3.5 Data Collection Procedure

The study used interview schedules and focused group discussions to collect data for this research. Interview schedules were administered face to face on the respondents. The original interview schedule (Appendix A) was pretested and changes made to form the final schedule that was used to collect data for this research.

3.6 Data Analysis

The study used both quantitative and qualitative data analysis approaches. Qualitative method was used to analyze data from the key informant interviews and focused group discussions, while quantitative method was used to analyze data obtained from sample respondent interview schedules. Both descriptive and inferential statistics were used. Descriptive statistics helps in explaining the findings of the study by use of mean, mode, medians, frequency tables, percentages, and pie charts. Inferential analysis involved the use of regression analysis and Analysis of Variance (ANOVA). Regression analysis was run to determine the responses of the dependent variable with changes in the independent variables, and to explain the study questions.

Table 3.1: Summary of Data Analysis by Objectives

Research Objectives	Variables	Statistical Tests
To establish the level of CP implementation by security agencies in Njoro Sub-County.	Dependent: Level of CP implementation	Descriptive: Mean, mode, median, frequency and percentages
To examine how the organizational structures of security agencies influence the implementation of CP in Njoro Sub-County.	Dependent: Level of CP implementation Independent: Organizational structure	Descriptive: Mean, mode, median, frequency and percentages Inferential: Regression analysis and ANOVA
To assess the effect of security agencies organizational management styles on the implementation of CP in Njoro Sub-County.	Dependent: Level of CP implementation Independent: Organizational management styles	Descriptive: Mean, mode, median, frequency and percentages Inferential: Regression Analysis and ANOVA

3.7 Ethical Considerations

Information touching on security is always sensitive. In cognisance of the above, this research observed the following ethical considerations throughout the process of the study: authority to collect data was sought from the relevant institutions before commencement of interviews, consent of the respondents was obtained before commencement of interviews, interviews with all respondents were conducted using a decent language, confidentiality of respondents' identity and information was safeguarded and that all respondents were assured of such, and respondents were allowed to reserve their comments for questions they felt uncomfortable with and the researcher recorded only answers coming from the respondents.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the study findings using descriptive and inferential statistics. The descriptive statistic results are presented in terms of frequency tables, bar charts, and pie charts, incorporated with the relevant discussions. Equally, inferential statistic results are presented in form of tables showing the quantifiable values, cross-tabulations, ANOVA, and regression coefficients. Their interpretation follows with discussion of the results. Information from the key informant interviews and focused group discussions, which formed qualitative data, was analyzed through content analysis, and was used to complement the findings from the quantitative findings.

4.2 Background Information of Respondents

This section summarizes the general characteristics of the security personnel from Njoro Sub-County that were interviewed for this study. The characteristics included gender, age, education level, agency, rank, place of deployment, number of years of service and duration the respondents had served in Njoro Sub-County. The study targeted a sample size of 138 security officers, who formed the sample respondents. As such, a total of 138 security officers were interviewed. Equally, the six members of the Sub-County security and intelligence committee were interviewed as key informants, and three Focused Group Discussions were held in three locations involving a total of 22 Chiefs' elders. Data from the FGDs and key informant interviews were analyzed using content analysis and was only used to support the results from the sample respondents. Therefore, the main data was analyzed based on the 138 sample respondents.

4.2.1 Gender of the Respondents

Male and female security personnel are involved in community policing implementation in the Sub-County. Therefore, to get a good representation of the population, the sample had both the sexes represented. The gender of the respondents is given in Figure 4.1.

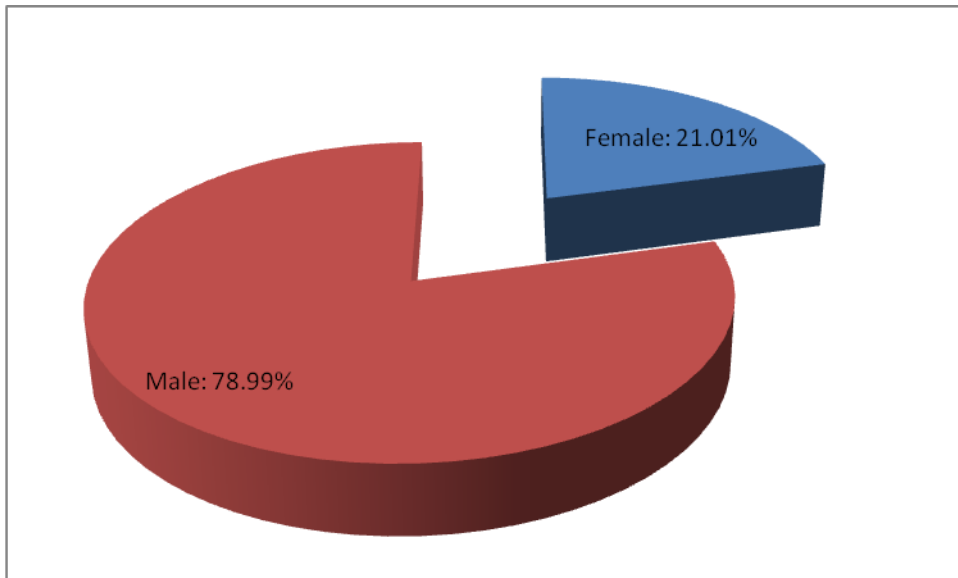


Figure 4.1: Distribution of Gender of Respondents

(Source: Field data, 2014)

A total of 138 security officers were interviewed in this study. The male security personnel formed the highest percentage of the sample (78.99 %), while the female members accounted for the rest 21.01 %. The sample depicted the differences that existed in the population of security personnel in the Sub-county as the males were relatively higher in number than the females. These figures are true depiction of the situation on ground where security jobs are viewed as masculine work. This ratio, if taken as representative of the national figure, does not fulfill the constitutional gender requirement of at least one third inclusion. As it is

4.2.2 Age of the Respondents

The security personnel were asked to state their ages. The ages were then analysed. They were classified into three classes and further analysed as grouped data. The grouping was done to enable easier understanding and comparison with other related data. In addition, the classified age showed a better idea of the range of the respondents' age.

Table 4.1: Age Distribution of the Respondents

Age categories	Frequency	Percentage
21 - 30 years	50	36.23
31 - 40 years	37	26.81
41 - 50 years	36	26.09
51-60 years	15	10.87
Total	138	100.0

Mean 37.39 ± 0.786 , Std dev 9.204, Mode 28, Median 36, Minimum 23 and Maximum 59
(Source: Field data, 2014)

The youngest member of the security personnel for the three agencies was 23 years, while the oldest was about 59 years. The calculated mean age of the respondents was found to be 37.39 years. Furthermore, the mode, that is the age of respondents appearing more than the others, was found to be 28 years.

The age categories that were developed during the analysis indicated majority of the respondents, that is 36.23 %, fell into the age bracket of 21 to 30 years, followed by the age bracket of between 31 and 40 years (26.81 %), the age bracket of between 41 and 50 years (26.09 %) and finally the age bracket of between 51 to 60 years with 10.87 %. This is a relatively young security force with 63% of them below 40 years.

4.2.3 Level of Education of the Respondents

The respondents were asked to indicate their highest level of formal education, as shown in Figure 4.2.

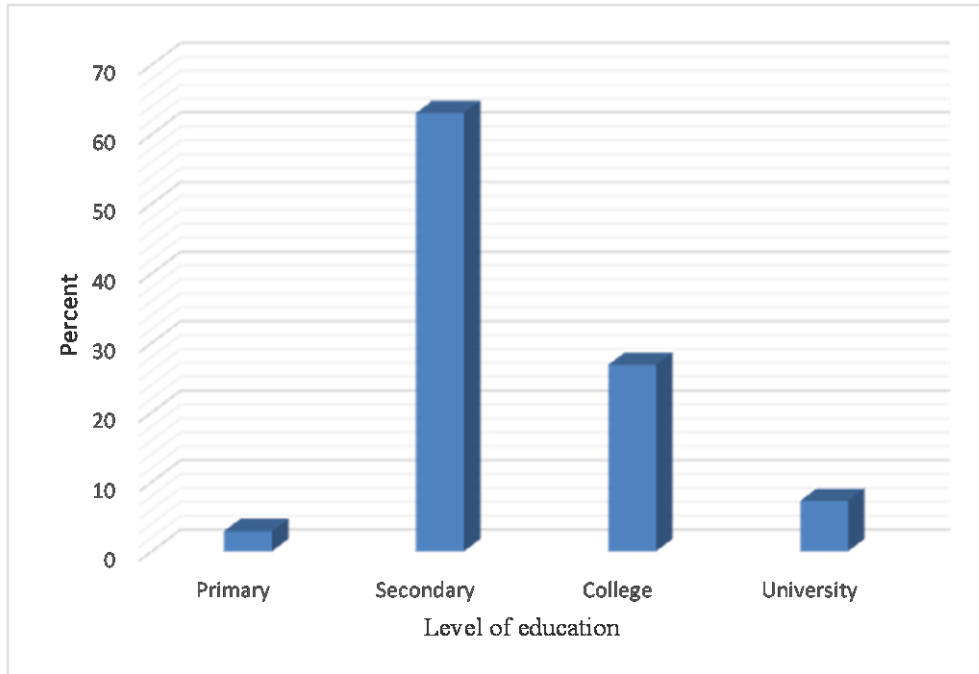


Figure 4.2: Distribution of Respondents by Level of Education
 (Source: Field data, 2014)

On educational level; 2.9% of the respondents had primary education, while 63.04% had attained secondary level education, 26.81% had attained college education, and only 7.25% had attained university education. It is worth to note that current requirements for recruitment into most security services require a minimum of secondary education. A primary education, however, would have enabled one to join the security services about three decades ago. This is a literate security service as majority of them had at least secondary education.

4.2.4 Distribution of Respondents by Agency

Table 4.2 show the distribution of the respondents by agency.

Table 4.2: Agency of the Respondents

Agency	Frequency	Percentage
Administration Police Service	56	40.58
Kenya Police Service	52	37.68
National Government Administration	30	21.74
Total	138	100.00

(Source: Field data, 2014)

Table 4.2 show that 40.58% of the respondents belonged to the Administration Police Service, 37.68% to the Kenya Police Service, and 30.74% to the National Government Administration.

4.2.5 Distribution of Respondents by Rank

The distribution of the respondents by rank, as shown in Table 4.3, gives the current ranks held by the security officers at the time of the study.

Table 4.3: Rank of the Respondents

Rank	Frequency	Percentage
Assistant Chief	17	12.32
Chief	11	7.97
Assistant County Commissioner	2	1.45
Constable	68	49.27
Corporal	23	16.67
Sergeant	11	7.97
Senior Sergeant	6	4.35
Total	138	100.00

(Source: Field data, 2014)

Among the officers who participated in the study, 12.32% were assistant chiefs, 9.97% were chiefs, 1.45% were Assistant county commissioners, 49.27% were constables, 16.67% were corporals, 7.97% were sergeants and 4.35% were senior sergeants.

4.2.6 Distribution of Respondents by Place of Deployment

On place of deployment, as shown in table 4.4, the respondents were asked to state their place of deployment.

Table 4.4: Respondents' Place of Deployment

Place of deployment	Frequency	Percentage
Deputy County Commissioner's Office	12	8.7
Assistant County Commissioner's Office	20	14.49
Chief/Assistant Chief's Office	47	34.06
Police Station, Police Post, AP Post	55	39.85
Patrol Base	4	2.9
Total	138	100.0

(Source: Field data, 2014)

Eight point seven percent of the respondents were deployed at the Deputy County Commissioner's office, 14.49% were deployed at the Assistant County Commissioner's offices, 34.06% at the Chiefs/Assistant Chiefs' offices, 39.85% at Police stations, Police posts and AP posts, while the rest, 2.9% were deployed at Police patrol bases.

4.2.7 Distribution of Respondents by Number of Years Worked as Security Officers

The respondents were asked to state the number of years they had served as security officers. This was analysed. The ages were then grouped into four classes and further analysed as shown in Table 4.5. The shortest number of years served as security officer was 2 years, while the longest number of years of service was 38 years. The mean number of years of service was 9.6 years. Furthermore, the mode was found to be 4 years while the median was 6 years. With a mean of 9.6 years, the respondents have accumulated good experience.

Table 4.5: Number of Years Worked as a Security Officer

Number of years of service	Frequency	Percentage
1 – 10 years	92	66.67
11 - 20 years	33	23.91
21 - 30 years	10	7.25
31 - 40 years	3	2.17
Total	138	100.0

Mean 9.60 ± 0.682 , std dev 8.021, mode 4, median 6, minimum 2 and maximum 38
(Source: Field data, 2014)

The categories that were developed during the analysis indicated that the majority of the respondents, that is 66.67 %, had served between one and ten years as security officers. 23.91% had served between 11-20 years, 7.25% had served between 21-30 years, while only 2.17% had served between 31-40 years.

4.2.8 Distribution of Respondents by Number of Years Served in Njoro Sub-County

The respondents were asked to indicate how long they had served in Njoro Sub-county. It was important to know the exact number of years the officers had served in the sub-county because most security officers are transferrable and may therefore take some time to get familiar with their current work station environment. The number of years was analysed, and was then grouped into six classes during and further analysed as shown in Table 4.6.

The shortest number of years served in Njoro Sub-county was one month, while the longest number of years served in the sub-county was 24 years. It is, however, worth to note that only two officers (1.45%) had indicated that they had served in the Sub-county for less than one year. The mean number of years served in the sub-county was 4.5 years, with a mode of 2 years and a median of 3 years. Majority of the respondents, 81.16%, had served in the Sub-county for between one and five years. 6.52% had served in the Sub-county for between six to

ten years while 5.07% had served for both 11-15 years and 16-20 years. Only 0.7% of the respondents had served for 21-25 years.

Table 4.6: Number of Years Served in Njoro Sub-County

Number of years worked in Njoro Sub-County	Frequency	Percentage
Less than 1 year	2	1.45
1 - 5 years	112	81.16
6 - 10 years	9	6.52
11 - 15 years	7	5.07
16 - 20 years	7	5.07
21- 25 years	1	0.73
Total	138	100.0

Mean 4.518± 0.370, std dev 4.346, mode 2, median 3, min 1 month and max 24 yrs

(Source: Field data, 2014)

4.3 Level of Community Policing Implementation by Security Agencies

This section deals with the first objective of the study, which was to establish the level of CP strategy implementation by security agencies in Njoro Sub-County. The aim of this objective was to establish the level of community policing strategy implemented by the three agencies that are charged with CP implementation (National Government Administration, Kenya Police Service and Administration police Service) in Njoro Sub-County.

4.3.1 Measuring the Level of Community Policing Implementation

The level of implementation of community policing by the three security agencies formed the dependent variable of this study. The dependent measure captures the level of community policing implementation in the security organizations. The implementation index is based on Maguire's (2003) Operationalization of task routineness and MacDonald's (2002) and Morabito's (2008) measurement of community policing and on the theoretical CP literature

(as cited by Morabito, 2008). The variable was developed as an index, which combined eleven indicators. The indicators represent the scope of community policing activities performed by each agency, as was reported by the officer completing the survey.

The eleven indicators composing the index included the following: (i) indicating implementation of CP activities in the last 12 months, (ii) training of new recruits in CP, (iii) training of serving officers in CP, (iv) training of citizens in CP, (v) conducting community surveys, (vi) giving patrol officers geographic responsibility for an area, (vii) actively encouraging SARA problem solving processes (that is, scanning, analysis, response, assessment), (viii) including problem solving in performance evaluations, (ix) forming formal problem solving multidisciplinary partnerships with community partners (including other government agencies, non-profit and community-based groups, businesses, the media, and individuals), (x) existing partnerships bringing appropriate resources and level of commitment to CP activities, and (xi) the level of interaction between law enforcement agency and community partners. The respondents were asked to answer either yes or no to these questions, apart from the level of interaction, where they were asked to rate level of interaction between their department and community partners as either high, average or low.

The number and the percentage of the respondents who were positive to the survey items are given in Table 4.7.

Table 4.7: Positive Responses to Survey Items making the Level of Community Policing Implementation Variables

Item	Frequency	Percentage
Implementation of CP activities in the last 12 months	129	93.48
Training of new recruits in CP	93	67.39
Training of citizens in CP	95	68.84
Training of serving officers in CP	99	71.74
Conducting community survey	70	50.72
Giving patrol officers specific geographical areas	83	60.14
Encouraging SARA processes	83	60.14
Including problem solving process in performance evaluation	87	63.04
Forming problem solving partnerships	85	61.59
Partnership resources and commitment	79	57.25
Level of interaction between security agency and community	119	86.23

(Source: Field data, 2014)

The positive responses to the survey items show that among the items highly implemented are training in CP for new recruits (67.39%) , serving officers (68.84%) and citizens (71.74%) respectively. Other items that received high positive responses were the high level of interaction between security agencies and the community (86.23%) and indicating to have implemented CP in the last 12 months (93.48%). During the focused group discussions, a participant noted,

“We have good working relations with all the security officers. They nowadays involve us in some of their activities, yah, like end of year parties ”

This indicates that there is closer interactions between security officers and the members of the public. On the other hand, items that had received low positive responses were conducting community surveys (50.72) and partnership bringing resources and increased commitment to CP (57.25%). This indicates that security agencies rarely conduct any community surveys and

that the partnerships formed between security agencies and the community do not bring the desired commitment nor resources to CP implementation.

The eleven indicators were coded as follows: level of interaction between law enforcement agency and community partners: high=3, Average=2 and low=1. The other ten indicators were dichotomous and were thus coded according to whether the agency engages in the activity (1) or not (0), meaning that all the “yes” responses were assigned a score of 1 and the “no” responses were assigned a score of 0. The eleven items were then summed to create an additive index ranging from 1 to 13. The changed variables were then added together to form an index depicting the different levels of community policing implementation attained by the security agencies in Njoro Sub-County. Higher index values indicated that the agency engages in more CP activities (Duman, 2007; Mehmet, 2008; Morabito, 2008, Wilson, 2002). The descriptive statistics and the frequency distribution of this index of level of community policing implementation are given in Table 4.8.

Table 4.8: Descriptive Statistics for the Index of the Level of Community Policing

Scale of Index	Frequency	Percent
1.00	2	1.45
2.00	3	2.17
3.00	6	4.35
4.00	8	5.80
5.00	7	5.07
6.00	13	9.42
7.00	6	4.35
8.00	10	7.24
9.00	16	11.59
10.00	19	13.77
11.00	21	15.22
12.00	21	15.22
13.00	6	4.35
Total	138	100.00

Mean 8.60± 0.264, std. dev. 3.105, mode 11, median 9, minimum 1 and maximum 13

(Source: Field data, 2014)

The created index of the level of community policing had a mean of 8.60 ± 0.264 , mode of 11, and a median of 9. The scale ranged between 1, the lowest, to 13, the highest score, having implemented all the eleven activities analyzed. The index (8.60 out of 13.00) represents 66.15% level of community policing implementation among the security agencies in the Sub-County. Interviews with key informants also revealed that security officers in the Sub-County were doing several activities that show they are implementing CP. The key informants cited specific activities such as conducting regular meetings with community members, carrying out joint projects between CP committee and police such as the building of a structure at Njoro police station proposed by the area CP committee.

Majority of the respondents (30.44%) scored the index of community policing at 11 and 12, while 1.45 % of the respondents scored it at index 1. The wide range of distribution of the index of community policing in the Sub-County indicates that there were areas and/or some agencies within the Sub-County whose implementation of CP was very low (index score of 1) and in areas and/or some agencies where the implementation level was high (index score of 13).

The CP implementation index was further divided into 3 categories: low level (between 1 and 4), medium level (level 5 to 9) and high level (level 10 to 13) as given in Table 4.9. This was to make it easy to survey the CP implementation level.

Table 4.9: Level of Community Policing Implementation in Njoro Sub-County

Level	Frequency	Percent
Low (1-4)	19	13.8
Medium (5-9)	36	26.1
High (10-13)	83	60.1
Total	138	100.0

(Source: Field data, 2014)

Table 4.9 shows that majority of the respondents (60.1 %) scored the level of community policing as high (score 10-13) meaning that they had implemented more than 76.9% of all the activities required for successful implementation of community policing, while 26.1 % had a

medium level and 13.8 % had a low level. These results indicate that 39.9 % of the respondents indicated a CP implementation level of 69% and below.

4.3.2 Mean Comparison of the Level of Community Policing Implementation among the Security Agencies

The level of implementation of community policing among the three security agencies was analyzed based on the index of community policing developed in section 4.3.1. The comparison of the levels of implementation among the three agencies was done using a one way analysis of variance (ANOVA) to compare the means of the three security agencies and the results are given in Table 4.10.

Table 4.10: Mean Comparison of the Level of Community Policing Implementation among the Security Agencies

Security Agency	Level of Community Policing Implementation				
	Mean	Minimum	Maximum	Std. dev.	n
Administration Police Service (APS)	9.33	2	13	2.84	47
Kenya Police Service (KPS)	8.78	2	13	2.96	42
National Government Administration (NGA)	7.75	1	13	3.31	49
All Agencies	8.60	1	13	3.16	138

ANOVA F=3.331, p<0.05
(Source: Field data, 2014)

Table 4.10 shows that the Administration Police Service had the highest level of CP implementation, followed by Kenya Police Service and finally National Government Administration. The mean difference of the level of community policing implementation for the three security agencies were compared using a one-way analysis of variance (ANOVA). It was found out that there was a significant effect of the independent variable mean of the community policing on the dependent variable security agencies ($p \leq 0.05$). The mean for the level of community policing of the Administration police service appeared to indicate a higher value than the one of the Kenya Police Service and National Government Administration respectively and these differences were statistically significant ($p \leq 0.05$). This implied that the Administration Police Service had implemented more community policing activities than the other two agencies (Kenya Police Service and National Government Administration).

This was supported by results from the FGDs. A participant in the focused group discussions reported:

“The Administration Police officers are good. They assist us grassroots leaders so much. They also live with us in the villages”

This indicates that the Administration police officers are more felt on the ground and seem to undertake more CP activities than the other two security agencies (Kenya Police Service and National Government Administration).

4.4 Security Agencies Organizational Structure and the Implementation of Community Policing

The second objective of this study was “to examine how organizational structures of security agencies influence the implementation of CP”.

4.4.1 Organizational Structuring of the Security Agencies

Organizational structure of a security agency is important in the implementation of community policing (Cordner, 2007). In structuring an institution to perform the functions of community policing, many organization aspects of the security agency have to be re-structured in order to perform the CP functions well. The organizational structural aspects of the security agencies that were considered in this study included five major variables, which were: (i) decentralization, this included independency in decision making by field officers, and wide delegation of authority and responsibility, (ii) de-specialization, which involved having fewer specialized personnel/units, and assigning more investigative responsibility to patrol officers, (iii) civilianization, this included the engagement/employment of non-sworn/civilian officers, and allowing them to work or handle non-sensitive security work, (iv) flattening of ranks, which included having fewer ranks, and having supervisors being more accessible, and (v) geographic deployment, which included having permanent patrols or beats, and not transferring officers. The five variables of the organizational structure of the security agencies were operationalized by asking the security personnel to assess the indicator variables of their agency based on a four point Likert scale: strongly agree rated as 4, agree rated at 3, disagree rated at 2, and strongly disagree rated as 1. The survey items forming the organizational structuring variables are summarized in Table 4.11.

Table 4.11: Organizational Structuring Variables

Factors	Number of items	Mean	Std Error	Std Dev	Range
Decentralization	2	4.40	0.116	1.365	6
Despecialization	2	4.37	0.111	1.308	6
Civilianization	2	4.55	0.127	1.494	6
Flattening ranks	2	4.80	0.094	1.106	6
Geographic deployment	2	4.73	0.099	1.167	6
Organization structuring	10	22.88	0.347	4.086	30

(Source: Field data, 2014)

The means for each of the five indicator variables appear to indicate similar values of an average of 4. This could imply that all of the five indicator variables of organizational structure have been similarly re-structured. During the interviews with the key informants, it was revealed that the Sub-County had some decentralization of police services, police patrols, and that security officers assume responsibilities in their areas of jurisdictions. The five indicators of organizational structuring were then combined to form an index of organizational structure, depicting the level of structuring among the security agencies, which was used in subsequent analysis for this study. The scale of the indicators was transformed with a value of 4 being assigned to the highest positive responses and a value of 1 to the most negative responses. The ten transformed variables (indicators) were then added together to form one index called the level of organizational structuring, whose descriptive statistics and the frequency distribution is given in Table 4.12.

Table 4.12: Descriptive Statistics of the Index of Organizational Structuring

Scale of the index	Frequency	Percent
10.00	1	0.7
14.00	1	0.7
15.00	1	0.7
16.00	4	2.9
17.00	5	3.6
18.00	6	4.3
19.00	8	5.8
20.00	9	6.5
21.00	13	9.4
22.00	14	10.1
23.00	14	10.1
24.00	22	15.9
25.00	9	6.5
26.00	11	8.0
27.00	6	4.3
28.00	6	4.3
29.00	3	2.2
31.00	1	0.7
33.00	2	1.4
35.00	1	0.7
39.00	1	0.7
40.00	0	0.0
Total	138	100.0

Mean 22.88 ± 0.347 , std. dev. 4.086, mode 24, median 23, minimum 10 and maximum 39

(Source: Field data, 2014)

The index of the level of organizational structuring of the three agencies, with a possible range of 10 and 40, actually ranged between 10 and 39 and had a mean of 22.88 ± 0.347 , a mode of 24, median 23 and a standard deviation of 4.086. The index (22.88 out of 40.00) represents 57.20% level of organizational structuring by security agencies in Njoro Sub-County. This indicates a structuring level of 57.2% of the organizations had been done necessary to implement CP.

The level of organizational structuring of the three security agencies showed that the majority of the respondents (54.8 %) ranked the organizational structuring at level 23 or slightly above the average, while 44.7 % of the respondents ranked the level at 22 and below. This implies that the majority of respondents felt that more than 50 % of the organizational structuring had already been put in place for the implementation of community policing in Njoro Sub-County. The analysis indicates that even though a majority of the respondents felt that more than 50 % of the organizational structuring for community policing had been implemented, a good number of them (25.2 %) still felt that much needed to be done and scored the organizational structuring at below 20, while only 1 % of the respondents felt that all the structuring had been implemented. This was corroborated by FGD participants, who noted,

“Although security officers are changing the way they operate, they still have a long way to go. For example, they will easily look for elders when they want assistance in arresting a suspect but will rarely be available when you need them. They are either guarding banks or flower farms”.

These perceptions show that there are variations and differences in the implementation of organizational structuring in the sub-county, especially on the deployment of security officers.

4.4.2 Differences in the Security Agencies Level of Organizational Structuring

The level of organizational structuring among the three security agencies was compared to ascertain the differences in their level of implementation of the structuring required in their institutions to implement community policing. The one way analysis of variance (ANOVA) was used to compare the three means of the level of organizational structuring and the results are given in Table 4.13.

Table 4.13: Mean Comparison of the Level of Organizational Structuring among the Security Agencies

Security Agency	Level of Organizational Structuring				
	Mean	Minimum	Maximum	Std. dev.	n
Administration Police Service (APS)	23.81	14	33	3.82	47
Kenya Police Service (KPS)	23.02	14	33	3.82	42
National Government Administration (NGA)	21.85	15	31	3.50	49
All Agencies	22.88	10	39	4.08	138

ANOVA F=2.88, p>0.05

(Source: Field data, 2014)

The means of the level of organizational structuring among the three security agencies were compared using a one-way analysis of variance (ANOVA). It was found out that there was no significant ($p \geq 0.05$) effects of the independent variable mean of the organizational structuring on the dependent variable security agencies. This implied that the adjustment of the structural aspects of the three security agencies (National Government Administration, Administration Police Service and Kenya Police Service) were similar without much difference even though the mean for the level of organizational structuring of the Administration Police Service appeared to indicate a higher value than the one of the Kenya Police Service and the National Government Administration respectively.

4.4.3 The Influence of Organizational Structuring on the Implementation of Community Policing

The influence of the organizational structure adjustment on the implementation of community policing was determined by checking the existing relationships between the two variables using linear regression analysis and the results are given in Table 4.14.

Table 4.14: The Linear Regression between the Level of Organizational Structuring (Independent) and the Level of Community Policing Implementation (Dependent)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p)
	Beta	Std. Error	Beta		
(Constant)	13.142	1.462		8.989	.000
1 Organizational Structuring (OS)	-.198	.063	.261	3.149	.002

Dependent Variable: Level of CP implementation
(Source: Field data, 2014)

The regression results (Table 4.14) indicate that a statistical significant ($p \leq 0.05$) positive relationship ($\beta=0.261$, $p= 0.002$) was found to exist between the level of structural adjustments in the organization of the security agencies and the level of implementation of community policing in Njoro Sub-County. This means that the structural adjustment of the organization of the security agencies in Njoro Sub-County had a positive influence (or enhanced) on the level of implementation of community policing. This confirms the results of studies by Darroch and Mazerolle, 2013; Mehmet, 2008; and Rogers, 1995, which reported the importance of changing the organizational structure in the CP adoption process.

4.5 Organizational Management Styles Change and the Implementation of Community Policing

This section of the report gives an analysis and discussion of the results related to objective number three of this study, which was stated as: to assess the effect of security agencies organizational management styles on the implementation of community policing in Njoro Sub-County.

4.5.1 Organizational Management Styles of the Security Agencies

The management style of the security agencies is an important factor that influences the implementation of community policing (Darroch and Mazerolle, 2013; Lyman, 2001; Mehmet, 2008). The study operationalized the variable organizational management styles of the security agencies by creating an index which combined some selected aspects of importance in the management of security agencies.

The organizational management styles of the security agencies that were considered in this study included eight major variables with 20 indicator items as follows: (i) Leadership (involving 2 indicators: clarity of expectations, and supervisors understanding of CP), (ii) agency climate and culture (included 3 indicators: trust of outsiders/public, belief and support for community policing, and free interaction between senior and junior officers), (iii) human resource policies (with 3 indicators: new recruitment based on CP requirements, organized CP training for new and serving officers, and promotion based on CP performance), (iv) capacity and financial resources (consisting of 3 indicators: sufficient personnel, availability of infrastructure/equipment, and adequate funding/finances), and (v) goals (with 2 indicators: daily job lead to achieving departmental goals, and had formal CP plan (vi) performance appraisal (with 2 indicators: performance appraisal covers CP and officers evaluated on quality of CP activities), (vii) information system and crime analysis, (with 2 indicators: utilization of ICT, and provision of timely and complete crime analysis information), and (viii) information management (consisting of 3 indicators: managing intelligence information confidentially, public complaints on leakage of information, and citizen access to crime statistics).

The survey items for the eight variables which were used to depict organization management styles of the security agencies are given in Table 4.15.

Table 4.15: Organizational Management Style Variables

Factors	Number of items	Mean	Std Error	Std Dev	Range
Leadership	2	5.94	0.110	1.300	6
Agency Climate and Culture	3	8.52	0.154	1.810	9
Human Resource Policies	3	8.05	0.164	1.934	9
Capacity and Financial Resources	3	7.31	0.150	1.760	9
Goals	2	4.58	0.148	1.740	6
Performance Appraisal	2	5.39	0.118	1.390	6
Information System and Crime Analysis	2	5.18	0.120	1.410	6
Information Management	3	3.27	0.088	1.030	4
Organization Management Styles	20	51.34	0.623	7.322	44

(Source: Field data, 2014)

The means of the eight indicator variables appear to indicate the least implemented management style consistent with CP implementation was information management with a mean of 3.27, followed by goals 4.58, information systems and crime analysis 5.18, performance appraisal 5.39 and leadership 5.94, in that order. Agency climate and culture, and human resource policies appear to have been implemented more than the others with mean of 8.52 and 8.0 respectively. This could imply that there are differentials in the implementation of the eight indicator variables of organizational management styles consistent with CP implementation. Results from the FGDs revealed the concern on the management of information the police receive from the public. A participant lamented that,

“Some police officers do not keep secretly the information we give them. My life has severally been threatened by the criminals i report to the police. How do these criminals get to know about it if not from the police themselves?”

A study by Kiarie (2012) also found that 80% of the respondents were of the view that confidentiality of information from the community to police should be maintained . Taye (2011), also identified the factors that affect the implementation of community policing on the part of

the government as failure to allocate an adequate budget needed to perform policing duties; and the organizational incapability to carry out community policing initiatives. This is due to factors such as low number of police officers; lack of necessary police science skills by police officers; lack of logistical support; insufficient budget; unethical behaviour and misconduct of police officers; lack of necessary guidelines such as policies procedures and practices; and poor integration with stakeholders. Jeremy, (2005) confirmed that organizations receiving a greater level of funding for CP implement it to a greater extent than those receiving less funding, although statistically related, funding incentives did not seem to be a prominent predictor of CP implementation, or a panacea for its implementation.

The twenty indicator items from the survey (questions) of the organizational management styles of the security agencies were operationalized by asking the security personnel to indicate whether a particular management style activity was undertaken by the agency using a 4 point Likert scale. The responses were then assigned scores as follows: Strongly Agree 4, Agree 3, Disagree 2 and Strongly Disagree 1. All twenty indicator items were then added together to create an index of organizational management styles, whose possible values ranged from 20 to 80. However, for easy of analysis, the values were grouped into six classes. The descriptive statistics and the frequency distribution of the index of organizational management styles are given in Table 4.16.

Table 4.16: Descriptive Statistics of the Index of Organizational Management Styles Change

Scale of the Index	Frequency	Percent
20-30	1	0.7
31-40	11	8.0
41-50	39	28.3
51-60	76	55.1
61-70	11	8.0
71-80	0	0.0
Total	138	100.0

Mean 51.34± 0.623, std. dev.7.322, mode 51, median 52, minimum 22 and maximum 66

(Source: Field data, 2014)

The index of the level of organizational management of the three security agencies ranged between 22 and 66 and had a mean of 51.34 ± 0.623 , a mode of 51, median of 52 and a standard deviation of 7.322. The index (51.34 out of 80.00) represents 64.18% level of organizational management styles adjustments by security agencies in Njoro Sub-County. The level of organizational management styles adjustments of the three security agencies showed that majority of the respondents (55.1 %) ranked the organizational management styles adjustment at a high level of between 51 and 60, while 37 % of the respondents ranked the level to be below 50 and only 8 % felt that the organizational management style adjustments was very high (or near perfect).

The analysis indicates that majority of the security personnel in Njoro Sub-County (63.1 %) felt that the security agencies had managed to adjust their management styles and they rated the level of management style adjustment to be above 51. The remaining 49 % of the respondents ranked the management style adjustment of the security agencies to be below 50. These results indicate that there were differences in the way the security agencies had adjusted their management styles to enhance community policing implementation.

4.5.2 Differences in the Security Agencies Level of Organizational Management Style Adjustments

The level of organizational management styles adjustment among the three security agencies was compared to ascertain the differences in their level of change of the management style adjustments required in their institutions to successfully implement community policing. The one way analysis of variance (ANOVA) was used to compare the three means of the level of adjustments to the organizational management styles and the results are given in Table 4.17.

Table 4.17: Mean Comparison of the Level of Organizational Management Style Adjustment among the Security Agencies

Security Agency	Level of Organizational Management Adjustments				
	Mean	Minimum	Maximum	Std. dev.	n
Administration Police Service (APS)	53.0	41	65	5.569	47
Kenya Police Service (KPS)	49.8	5	13	9.646	42
National Government Administration (NGA)	51	36	65	6.341	49
All Agencies	51.3	22	66	7.322	138

ANOVA $F=2.227$, $p>0.05$
 (Source: Field data, 2014)

The means of the level of organizational management style adjustment among the three security agencies were compared using a one-way analysis of variance (ANOVA). It was found out that there was no statistical significant ($p \geq 0.05$) effects of the independent variable mean of the organizational management style adjustment on the dependent variable security agencies. The mean for the level of organizational management styles adjustment of the Administration Police Service appeared to indicate a higher value than the one of the National Government Administration and Kenya Police Service respectively. This implied that the adjustment of the organizational management styles of the Administration Police Service was higher than the other two agencies (National Government Administration and Kenya Police Service) though these differences were not significant statistically.

4.5.3 Influence of Organizational Management Style Adjustment on the Implementation of Community Policing

The influence of the organizational management adjustment on the implementation of community policing was determined by checking the existing relationships between the two variables using linear regression and the results are given in Table 4.18.

Table 4.18: The Linear Regression between the Level of Organizational Management Style Adjustments (Independent) and the Level of Community Policing Implementation (Dependent)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p)
	B	Std. Error	Beta		
(Constant)	2.308	1.805		1.279	.03
1 Organizational Management Style Adjustment (OM)	.123	.035	.389	3.526	.001

Dependent Variable: Level of CP implementation
(Source: Field data, 2014)

The regression results (Table 4.18) indicate that a statistical significant ($p \leq 0.05$) positive relationship ($\beta=0.389$, $p = 0.001$) was found to exist between the level of organizational management style adjustments of the security agencies and the level of implementation of community policing in Njoro Sub-County. This means that the organizational management style adjustment of the organization of the security agencies in Njoro Sub-County had a positive influence (enhanced) on the level of implementation of the community policing. Results of studies by Darroch and Mazerolle, 2013; Mehmet, 2008; and Rogers, 1995, also reported the importance of changing the organizational management styles in order to successfully implement community policing.

4.6 Influence of Organizational Factors on the Implementation of Community Policing

The broad objective of the study was to investigate the influence of organizational factors on the implementation of community policing strategy among security agencies in Njoro Sub-County, Kenya. Two broad organizational factors were identified for the purpose of this study: organizational structure and organizational management styles. These factors formed the two broad independent variables. To determine the joint effect of the independent variables (structuring and management style adjustment of the security agencies) on the dependent variable (level of community policing implementation) in Njoro Sub-County, a multiple regression analysis was run for the model (Tables 4.19 and 4.20). This was done for the purpose of understanding the relationships between the variables used in the model.

Table 4.19: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p)	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	6.732	3.109		2.165	.032		
Organization Management Style Adjustment (OM)	.91	.039	.214	2.325	.022	.781	1.280
Organizational Structuring (OS)	-.122	.070	.160	1.741	.004	.781	1.280

(Source: Field data, 2014)

Table 4.20: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.322 ^b	.314	.291	2.96108

2

Dependent Variable: Level of CP implementation

(Source: Field data, 2014)

The Collinearity statistics and regression coefficients for the model are given in Table 4.24 and 4.25. The regression diagnostics (Tolerance and VIF) indicate that there is no multicollinearity among the indices and could therefore be used in comparisons and multiple regressions. The Tolerance (0.781) is higher than 0 indicating the variance in the given predictors cannot be explained by other variables (or predictors). The VIF (variance inflation factor) is less than 2 indicating that there is no multicollinearity among the indices.

The R square for the whole model was 0.291 (adjusted R square), meaning that the two independent variables (organization structuring and organization management styles

adjustment) explained 29 % of the variation in the dependent variable (community policing implementation) and that 71 % of the variation was not explained by the model, this could be as a result of other factors not included in the model.

Significant relationships ($p < .05$) were found between the indices. The highest significant relationship was found between organization management style adjustment and level of community policing implementation ($\beta = 0.214$), while the lowest significant relationship was between organizational structuring and level of community policing implementation ($\beta = 0.160$). This implies that management style adjustment accounted for much of the level of CP implementation in this model.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the main findings, conclusions drawn and recommendations. The summary of the findings of the study provides the basis upon which conclusions can be supported. The conclusions can then be used to put forth recommendations on how best to transform security organizations from the traditional paramilitary nature to one that can accommodate the changes envisaged by community policing, recommendations that can be used by security agencies in the face of massive security sector reforms, and also by other researchers on further areas of research.

5.2 Summary

The study's broad objective was to investigate the influence of organizational factors on the implementation of community policing strategy among security agencies in Njoro Sub-County, Kenya. The first specific objective was to establish the level of community policing implementation by security agencies in Njoro Sub-County. The study also examined how the organizational structures of security agencies influence the implementation of community policing in Njoro Sub-County. It also assessed the effect of security agencies organizational management styles on the implementation of community policing in Njoro Sub-County. A total of 138 security officers were interviewed as sample respondents. The study also interviewed six key informants and conducted three focused group discussions. The summary of the findings is presented under the various specific objectives.

5.2.1 Level of Community Policing Implementation by Security Agencies

The first objective was to establish the level of community policing implementation by security agencies in Njoro Sub-County. The study found that the level of community policing implementation by the three security agencies was 66.15%. This is a relatively high percentage indicating that security agencies in the Sub-county are currently implementing community policing. The items indicating CP implementation that received highest positive responses were the high level of interaction between security agencies and the community (86.23%) and indicating to have implemented CP in the last 12 months (93.48%) while those that received lowest positive responses were conducting community surveys (50.72) and

partnership bringing resources and increased commitment to CP (57.25%). Across the agencies, the results indicated that the Administration Police Service (APS) had the highest CP implementation level of 71.77 % (9.33), followed by the Kenya Police Service (KPS) at 67.54% (8.78), then lastly by the National Government Administration (NGA) with a level 59.62% (7.75).

When the mean difference of the level of community policing implementation for the three security agencies were compared using a one-way analysis of variance (ANOVA), it was found out that there was a significant effect of the independent variable mean of the community policing implementation on the dependent variable security agencies. This implied that the Administration police service had implemented more community policing activities than the other two agencies (Kenya Police Service and National Government Administration).

5.2.2 Security Agencies Organizational Structure and the Implementation of Community Policing

Secondly, the study was to examine how the organizational structure of security agencies influences the implementation of community policing in Njoro Sub-County. Changing from traditional police organizations to community policing compliant organization requires structural adjustments. The overall aggregate level of structural change was found to be 57.20%. This shows that only slightly above half of the structuring necessary to implement community policing had been undertaken. Among the indicator items for the organizational structuring, the study indicated that flattening of ranks had the highest mean (4.80) while despecialization had the lowest mean (4.37). Though the mean for the level of organizational structuring of the Administration Police Service appeared to indicate a higher value than the one of the Kenya Police Service and the National Government Administration respectively, a comparison of means of the level of organizational structuring among the three security agencies using a one-way analysis of variance (ANOVA) found out that there was no significant effects of the independent variable mean of the organizational structuring on the dependent variable security agencies.

The study also found a positive relationship existed between the level of organizational structural adjustments in the organization of the security agencies and the level of

implementation of community policing in Njoro Sub-County. This means that the structural adjustment of the security agencies in Njoro Sub-County had a positive influence on the level of implementation of community policing.

5.2.3 Organizational Management Styles Change and the Implementation of Community Policing

Lastly, the study was to assess the effect of security agencies organizational management styles on the implementation of community policing in Njoro Sub-County. In order to successfully implement CP, organizations need to change their management styles. The study found that the overall aggregate level of organizational management styles change of the three security agencies in Njoro Sub-County had a mean of 64.18%. This indicates a slightly high level of changing the management styles to accommodate the dictates of implementing community policing. Among the indicator items for the organizational management style changes, the study indicated that agency climate and culture had the highest mean (8.52) while information management had the lowest mean (3.27).

Though the mean for the level of organizational management styles adjustment of the Administration Police Service appeared to indicate a higher value than the one of the Kenya Police Service and the National Government Administration respectively, a comparison of means of the level of organizational management styles adjustment among the three security agencies using a one-way analysis of variance (ANOVA) found out that these differences were not statistically significant. The study also found a positive relationship existed between the level of organizational management style adjustments of the security agencies and the level of implementation of community policing in Njoro Sub-County. This means that the management style adjustment of the security agencies in Njoro Sub-County had a positive influence on the level of implementation of community policing.

5.2.4 Influence of Organizational Factors on the Implementation of Community Policing

The broad objective of the study was to investigate the influence of organizational factors on the implementation of community policing strategy among security agencies in Njoro Sub-County, Kenya. The study found out that the adjusted R square for the whole model was 0.291, meaning that the two independent variables (organization structuring and organization management styles adjustment) explained 29 % of the variation in the dependent variable (community policing implementation). 71 % of the variation was not explained by the model.

This could be as a result of other factors not included in the study model. The study also found out that between the two independent variables, organization management style adjustment had the highest significant influence ($\beta = 0.214$) on the level of community policing implementation while organizational structuring had the lowest significant influence ($\beta = 0.160$) on the level of community policing implementation.

5.3 Conclusions

5.3.1 Empirical Conclusions

The following empirical conclusions can be drawn based on the study findings. The three security agencies in Njoro Sub-County are currently implementing community policing. The level of implementation, however, is still wanting. The study also concluded that there were variations in the level of community policing implementation across the three security agencies. The Administration Police Service had the highest level of community policing implementation ahead of the Kenya Police Service and the National Government Administration. The study indicated a high level of interaction between security officers and the community members. It is, therefore, concluded that there is a high level of interaction between the three security agencies and the community members in Njoro Sub-County. Equally, with a low level of conducting of community surveys, it is concluded that security agencies in Njoro Sub-County rarely conduct community surveys.

On organizational structuring, the study concludes that there have been little efforts put in re-structuring of the security agencies to accord with and respect the structural requirements of implementing community policing. This is due to the fact that the study found out that the level of organization structuring was at 57.2%. Nevertheless, the one activity in the structuring process that received more action than the rest was flattening of ranks. This, however, could have been as the result of the police reforms where ranks within the National Police Service were reduced. On the other hand, de-specialization received the least action among the organizational structuring indicators. It is also concluded that structuring among the security agencies in the Sub-County was similar, that is, although the Administration Police Service indicated a higher organizational structuring level than the Kenya Police Service and National Government Administration, this variation was not statistically significant. Generally, organizational structuring was found to have a positive influence on the level of community policing implementation.

The other organizational reform envisaged by community policing implementation is management style changes. With a management style adjustment of 64.18%, the study concludes that some efforts have been put in place to adjust the management styles of security agencies in Njoro Sub-County. These efforts, however, are far from being satisfactory. Among the indicator activities of organizational management style that received the most adjustment were human resource policies and agency climate and culture, while those that received the least adjustment were information management and goals. Across the three security agencies, variation was not statistically significant, meaning that management style adjustment was similar across the three security agencies. Organizational management style adjustment was also found to have a positive influence the level of community policing implementation.

Overall, when combined in one model, organizational structuring and management style adjustment were found to positively influence the implementation of community policing. These two organizational factors were found to explain 29% of the level of community policing implementation. Other factors could explain for the 79% variation not accounted for by the study model used in this study. This is true as previous studies have indicated that apart from the implementing agency factors, community policing strategy factors and environmental factors also account for variation in the implementation of community policing.

5.3.2 Theoretical Conclusions

This study was guided by the Contingency Theory and the Diffusion of Innovations Theory therefore complementing each other in explaining the organizational reforms to be carried out in the advent of community policing, treated both as a contingent and an innovation. The Contingency Theory suggests that the task environment of an organization determines its structure and activities, that the driving force behind organizational change is the external environment, particularly the task environment with which an organization is confronted. The implementation of community policing is considered as a task by security agencies especially in the era of security reforms. An effective community policing programme often requires changes in the organization of security agencies. The study revealed that the three security agencies in Njoro Sub-County had undergone both structural and management styles changes to accommodate community policing as a task. It can therefore be concluded that these

changes registered by the security agencies are as a result of the Government of Kenya introducing community policing as a security management strategy. Thus, the theory applies in this study.

The second theory that had been suggested as explaining the implementation of community policing among the security agencies in Njoro Sub-County was the Diffusion of Innovations Theory. In this study, this theory was used to explain the diffusion of community policing among the security agencies as an innovation. The theory provides a framework of variables explaining the spread of new ideas. Diffusion literature identify the key predictors of the diffusion process and groups them into a single conceptual frame work that includes three distinct sorts of variables: characteristics of the innovation (innovation variables), characteristics of the adopters of the innovations (adopter variables), and characteristics of the environment in which the innovation enter during diffusion (environmental variables). This study targeted the nature of the unit of adoption (adopter variables), which in this study, were the security agencies, and how they had transformed to implement community policing. As an innovation, therefore, community policing requires that the structure and management styles of security agencies be reformed. The study observed that both structural and management style adjustments had been carried out by the security agencies in Njoro Sub-County, hence the conclusion that the Diffusion of Innovations Theory is also relevant in this study.

5.4 Recommendations

In view of the findings and conclusions of this study, a few recommendations are made. The recommendations are presented in two categories: policy recommendations and recommendations on areas for further research.

5.4.1 Policy Recommendations

The first objective of the study was to establish the level of community policing implementation by security agencies in Njoro Sub-County. The results of the study reveal that this level was 66.15%. Although this level is above average, it should still be increased to higher level. There is, therefore, need for the three security agencies (APS, KPS and NGA) to strive to undertake all activities required in the implementing of community policing. Evidence from the study showed that some of the activities indicating implementation of

community policing that received the least positive responses were whether the agencies were conducting community surveys, and whether the partnerships that security agencies had formed with the community had brought resources and commitment to community policing implementation. The Principal Secretary, Ministry of Interior and Coordination of National Government should allocate funds for the conduct of community surveys by security agencies. Findings from such surveys would help the security agencies obtain crucial feedback information that would help them better implement community policing among other crime management strategies. Equally, the heads of the respective security agencies in the Sub-County should put strategies to not only bring stakeholders together but ensure that the stakeholders bring in both the needed resources and commitment to the implementation of community policing.

The second objective of the study was to examine how the organizational structures of security agencies influence the implementation of community policing in Njoro Sub-County. The study showed that security agencies in the Sub-county had re-structured to a level of 57.2%. This means that just slightly above half of the re-structuring required for the successful implementation of community policing had been undertaken by the three security agencies. Based on these findings, the study recommends that the Principal Secretary, Ministry of Interior and Coordination of National Government, should undertake reforms in the structures of the three security agencies. This could be incorporated in the ongoing security sector reforms. Of concern also, is restructuring the specialization aspect prevalent in security agencies as this is known to hinder the proper implementation of community policing. In fact, the community implementation indicator activity that received the least positive response was despecialization. It is, therefore, recommended that security agencies be reformed to have as few specialist officers or units as possible. In general, since it was found that organizational structuring has a positive influence on the implementation of community policing, the Principal Secretary, Ministry of Interior and Coordination of National Government, should ensure that the necessary structural reforms are undertaken in the face of community policing implementation.

The third and last objective of the study was to assess the effect of security agencies organizational management styles on the implementation of community policing in Njoro Sub-County. The implementation of community policing envisages changes in the

management styles of security agencies. The study results indicate a management style adjustment level of 64.18%. This is a good level by all means but still needs to be improved. All security agencies in the Sub-County need to adopt management styles that are consistent with the implementation of community policing. The management style indicator activity that received the least positive responses was the management of security and intelligence information given to security agencies by the community. Crime management strategies ordinarily rely on intelligence information. In the event that this information is not provided, security agencies find it very difficult to prevent and manage crimes. Equally, in cases where the information availed to security agencies is not treated confidentially, there is the risk of not getting additional security and intelligence information in the future. It is, therefore, strongly recommended that the heads of security agencies in Njoro Sub-County come up with modalities of ensuring that security and intelligence information received from the members of the public is treated confidentially. The study also found out that organizational management style has a positive influence on the implementation of community policing. It is recommended, therefore, that the management styles that do not support the implementation of community policing be done away with by the security chiefs and be replaced with those that support community policing implementation.

5.4.2 Recommendations for Further Research

The broad objective of the study was to investigate the influence of organizational factors on the implementation of community policing strategy among security agencies in Njoro Sub-County, Kenya. Guided by the findings and conclusions of this study, a few recommendations for further research are suggested.

The current study was limited to just a few of the factors that are known to influence the implementation of community policing. Other than the organizational factors, studies should be done on the community policing strategy factors as well as the environmental factors in which the strategy is being implemented. This study also targeted security officers as the main sample respondents. Other studies should be done that target the general community members because they are the major consumers of the services of community policing. At the same time, not all security agencies were targeted. It is, therefore, recommended that a comprehensive study targeting the other government security agencies that were not targeted in this study be carried out. These other security agencies include the Immigration Service,

Refugee Affairs, National Registration, Kenya Wildlife Service, Kenya Forest Service, Kenya Prisons Service, Kenya Defense Force, Kenya Airports Authority, Kenya Maritime Authority, and National Intelligence Service, among others.

The implementation of a major security management strategy such as community policing would ordinarily require extensive studies. It may not, therefore, be appropriate to generalize the results of this study to the whole country. Surveys should therefore be carried out in other Sub-Counties of the country in order to ascertain the levels of community policing implementation as well as other structural and management style reforms that have been undertaken. Since the study found out some elements of variations across the three security agencies, further research could be carried out to investigate the unique contributions of each specific security agency in the implementation of community policing.

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APPENDICES

Appendix A: Interview Schedule for Sample Respondents

Background Information

1. Gender _____
2. Age _____ years
3. Highest Formal Education level _____
4. Agency/Department: _____
5. Current Rank/Title/Designation _____
6. Place of deployment _____
7. For how long have you worked as a security officer? _____ years
8. For how long have you served in Njoro Sub-County? _____ years

Level of Community Policing Implementation

9. Has your Department been implementing community policing in the last twelve months? _____ (Yes/No)
10. Did your Department train newly recruited officers in community policing in the last one year? _____
11. Did your Department train serving officers in community policing in the last one year? _____
12. Did your Department train citizens/public/community in community policing in the last one year? _____
13. Has your Department conducted a community survey in the last one year? _____
14. Did your Department give patrol officers responsibility to specific geographical areas/beats during the last twelve months? _____
15. Did your Department in the last year actively encouraged patrol officers to engage in SARA problem solving type of processes (that is, scanning, analysis, response, and assessment), on their beats? _____
16. Did your Department in the last year included problem solving processes in the performance evaluation of officers? _____
17. Did your Department form problem solving partnerships with community partners (including other government agencies, non-profit and community-based groups,

businesses, the media, and individuals), through written agreements in the last one year?

18. Have the existing partnerships brought appropriate resources and level of commitment to community policing activities in your Department? _____

19. In your own view, what is the level of interaction between Department and community partners? _____ (High/Average/Low)

Organizational Structure:

Decentralization

20. Your department allows field/patrol officers to make independent decisions without necessarily consulting their Supervisors. _____ (Strongly agree/Agree/Disagree/Strongly disagree)

21. In your department, authority and responsibility is delegated more widely.

De-specialization

22. Your department has very few specialised units/personnel [E.g. Spiv, Flying squad, Kanga, Kwekwe, Motor Vehicle thefts, Carjacking, Abduction, etc]

23. Your Department assigns more investigative responsibility to patrol officers.

Civilianization

24. Your Department employs/engages non-sworn/civilian officers and/or volunteers.

25. Your Department allows non-sworn/civilian officers and/or volunteers to handle non-sensitive security work such as minor incidents and routine paperwork.

Flattening of Ranks

26. There are very few ranks/levels/designations in your department. _____

27. Supervisors are more accessible in your department. _____

Geographic Deployment

28. Your Department assigns patrol officers permanently to one beat or neighbourhood area.

29. Your Department does not transfer and/or rotate officers frequently. _____

Organizational Management:

Leadership

30. In your Department, Supervisors make it clear to junior officers what is expected of them.
_____ (Strongly agree/Agree/ Disagree/Strongly disagree)
31. Supervisors in your Department understand what community policing is and they support it and committed to it. _____

Agency climate and Culture

32. In your Department, officers do trust outsiders/public and do not view them with suspicion. _____
33. Officers in your Department believe that community policing is there to stay and strongly support it. _____
34. In your Department, senior and junior officers interact freely. _____

Human Resource Policies

35. During recruitment of new personnel, your Department looks for the following requirements on the recruits/applicants: Age, gender, geographic/ethnic representation, knowledge on community policing, etc. _____
36. Your Department organizes training on community policing for both newly recruited and serving officers. _____
37. Performance on community policing is one of the criteria your Department uses to promote officers. _____

Capacity and Financial Resources

38. Your Department has sufficient personnel strength to undertake community policing activities in addition to other routine security work. _____

39. There is availability of the following infrastructure and equipments in your Department used in carrying out community policing activities: Motor vehicles/cycles, Telephones, official mobile phones and airtime, Computers etc. _____

40. Your Department receives enough funding/financial resources to enable it carry out its activities, including community policing activities. _____

Goals

41. The job done on a day to day contributes to achieving the goals of your Department.

42. Your Department has a formally written community policing plan. _____

Performance Appraisal

43. Performance on community policing is one of the criteria your Department uses to appraisal officers. _____

44. Individual officers in your Department are evaluated on the quality of their community policing and problem solving activities. _____

Information Systems and Crime Analysis

45. Your Department uses communication and computer technology in its work.

46. Individual officers in your Department are provided with timely and complete crime analysis information pertaining to their specific geographic areas of responsibility.

Information Management

47. Your Department manages the information and intelligence it receives from the public in a confidential manner. _____

48. Your department rarely receives any complaint from members of the public on leakage of information they have provided to security officers. _____

49. Your Department allows citizens to routinely access crime statistics or crime maps.

Thank you for your assistance

Appendix B: Interview Schedule for Key Informants

Background Information

- 1. For how long have you worked as a security officer? _____ years
- 2. For how long have you served in Njoro Sub-County? _____ years

Level of Community Policing Implementation

- 3. In your own opinion, do you think that Security Departments in Njoro Sub-County have been implementing community policing? _____ (Yes/No)
- 4. If yes, which specific activities have they been doing to show that they are implementing implementing Community Policing?
 - (i) _____
 - (ii) _____
 - (iii) _____
 - (iv) _____
 - (v) _____
 - (vi) _____
 - (vii) _____
 - (viii) _____

Organizational Structuring

- 5. Kindly enumerate the structural changes that the Security Departments have undertaken during the implementation of community policing.
 - (i) _____
 - (ii) _____
 - (iii) _____
 - (iv) _____
 - (v) _____
 - (vi) _____
 - (vii) _____
 - (viii) _____
 - (ix) _____

- (x) _____
- (xi) _____
- (xii) _____
- (xiii) _____
- (xiv) _____
- (xv) _____

Organizational Management Styles Adjustment

6. What are some of the management style changes that the Security Departments have undertaken during the implementation of community policing?

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____
- (vi) _____
- (vii) _____

Challenges faced by Security Agencies

7. Can you describe the challenges Security Departments have faced in the course of implementing community policing.

Appendix C: Focus Group Discussion (FGD) Guidelines

1. What is Community policing in your opinion?
2. Do you think that community policing is capable of preventing or reducing crime? Why?
3. Explain your relationship with the following security agencies in implementing Community Policing:
 - (i) National Administration (Formerly Provincial Administration)
 - (ii) Administration Police
 - (iii) Kenya Police
4. What are the challenges that you encounter in the course implementing community policing?
5. What is your suggestion in addressing those challenges?

Appendix D: National Commission for Science , Technology and Innovation Research Clearance Permit

CONDITIONS

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

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A **2463**

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:

MR. JAMES MWACHIDUDU CHIMERA

of EGERTON UNIVERSITY 20100

NAKURU, has been permitted to conduct

research in Nakuru County

on the topic: FACTORS INFLUENCING

COMMUNITY POLICING STRATEGY

AMONG SECURITY AGENCIES IN NJORO

SUB-COUNTY, NAKURU COUNTY, KENYA

for the period ending:

31st October, 2014

Permit No. NACOSTI/P/14/0943/2321

Date Of Issue : 6th August, 2014

Fee Received :Ksh 1,000

Secretary

National Commission for Science, Technology & Innovation

Applicant's Signature

Appendix E: County Commissioner Nakuru Research Authorization



**OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND
CO-ORDINATION OF NATIONAL GOVERNMENT**

Telegrams: "DISTRICTER", Nakuru
Telephone: Nakuru 051-2212515
When replying please quote

COUNTY COMMISSIONER
NAKURU COUNTY
P.O. BOX 81
NAKURU

Ref. No. ***C.C.SR.EDU 12/1/2 VOL.I/72***

13th August 2014

Deputy County Commissioner
NJORO SUB COUNTY

RE:- RESEARCH AUTHORIZATION – JAMES MWACHIDUDU CHIMERA

The above named student has been authorized to carry out Research on **"Factors influencing community policing strategy among security agencies in your sub-county,** for a period ending 31st October, 2014.

Please accord him all the necessary assistance to facilitate the success of his research.

A handwritten signature in black ink, appearing to read 'M.B. Mohamed'.

**M.B. MOHAMED, OGW
COUNTY COMMISSIONER
NAKURU COUNTY**

Appendix F: National Commission for Science , Technology and Innovation Research Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

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

Ref: No.

Date:

6th August, 2014

NACOSTI/P/14/0943/2321

James Mwachidudu Chimera
Egerton University
P.O. Box 536-20115
EGERTON.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Factors influencing community policing strategy among security agencies in Njoro sub-county, Nakuru County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for a period ending **31st October, 2014.**

You are advised to report to **the Managers of selected Security Agencies, the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

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


SAID HUSSEIN
FOR: SECRETARY/CEO

Copy to:

The Managers
Selected Security Agencies.

The County Commissioner
The County Director of Education
Nakuru County.

