

# Roles of Community and Police in Implementation of Community Policing: What Are The Levels of Partnership Between the Community and the Police in Community Policing in Teso South, Busia, Kenya?

<sup>1</sup>Levis Amuya, <sup>2</sup>Kariuki Peterson Mwai

<sup>1</sup> Department of Social Work and Criminology, Kibabii University, Bungoma, Kenya

<sup>2</sup> Department of Criminology and Security Management, Dedan Kimathi University of Technology, Nyeri, Kenya

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**Abstract:** Community policing is a relatively underdeveloped area of social research especially in Kenya. Previous research findings have indicated that weak informal social controls and low capacity to mobilize formal external resources such as law enforcement agencies generates crime. In attempting to explain why some places have weak informal social controls, and therefore prone to criminality than others, researchers have illuminated the poor levels of partnerships between the police and the community. Both the community and the police have a role to play in keeping their partnership effective and collective action has been found to be more successful in some places than others. However, no substantial research efforts have been directed towards exploring the perceived levels of police-community partnership in steering social action required by community policing. The study utilized data collected from 108 respondents who were police officers and the community members with the aim of interrogating and assessing the prospects for community policing in Teso South based on a review of community police partnership in Kenya. It is intended that this research will expose how the prospects and limitations of police-citizen partnerships in Teso south sub-county makes the local security achievement and the success of community policing a toll order.

**Keywords:** Community policing, community-police partnership, conventional policing, police, community, citizen contribution, positive interaction, crime, social order.

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## 1. INTRODUCTION

Screaming headlines in the media and other social forums have painted the police in Kenya as irreversibly corrupt, arrogant, indifferent and at times, criminal thus discrediting their legitimacy as the custodians of law and the community (Mwaniki, 2010). At the same time, public security and safety has increasingly become a major concern for many residents in Teso South Sub-County and Kenyans as a whole. Virtually, every day disturbing cases of criminal activities and other security threats form a raw material for media reporting. The misunderstanding of the roles between the police and the public skyrockets the bottlenecks of community policing (CP) leading to serious crimes happening and finding the nation pants down, for instance the Westgate Mall attack in Kenya's capital that claimed more than 60 innocent lives in September 2013. Whereas many allegations are leveled about the public being more critical on public institutions like the police and the courts, evidence points to the contrary: people expect more from the two organizations; hence the two

institutions are vital to peoples reasoning (Wambughu, 2010). Even though CP policy hails the partnership between the police and the community as the way to go, the strategy has remained more of wishful thinking than a reality. In essence, previous research has painted out CP as a preferential conflict management tool that many social settings are prioritizing due to its incorporation of citizens as co-producers of their own security (Saferworld, 2008). Thus, the current study seeks to investigate the realities of participation and partnerships in the implementation of CP in Teso South Sub-County. The study seeks to unearth the gaps in community policing as a theory of practice, examine the roles of the key players; the community and the police, and expose levels of partnership between the police and the community in a marginalized Teso South Sub-County. The study will illuminate how ignorance of minor details on police and community roles and the coordination of the numerous spheres of life could render a good and well-intended strategy useless. At the end, the paper will have raised serious concerns not only for the sub-county, but also provoke serious review and education on roles together with improvements on the partnerships between the community and the police in the actualization of CP in the entire country.

The call for public participation in teaming up and complimenting the police efforts in security, although dominant in the pre-colonial period, is a fairly recent phenomenon. Elites in the contemporary political ecosystems usually implement policies to benefit themselves and in the process, the policing organizations have been transformed into the servants of the elites and affluent society members at the expense of the rest of the community. This has caused acrimony and bitter feelings among the community members who see the police as insulators of the rich and thus there is a heightened distrust and resistance to police officers by citizens especially in local areas like Teso South Sub-County. The traditional security models have been ignored by the public Security Sector Reforms (SSR) that are being implemented by the Kenyan government today. The previous research has also failed in addressing the atmosphere surrounding the policing relations between the citizens and its police (Saferworld, 2008). As a result, there is only a modicum of knowledge about CP from a relational perspective. This problem linked with CP model introduced in Kenya in the past decade suggest that the current insecurity in Teso South Sub-County, especially during the massive and brutal killing and maiming of residents by unknown assailants, requires further investigation. Despite CP having been dimly operationalized in Kenya for more than a decade now, literature suggests that there is still significant divide between the official intentions and the realities on the ground (Brodgen, 2004; Kyed, 2009). In light of this puzzle, this study is concerned with the level of participation of the public in CP in enhancing security sustainability in Teso South and more specifically, the focus is on the links between the police and the community conspicuously depicting their roles as partners in the public security sector. Since CP in Kenya is still at its early stages of institutionalization, counties like Busia where Teso South is located are suffering from years of neglect by the government thus making its efforts of actualizing CP almost an uphill task. This study explores the experiences and partnerships in the implementation of CP program focusing on police organizations and the dynamics of existing partnerships and participation at community level, based on availability of relevant information, in order to single out possible challenges for the design and implementation of the program in Teso South sub-county.

## 2. BODY

Community policing seeks to transform the policing institutions from indulgence on the penal law and procedures to adopt consensual informal strategies to problem solving (Brodgen, 2002) and heavily emphasizes inclusion and partnerships with resident communities in order to address social order problems. This co-production of social order between the community and the police is a primary characteristic of CP and is premised on two basic assumptions; one, that positive daily interaction with the police is a crucial avenue through which the public image of the police can be enhanced and improve their perceptions of the police (Commins, 2007; Muller, 2010); secondly, that improvement of the citizen perceptions of the police reliability and legitimacy will increase their readiness to cooperate with the police and act in compliance with the law (Hawdon, 2008).

Since 2006, CP has been implanted in various forms, depths and with varying degrees of success and failure in many parts of Kenya (Mwasaru, 2012). These regions have a number of similarities which include galloping crime rates, unstable regional capacity, brutality by the security personnel and corruption, conditions of police that lead to reduced levels of motivation and unequipped police. The contexts also suffer from high levels of poverty, human rights violation and citizen mistrust of the police (Huma, 2009; Commins, 2007; Kyed, 2009; Ruteere & Pommerolle, 2003). While these Kenyan parts have unique political, social and economic aspects that distinguish them, they share some policing experiences that make it possible for a comparative analysis of their police-citizen partnerships. One problem in Kenya is

that, like most African countries, it is being derailed by unbalanced ratios of the police and the citizens. The police-citizen ratio in Kenya is 1:1150 contrary to the ration of 1:450 that is recommended by the United Nations (Kimani, 2009; Saferworld, 2008). As a result of the high dependency ratio on police, the affluent members of the community are the only ones that benefit from police protection. This has led to the low-policed areas developing their own security solutions that are mostly home-grown. In this process, citizens use very draconian and unorthodox methods to keep themselves safe. Most researches on CP in Kenya have reckoned the views that the key players in community policing (the regular police) are unaware of what (their counterparts in administration police) are doing (Kimani, 2009). This means that Kenya is still grappling on the basics of CP. The current study seeks to understand this misunderstanding and passivity in the implementation of the program.

Despite the adoption of CP in Kenya, there is a debate on its impact on community-police relations and partnerships, crime rates and police behavior. Some proponents like the government and NGOs involved in the program claim that it contributes to reduction of fear of crime and crime rates. In as much as authors like Brodgen (2004) argues that in countries like South Africa, Malawi and Botswana, there is an improvement in co-operation between local communities and police in developing and implementing crime reduction services for victims of crime, particularly of rape and domestic violence, some authors are skeptical and highlight examples that suggest that CP does not lead to better relations between the police and the public, especially those marginalized socially (Huma, 2009; Kyed 2009; Muller 2010 cited in Mwasaru, 2012). In the current study, similar attempts are being advanced to understand how the Teso community interacts with the police in their day to day activities.

Community policing has been presented as a measure to rebuild trust between the police and the public and improve security in most developing countries which experience adversarial relations between the police and the civilians (Commins, 2007). Its campaigners regard it as a viable alternative to address the problems of trust and lack of accountability in the police. The concept has been devised in most developing African states arising from distinct kinds of primordial conflicts. It has also been applied in most African regions that are making transitions from long periods of dictatorial regimes that are defined by increased politicization of policing organizations, high levels of human rights violations by the police and absence of transparency in police work (Commins, 2007), which led to the rise of a pathetic relationship between the police and the policed. In South Africa, the need for community police consultation has been entrenched in the constitution of South Africa of 1993 with the requirement that community police forums (CPF) be established. This is seen as an attempt to create formal structures that would ensure adequate community consultations (Pelser, 1999). Chapter seven of the South African police service act 1995 (Act No. 68 of 1995) also provides for and regulates the establishment of community police forums and boards (Pelser, 1999).

Based on the findings that depict that increased solidarity and shared expectations also have a tendency of lowering the rates of crime and disorder, it is claimed that such strong networks of communities do have the potential for deterring crime (Field, 2003). This is associated to the fact that in places where cohesion is existent, community members from those regions respond in unison and take shared responsibility to act before any deviant actions become too much for them to manage. These communities that have strong social controls are thought to have lower levels of crime (Wambugha, 2010).

Community policing is based on the conventional believes that the community is characterized by unifying and shared values and systems. Thus, the construction has been rated as the most viable alternative to conventional policing because its intention is to increase the contact between the police and the policed for their common good. What the proponents of this concept do is to invoke images of the police – community relationships in harmonious set –up where criminal activities are rare and when they do occur, they are of petty nature. The concept fronts that community members also need to appreciate that police get their mandates as an institution of government (Palmiotto, 2011). To give a slightest suggestion that people are capable of self- regulation could be seen as a contradiction in that the priority of any government is acting on as a guardian of collective public interests, and security is a public good. There is need, therefore, to articulate the type of information required by the police as they respond to security concerns of the community so that they can be able to respond adequately.

In Kenya, the problem is that the diversity of CP contradicts the blanket application of its theory by the government, which generally gives little thought to its situational suitability (Mwasaru, 2012). After community policing was launched nationally, the government directed all the officials in the provincial administration to establish community policing committees in their regions. However, there have since been no coherent guidelines on coordination leading to the

**International Journal of Novel Research in Humanity and Social Sciences**Vol. 3, Issue 6, pp: (8-19), Month: November – December 2016, Available at: [www.noveltyjournals.com](http://www.noveltyjournals.com)

prevalence of confusion among security apparatus. These security units have since formulated their own versions of community policing contrary to the official intentions of the strategy. The division among different security units has equally replicated at the community level and the noble idea of CP has been converted into a tool that creates rather than reduces local animosities (Mwasaru, 2012). Most security units in Kenya appear unaware of CP practices resulting in a loophole that have been responsible for the failure of community policing objectives.

It has since been realized that police are not able to effectively deal with the symptoms of crime and eradication of the causes of the crime on their own, without the active assistance of local communities. It also has been realized that crime can only be effectively addressed if the community accepts shared responsibility for its own safety and security ((Rosenberg et al., 2008). The measure in which the police will be empowered to effectively deal with crime is determined by the measures of community involvement in the criminal justice system (Greene, 2000). Partnership and co-production is a concept that refers to the form of service delivery that involves the partnership of public entities and citizens. According to Mottiar & White, (2003), 'co-production is the involvement of service consumers in the delivery of service usually in concert with the public agencies'. Mottiar & White (2003) identify the benefits of co-production as enabling democracy participation by citizens, accessible feedback by service agents about the nature of services from citizens and cost efficiency. Their finding illuminated that it's imperative for any police service to have the support of the community if they are to succeed in effectively addressing crime. For the police to obtain the critical support their service delivery will have to be rooted in the community and they have to be accountable to the community. While discussing the tactical dimension of CP, Cordner (1999) argued that police need to engage with the community in partnership to deal with crime and related problems which includes working collaboratively with other public and private agencies. Also, Flynn (2004) argues these partnership need to be based on trust. Community policing partnerships develop information exchange: the community provides the police with information about problem conditions and sites, crime related concerns, active criminal groups as well as property that has been stolen. In turn, the police provide the community with information concerning the common community fears, problems, tactical information as well as advice concerning how to prevent and reduce crime (Rosenberg et al., 2008).

Working in partnership with both public and private agencies, such as schools, health and housing, enables broader range of issues to be addressed than if each were working in isolation (Skogan, 2006). Partnerships can promote a sense of community strength and enhanced cohesion which can enable it to react to immediate crime prevention requirements, to lay a foundation for future actions, to harness community (Herbert, 2006). Partners should be equal; one partner should not be more dominant, influential, committed or accountable than the others. An equal partnership model needs to be adopted in terms of which all parties are regarded as being equally responsible for community safety (Skogan & Harnett, 1998).

Citizen input is a central idea as discussed by Cordner (1999) in his philosophical dimension of CP. The rationale for citizen input is that people deserve to contribute to police processes, but in return, they participate and support the idea of CP (Bucqueroux, 2007; Skogan, 2006). The communities define problems, which the police then take seriously even if the problems they define differ from the police priorities (Wyckoff, 1988). To accurately determine community needs and priorities, community participation is required to identify problems, assist the police to drive the solutions, and maintain the community ownership of the issues (Cordner, 1999; Carroll Barracker Associations Ltd, 2007; Skogan, 2006).

Cordner (1999) suggests that there are a number of mechanisms for achieving community engagement which include systematic and periodic community surveys, for example, community meetings and meeting with advisory groups and businesses. Skogan and Harnett (1998) suggest that public have a great deal to tell police, and that they embrace the opportunity to have their concerns and fears heard. However, Huma (2009) warns that is the type of the prevailing circumstances in the neighborhood that determine the ability of the community in dealing with their own problems. For example, if the community has more social capacity then they were likely to deal with their own issues and the members willingly attend the meetings and forums as compared to those communities which have no such investment. It may be necessary to adopt a range of engagement techniques to ensue broad community involvement, such as those adopted by National Reassurance Policy Program (NRPP) in the United Kingdom. The NRPP went beyond public meetings and engaged with the community through street briefings, door knockings and have your say days (Tuffin et al, 2006).

Ensuring participation of community members and level of that participation in Community Policing Committees is a challenge that confronts CP programs. Overall, the level of commitment to collective action and the quality of the participation in CP seems to depend on the capacity of the citizen to engage the police and the public perceptions of the

police responsiveness to their concerns. Davis et al (2003) observed that few people tend to participate on regular basis and those that do often feel that their concerns are secondary to those defined by the police (2003) while Huma (2009) found that citizens are not well prepared to interact with the police and take action to resolve the security issues that affect them.

The nature of the police enforcement role tends to attract a degree of negative interaction, so it's argued that police should take every opportunity to engage in positive interaction with all parts of the community (Cordner, 1999; Cordner 2007; Carroll Buracker& Associates Ltd 2007). Engaging in positive interaction, where possible, may have several other benefits such as familiarity and trust; officers being knowledgeable about people and conditions; and can provide specific information for crime investigation and problem solving (Cordner, 1999). Random motorized patrol and rapid response may lead to more uneasiness between the community and the police. In addition these traditional methods may not be the most effective way to deal with the community. Getting to know the community by talking with all members, encouraging request for non-emergency assistance, and becoming more visible, will encourage information sharing and increased appreciation of concerns (Rosenberg et al., 2008).

Positive community perceptions of the police have been linked to low levels of crime, which was achieved through positive community-police experiences. Techniques such as media campaigns, shop-front based officers and accessible mini-stations are believed to encourage positive interactions (Segrave & Ratcliffe, 2004). Although the effectiveness of CP practices has not been clearly documented, it's widely believed that it can have a positive effect on community attitudes and neighborhood satisfaction (Cordner, 1999; Palmiotto, 2000; Vito et al, 2006). However, the community needs to own the practice of CP for it to be effective (Rosenberg et al., 2008). Community ownership requires long term commitment from the community, a range of techniques need to be adopted. These include: community meetings and working in partnership with local groups; involving other agencies in partnership to carry out crime prevention activities; sharing problem solving; and delegating responsibility for crime prevention from district commanders to individual officers. In light of the above, the study sought to interrogate and assess the roles of police and community in implementing community policing in Teso South based on a review of community police partnership in Kenya.

### 3. METHOD

The study used a descriptive survey study design. Both quantitative and qualitative research methods were adopted in order to increase the reliability of the data collected. For this study, the target population consisted of 94 police officers in their various ranks and a total of 235 members of the community and stakeholders in Teso South Sub-County. The stakeholders included representatives of the community such as youth representatives, women representatives, businessmen representatives, and representatives of wards and NGOs. Senior police officers and members of the Community Policing Committee (CPC) were purposively selected due to the crucial information that they possessed. Stratified random sampling was used in selecting low ranking officers, members of the community policing committee (CPC) as well as members of the community in order to increase precision and representativeness. The sample population was segregated into five homogeneous groups consisting of senior police officers, members of station CPC, low ranking officers, representatives of the community and stakeholders and members of the CPC at all levels, where the researchers randomly selected the samples. Mugenda & Mugenda (1999) suggests that in descriptive studies, 10% or above of the accessible population is enough for the study. The researcher used 25 % sample from each strata since the higher the percentage the closer the characteristics of the sample are to the target population. Hence, the total sample size that was used for the study was 108 respondents.

The study used questionnaires, guided interview schedules, telephone interviews and focused group discussions. Two questionnaires were used for the study, one for low ranking police officers and another one for community members and stakeholders. The questionnaires contained both closed and open-ended questions. The range was 5= strongly agree, 4=agree, 3= not sure, 2=disagree and 1= strongly disagree. A guided interview schedule targeted the senior police administrators and members of the station CPC. The schedule sought to collect information relating to the methods used by the police in engaging the public as well as their experiences on the strategies the police use in making themselves more accountable. Telephone interviews were majorly used when gathering information from distant members of the CPC. Also, members of the CPC were organized in groups of 10 and taken through a focused group discussion.

Two research assistants were identified to assist the researcher in administration of questionnaires. They were briefed on the project and its objectives and then trained on the administration of questionnaires to the subjects. After this, in the

actual study, the subjects were first briefed on the purpose of the study and reassured that all the information collected would be kept confidential. Courtesy and official language was also used during the focused group discussions. Data collected was analyzed with the help of a statistical analyst. The data was then presented using frequency tables and graphs. Frequencies were converted to percentages in order to make it easier to interpret, analyze and present findings of the research. Measures of central tendency i.e. mode, was used in analyzing the data.

#### 4. RESULTS

Table I reveals that the majority of community members mostly report matters that touch on corruption and share criminal intelligence and information with the police with a mode of 5 (strongly agree). However, community members disagreed with the fact that they perpetually attended CP meetings and support its programmes. This means that such meetings are hardly organized hence creating a yawning gap between the community and the police.

**Table I: The role of the community in community policing**

Statement	Mode
I avail myself for statement recording after reporting criminal cases	4
I always keep neighbourhood watch and inform the police of danger.	4
I report crimes and suspicious characters as well as corrupt practices to the police	5
I perpetually attend community policing meetings and actively participate in it and support its programmes fully.	2
The residents share information with us and we report such information to the police.	5

Table II reveals that the police are theoretically aware of their roles in CP. The police accurately listen to the concerns of the community and work co-operatively with them to identify and address problems. Equally, the respondents unanimously strongly agree that they communicate and develop rapport with local opinion leaders', participate in formulation of CP projects, observe confidentiality at work, listen to the public needs and understand them, observe transparency and agency at work apart from exercising utmost professionalism with the modal rating of 5 (strongly agree). This conforms to the findings of Mottiar & White (2003) who observed that in CP, the police respond to citizens' concerns, whether expressed at meetings, rallies, in person or through a phone.

These finding suggest that the police officers act as peace officers and respect democratic rights and freedoms of community members. The table also shows the majority of respondents were not sure (3) whether they value cultural practices of the community and whether they have the capacity to support CPC programs due to lack of logistics and infrastructure breakdown. Respondents also indicated the police find it difficult to give feedback to the community due lack of forums where they can easily mingle with the community.

**Table II: Responses on the role of the police in community policing**

Statement	Mode
Learn and study the positive cultural practices of the community especially the ones highly revered.	3
I communicate and develop good rapport with the local opinion leaders.	5
I liaise with the government, NGO's, local community and other stakeholders in funding CP projects.	4
I fully participate in initiating CP projects in consultation with the government and the community.	5
I treat all information from the public with utmost confidentiality.	5
I strive to protect good image of the government.	4
I genuinely listen to and understand public needs.	5
I am transparent, accountable, and effective and exercise utmost professionalism at work.	5
I encourage support CPC and other CP mechanisms.	3
I serve the public promptly without prejudice, bias, favouritism or discrimination.	4
I always give feedback where necessary and maintain law and order.	2
I use information from the public for dedicating and preventing crime.	4

Table III shows that indeed for successful crime prevention, it's imperative that the police, community, opinion leaders and other stakeholders must partner. Respondents however strongly disagreed that the police harness their partnership in the fight against crime since the community doesn't lead in problem solving. In the literature review, similar finding by Bucqueroux (2007) indicate that "police are doing a good job of engaging with the community for help and support but

**International Journal of Novel Research in Humanity and Social Sciences**

Vol. 3, Issue 6, pp: (8-19), Month: November – December 2016, Available at: [www.noveltyjournals.com](http://www.noveltyjournals.com)

are still reluctant to share power and decision making with them”. Seemingly, as indicated by the findings, the police disregard the membership of the community from the CPC since most respondents were not sure if they really share equal responsibility of community safety with the police.

**Table III: Responses by the community members and stakeholders on partnership between the community and the police in community policing**

Nature of partnership	Mode
Crime prevention responsibility is for the police, community, local groups and other agencies.	5
I am involved by the police in not only identifying problems, but also in prioritizing and finding solution.	1
The police not only organize public meetings but also partner with community through door knockings and organize police open days.	1
I am satisfied with the existing partnership between the residents and the police.	1
The police are co-operative and collaborative.	1
The partnership between the police and the community is based on thrust and develops information exchange.	2
My membership in community policing committee is regarded by the police as important as theirs since we are all responsible for community safety.	3
I am fully involved into police affairs like choosing personnel.	1
The community leads in problem solving.	1
There is a productive dialogue between the residents and the police in criminal issues.	2

As shown in Table IV, the community is hardly involved in CP on a perpetual basis and the police respondents disagreed with the fact that the existing partnership between them and the community was satisfactory. However, respondents agreed that public trust and partnership is a key ingredient in successful CP and that community members deserve to contribute to police processes, since they are core producers of police services. This Conforms to findings of Pelser (1999) who observed that it’s imperative for any police service to have the support of the community if they are to succeed in effectively addressing crime.

**Table IV: Responses by police officers on the partnership between the police and the community in CP**

Level of partnership	Mode
There is long-term community involve in community policing	1
I am satisfied with the existing partnership between the police and the residents	2
There is cooperative and collaborative relationship that focuses in problem solving between the police and the residents.	2
Public trust and partnership is imperative to successful community- based problem solving	5
The members of the community are co-producers of police services.	4
Police-community partnership is based on trust and develops information exchange	2
The police and the community are equal partners and all are equally responsible for community safety	1
The community deserves to contribute to police processes	4
The concerns of the community are primary to those defined by the police	3
The community is allowed into police affairs and are involved in decisions like choosing police personnel	1

Figure 1 below reveals that the level of partnership between the police and community in community is still dismal. The findings show that 5 % of the respondents indicated that level of partnership was satisfactory while 10 % indicated that the level of partnership is very high. However, 45 % of the respondents indicated that the level of partnership between the police and the police is low and a majority of 60 % respondents indicated that the level of police-community partnership is very low. This finding portray that there is still a yawning gap between the community and the police. The two key players in community policing still frown upon each other and they are not willing to work collaboratively for the success of community policing. With this kind of relationship and questionable linkages, the implementation of community policing would not be achieved satisfactorily. The smaller percentage that works with the police may include police friends and informers within the community while the majority perceive the police as dangerous to associate with.

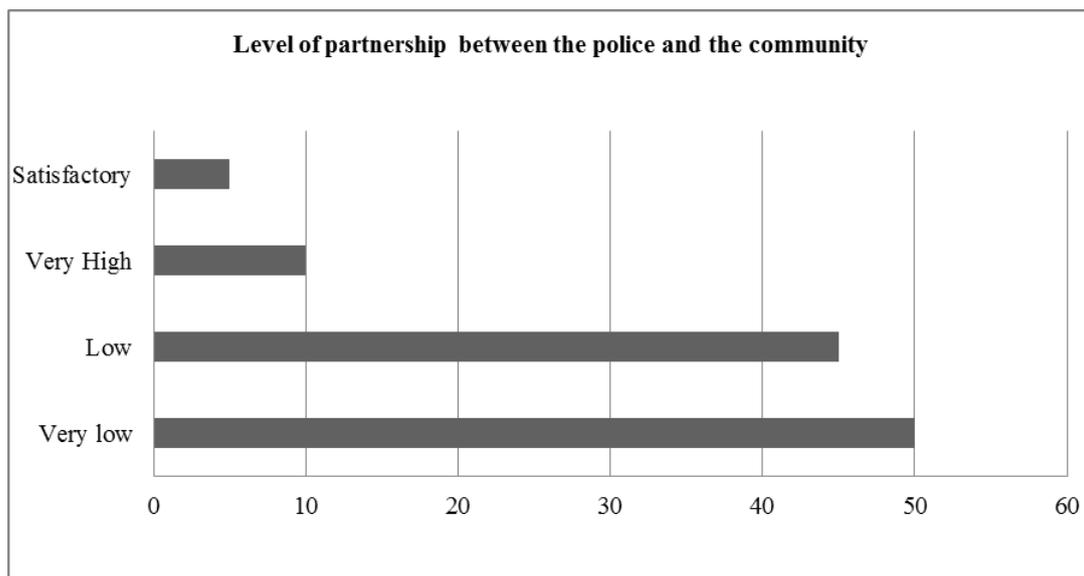


Fig. 4.1 Level of partnership between the police and the community

## 5. DISCUSSIONS

The study revealed that due to the shifting and dynamic characteristics of crime, violence and disorder, the police rely heavily on the community to report crime and provide crucial leads that are necessary for them to solve crime proactively and address community concerns. For CP to be effective the residents must provide problem concerns, information, support and feedback. The citizens have the responsibility to taking a pivotal role of promptly furnishing the police with information every time there is some suspicious conduct or person. Previous findings show that CP empowers the community by increasing its capacity to deal with issues and thus, the community is tasked to have positive attitudes, deal with and solve problems since CP provides an opportunity for the community to support the police at the grass root level (Mayhill, 2007).

Also, findings revealed that the police are a catalyst who involves community members at every stage in identifying and addressing the underlying causes of crime rooted in the community. The police can only see crime coherently using the eyes of the community or otherwise, they will be solving their own problems, and not the community's. Most police officers concurred that they have a role to listen to and understand public needs apart from being transparent, accountable, and effective and exercise utmost professionalism. Furthermore, communicating and developing a good rapport with the local opinion leaders is primary role of the police. The study painted out the fact that the problem of crime and insecurity was becoming insidious and overwhelming in various parts of Teso South Sub-County. Police respondents honoured the notion that their “.....efforts as the custodians of law blended with those of the community would form a force that would alleviate the strength of criminal activities in the Sub-County.....” in the words of a senior police officer. Police officers have to stretch their capabilities and effectively galvanize the support of all community stakeholders towards achieving a common goal of crime prevention. Police Liaison Officers link with community to foster co-operation and understanding as well as advise the police on the cultural beliefs, needs and protocols of the community and maintain communication between the community and the police. If these officers lack vigil and misreport issues, then the whole crime intervention processes by the police would be perilous.

Unanimously, police respondents supported that they initiate strategies aimed at establishing forums through which members of the community express their expectations of the police in terms of customer service, integrity and accountability. The study established that the police initiate CP projects in consultation with the government and the community, liaise with NGOs, local people and other stakeholders in funding CP projects as well as support and encourage the CPC and other mechanisms. Although these roles received a nod from most responses, it was only seen as the ideal situation. Previous findings by Rosenberg et al (2008), suggest that the police officers have a comprehensive role as primary planners of intervention measures, problem solvers and community organizers. As planners, they are required

to identify principal crime and disorder problems faced by the community in consultation with all the community stakeholders and prioritize, as well as analyse and develop strategies to deal with the issues without victimising the community.

Findings also revealed that the police treat information from the public with confidentiality to avoid subjecting informers to risk. This ensures continued flow of information between the police and the community. This information is used in the detection and prevention of crime and feedback is provided where necessary. As a way to motivate police information feeders, police informers should be given some stipends or motivated by police to improve their level of crime reporting before it happens. However, most police respondents admitted that despite them knowing their roles in CP, they still doubted the ability of the citizens to work with them resulting to them paying lip service to such roles.

On the level of partnership between the police and the community, findings revealed that the level of partnership between the police and the community in CP is still dismal. Both parties view each other negatively leading to dis-trust. A police respondent observed that “.....*wananchi sio watu wazuri hata kidogo.....*” (Citizens are not good at all). The nature of police enforcement role tends to attract a degree of negative interaction. Law enforcers are not always seen in the positive light in the course of their work. That is why it is argued that police should take every opportunity at their disposal to engage in positive and constructive interaction with all parts of the community (Saferworld, 2008). The study revealed that the partnership between the community and the police is poor due to the police the unwelcome behaviour exhibited by some police officer. Most community respondents observed that police more often engage in criminal acts such as drinking in public while others even caution the errant members of the community in case of a police patrol. Particular emphasis was placed in the fact that some police officers spend a considerable share of their time indulging in alcohol drinking in village and some even end up straying to strike affairs with widows and community girls. This implies that some police officers collude with law breakers thus losing the trust of those residents who abide by the law. This state of affairs jeopardizes the community willingness to partner with the police in the fight against crime. The police take a long time to react to information about crime that citizens often report to them and in other instances, police officers request for ‘something’ from the victims of crime leading to them shying away from partnering with the police and find their own solutions using illegal methods. The study found out that because of this, there is low partnership, and reporting of crime is limited.

The study further revealed that there is no long-term community involvement in CP. The police are not satisfied with the existing partnership between them and the community. The irony is that most of them contend that the community members are co-producers of police services. The residents are not too much allowed into police affairs since the police dominate the decision making process. Police respondents argued that there are no crime experts within the community hence incompetent in dealing with criminal issues. Additionally, community trust towards the police is very poor according to the findings. Most community respondents were of the opinion that “*polisi ni polisi tu*” (a police officer is just a police officer). This confirms that information reliance to the police is scarce since even police informers feel insecure. Previous findings state that the citizens are not well prepared to interact with the police and to take action to resolve the security issues that affect them (Huma, 2009). Skogan & Harnett (1998) further found that CP is highly dependent upon community involvement but maintaining their sustainability has always been an issue. This means that although the community expects more from the police, it’s not willing to reveal their concerns to the police due to fear harboured against the police.

Findings also reveal that community engagement mechanisms in CP are hardly established. Rarely do the police organize meetings with the community and in case of such meetings; they are poorly attended by the residents hence making it difficult for the police to know the expectations of the community. Mastrofski (2006) raises an interesting question; what does the community expect from community policing? If more was understood about community expectations, then they could be incorporated into development initiatives. With both sides blaming one another for the strains relations, then working in partnership would be dealt a big blow. Findings confirmed that the community-police partnership is feeble since the residents feel withdrawn from CP and see it as being theoretical hence there is no productive dialogue between the community and the police. When the citizens have no confidence in their police, they will desist from cooperating the them victims of crime, witnesses, or suspects. According to Mastrofski, et al (2007) such situation thwarts the efforts of the police to control crime and maintain social order.

## 6. CONCLUSION

Theoretically the study concludes that the community knows that the police are there for them but it neglects its roles in policing. For the success of CP, the community should improve its level of crime reporting, cooperate with police mutually and identify the common problems in the community. The community should cooperate with the police as witnesses or victims so as to reduce the rate of crime in Teso South Sub-County. Also, the police should at all stages of community policing, have the community in mind. The study highlighted that police officers should know the region and residents that they are serving so as to increase awareness and involvement of the residents that they serve. Increasing awareness and promoting involvement can be achieved through erection of forums through which the community members can express their expectations of the police. Although the police seem aware of their roles, they are reluctant and negligent due to the fearful nature of the community.

Moreover, the study underscores that if the community is safe, even the police is safe and vice versa. The study concludes that curbing disorder, fighting crime and increasing feelings of personal safety requires commitment from both the police and the residents. To build trust for an effective partnership, the police must treat the residents with dignity and respect. Arrogance, rudeness and unnecessary or excessive use of force will diminish the willingness of the community members to engage with and provide information to the police. There is need the promotion of constructive community-police partnerships. The partnership building needs to begin with the acquisition equipment for the police and improving working conditions so that the police have the right attitudes in engaging the community. On this point, it is hoped that the ongoing police reforms will provide more resources and address the issue of lack of required tools if CP is to have some hope of making contribution in changing negative public attitudes that bedevils police work.

Based on the researcher's findings, there is need to conduct deeper analysis of the interactions between the police and the public specifically, in-depth analysis of the police attitudes towards the public and what factors influence these attitudes (Rosenberg et al., 2008). This will improve the understanding of what constitutes police-community partnerships and may contribute to improving the CP policy, as well as help develop more appropriate training and relevant incentives. Future studies should consider systematic analysis of CP programs from the perspectives of power relations between the state and the public. There should be an analysis of impact on the different groups such as women, the poor and the factors that determine participation in CP. The current efforts in establishing the County Policing Boards should be used as a starting point in the process of understanding the impact of CP on the members within the annals of society. Future studies should also consider systematic analysis of CP programs from the perspectives of power relations between the state and the public.

The study recommends that the police should be equipped adequately. Police training, capacity building should be fostered and the government should also establish information centres and support for local partnership safety projects. To encourage local interest in CP, especially among law enforcement officers and the local community, policy should consider providing incentives for innovation and creativity at the local level; such incentives could include but not limited to recognizing good practices and using them as locally accessible case studies for further training of police officers and the public. In addition, a more rigorous monitoring and evaluation system for CP should be established to ensure its ongoing effectiveness. This will also ensure that loopholes are detected and appropriate interventions erected. To improve community-police partnership and reduce mistrust, the police should extend their hospitality services to the public through visiting hospitals, and organizing for free medical care/clinics to the local community as a remedial measure.

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