



**EFFECTS OF COMMUNITY POLICING ON LOCAL SECURITY MANAGEMENT
PRACTICES IN KWALE COUNTY, KENYA: A CASE STUDY OF KINANGO**

Nicodemus Dalu Chimba¹, Dr. Wilson Muna²

¹Master of Public Policy and Administration of Kenyatta University

²Department of Public Policy and Administration, Kenyatta University

Accepted 16th April, 2021

ABSTRACT

The effects of community policing on local security management practices in Kwale County are undocumented, and its implementation remains unclear. The study aimed to establish the effects of community policing on local security management practices in Kwale County, Kenya. The study was directed by three objectives as follows; to show and bring about knowledge of community policing initiative, information sharing and attitudes on community policing among community members on local security management practices. Descriptive case study research design was adopted, where the target population of 200 respondents were divided into strata and stratified randomly to formulate a sample size of 100 respondents. Semi structured questionnaire was used as the research instrument. Quantitative data was analyzed using descriptive and inferential statistics. The findings revealed that knowledge of community policing initiative among members, information sharing on community policing and attitudes on community policing among community members on local security management practices affected security management practice. It was recommended that the community should be made aware of their role in community policing and the police should ensure that they interact well with the community so that the members of the communities are able to provide information to the police willingly which may help prevent crime. The members of the public should be encouraged to have a positive attitude with the police so that they maintain good relations that can boost community policing.

Keywords; *Knowledge, Information Sharing, Attitudes, Security Management*

INTRODUCTION

Community policing (CP) as a model on security management practices is believed to have originated from the idea of Sir Robert Peel, 185 years ago (New York Times, 2014). Peel's nine principles helped form the Metropolitan Police who were properly recruited, trained, and introduced crime rate measure with a permanent police station. It was more like civilian than military because he envisaged a military control for discipline but more of public control. Police interventions therefore were meant to enhance procedural justice so as to increase citizen perceptions of police legitimacy (Mazerolle et al., 2013). The model had three core elements: partnership, problem solving, and decentralization. The three elements were the same, but partnership was vital because it was the backbone of the CP framework.

In America, CP philosophy started late in 1960s and early 1970s aimed at improving police community relations. It was a model developed on the notion that police alone without the good will of the community could not achieve much in maintaining law and order (Terpstra, 2011). After adoption of the community policing program (CPP), greater decision making authority on security management was left to the community to help them responsive to crime prevention. It was found to increase levels of legitimacy and satisfaction through substantial long term positive relationship (Tyler, 2004). These increased citizen perceptions of community policing legitimacy in America enhanced increase in abiding by the rule of law thus aided crime prevention.

In Africa especially South Africa, the political violence experienced during the end of apartheid system created a difficult environment for community policing. After transforming to democracy from apartheid, a good number of the police that served under apartheid remained working, therefore made it critical to introduce CP as a means of legitimizing and offering oversight to the police service (Spuy & Röntsch, 2008). Today CPP has been adopted by most countries in the world as an appropriate plan to achieve security management practices.

In Kenya, CP started in the year 2001 with the establishment of community policing units in Nairobi, Mombasa and Kisumu especially in large populated areas like Kibera slum among others (Brainard & Derrick Mills, 2011). The model later spread to other areas in the country to improve the way police maintained law and order (Mwaura, 2014). In a study by, Mwaura (2014) examined various challenges that faced the implementation of community policing project in Kajiado North sub County where it was established that low levels of basic mutual

trust, lack of an enabling legislative and administrative environment, poor public image of police and declining police resources all affected the implementation.

In Kwale County which is among the 47 Counties of Kenya Republic, knowledge of community policing initiative among community members may be a challenge because most members seem unaware of the structural foundation thus seem hinders teamwork, commitment and volunteerism. Partnership as a principle of CP is based on the principle that the community which is made up of people deserves to have an input and say on how their communities will be policed (Munyasia, Makokha, Sakataka & Oteki, 2016). Information sharing which bring accountability, commitment and confidentiality among stakeholders also seem to be a challenge in Kwale County. Communities in this area live in clans where members of the same clan seem not to volunteer any information may be due to fear of being victimized. As we know criminals live within the community and some community members have crucial information which may help bring to book the culprits and charge them according to the rule of law (Palmiotto, 2011). A good example is the recent experienced murders of youth, elders and some radicalized youth associated with Al-Shabaab and Mombasa Republican council (MRC) in Kwale County, especially in Ukunda and its environment (Halimu Shauri, 2017) where stakeholders feared volunteering information.

The general public also complains of not being involved adequately in security matters and access to justice (Larsson, 2010) thus hinder partnership hence develop negative attitude toward CP. It is believed that when community policing is successfully implemented, it will enhance public participation on crime prevention efforts and security initiatives thus promote access to justice by focusing on issues relating to the role of the policing services within the rule of law (Hall, Critcher, Jefferson, Clarke & Roberts, 2013). Good attitudes towards CP in Kwale County, will promote good working relations, trust and community tailored solutions thus bring ownership to the initiative (Vito, Walsh & Kunselman, 2005). Therefore, because the effects of community policing on local security management practices in Kwale County is undocumented, and its implementation remains unclear, this investigation therefore will seek to fill the gap in literature and policy.

Statement of the Problem

The study aimed to fill the gap in literature and policy because community policing in Kwale is undocumented and its implementation remain unclear. Previous studies have left an empirical gap that this study sought to fill. Kibet (2017) examined determinants of performance of community policing project in Kisii County. The study established that CP

was largely affected by lack of adequacy of resources for implementation followed by influence of level of community awareness on the project, community trust in police and lastly by effect of stakeholder's involvement. In another study, Mwaura (2014) examined various challenges that faced the implementation of community policing project in Kajiado North Sub-County. The study also established that low levels of basic mutual trust, lack of enabling legislative and administrative environment, poor public image of police and declining police resources all affected the implementation. The study therefore focused on effects of community policing on local security management practices in Kwale County, Kenya as a framework to improve security.

Objectives

- i. To investigate the effect of knowledge of community policing initiative among community members on local security management practices in Kwale County.
- ii. To assess the effects of information sharing on community policing on local security management practices in Kwale County.
- iii. To establish the effect of attitudes on community policing among community members on local security management practices in Kwale County.

LITERATURE REVIEW

Community Policing Framework

Community policing (CP) is a proactive style of security management aiming to promote partnerships between the community policing agencies (CPA) and community. It's a strategy whose members are the community but not the police. Community policing (CP) aims to improve relationships between community policing stakeholders as highlighted in the Report of the National Task Force on Police Reforms in Kenya, 2009. The Kenya Police Service Strategic Plan 2003-2007, also aim to promote collaborative partnerships between community policing stakeholders as a strategy of preventing crimes. The Revised Police Reforms Programme 2015-2018 also emphasize the need to strengthen CP on local security management practices.

In South Africa, CP model on local security management practices started with the adoption of the Interim Constitution during political violence contributed by apartheid system which formalized the establishment of community policing forum at police stations in the year 1994 after abolishment of the homelands and old development regions resulting into a united South

Africa with nine provinces (Provincial Gazette, 2011). Pelsler (2011) did a study on challenges of community policing in South Africa.

In Kenyan context, community policing model as security management practices started in the year 2001 after introducing community policing units in large populated areas like Kibera slum among others within Nairobi, Mombasa and Kisumu (Brainard & Derrick Mills, 2011). The security of these areas was worse hence government thought of the need to involve community in solving their problems. The framework clustered villages into clusters or Nyumba Kumi and emphasized the importance of knowing your neighbor thus enhanced the basic level security commonly known as “Usalama wa msingi”. Later, the project was spread to other parts of the Kenyan republic to improve the way police maintained law and order (Mwaura, 2014).

Mbaabu (2018) studied the role of community policing in crime prevention: Kirinyaga County, Central Kenya where a descriptive survey was used. It was noted that security strategies had highest influence in performance of security initiatives followed by community training, problem oriented approach and police community partnership respectively. It can also be concluded that community policing influence performance of local security management initiative in Kwale County. Therefore there is need for the community to be fully trained on CP and how they benefit from embracing it in order to improve security in their area.

Knowledge of Community Policing Initiative on Local Security Management Practices

Adams, Robe and Arcury (2015) conducted a study on Community Oriented Programs (COP) awareness and neighbourhood perceptions within five small to mid-sized towns. The study established that 20-50 percent of residents were conversant with CP model, although many were not able to participate in the study. Knowledge of CP brought by awareness increased security for the community. Therefore, knowledge of community policing initiative in Kwale County enabled community to be aware of the structural foundation thus enhance teamwork, commitment and volunteerism in preventing crimes.

Crowl (2017) while evaluating the effect of community policing on fear and crime reduction noted that the foundations of a successful community policing strategy are the close, mutually beneficial ties between police and community members. Crowl (2017) further indicated that community policing consists of two complementary core components, community partnership and problem solving. To develop community partnership, police must develop positive relationships with the community, must involve the community in the quest for better

crime control and prevention, and must pool their resources with those of the community to address the most urgent concerns of community members (Crowl, 2017).

Community policing does not imply that police are no longer in authority or that the primary duty of preserving law and order is subordinated. However, tapping into the expertise and resources that exist within communities will relieve police of some of their burdens (GoK, 2017). County government officials, social agencies, schools, church groups, business people all those who work and live in the community and have a stake in its development will share responsibility for finding workable solutions to problems that detract from the safety and security of the community (GoK, 2017). Fundamental principles of community policing strategies include building partnerships between security agencies and communities, volunteerism among community members and adherence to existing laws and procedures of public safety and security (GoK, 2017).

Information Sharing On Community Policing On Local Security Management Practices

Accurate and timely information makes problem-solving efforts more effective and ensures that police are informed about the crime. People on the ground should share information of the initiative and its importance if they expect a crime free environment. Uchida et al. (2014) states that, the potential to build upon collective action or collective efficacy is greater when social cohesion or trust among neighbours is at its peak. When a community faces communication breakdown in crime prevention especially in formal controls like community policing, such framework may demonstrate the ineffectiveness or not consented (Sampson, 2012; Warner, 2007). To solve the challenge of not sharing information in Kwale County, stakeholders should be accountable, willing and practice confidentiality among themselves.

Oreilly (2017) while evaluating transparency, accountability, and engagement: a recipe for building trust in policing in United States noted that transparency is essential to positive police-community relationships. When a critical incident occurs, agencies should try to release as much information about it as possible, as soon as possible, so the community will not feel that information is being purposefully withheld from them (Oreilly, 2017).

Hamm, Trinkner and Carr (2017) in the United Kingdom focused on fair process, trust, and cooperation in enhancing police legitimacy. It was noted the police recognize the need for cooperation with the community. In the fight against serious crime, police have encouraged community members to come forth with relevant information. In addition, police have spoken to neighbourhood groups, participated in business and civic events, worked with social agencies, and taken part in educational and recreational programs for school children (Hamm,

Trinkner & Carr, 2017). By participation in the above services, this will help develop trust between the police and the community. This trust will enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes, will engender support for needed crime-control measures, and will provide an opportunity for police to establish a working relationship with the community. The entire police organization must be involved in enlisting the cooperation of community members in promoting safety and security (Hamm, Trinkner & Carr, 2017).

Attitudes of Community Policing on Local Security Management Practices

García Chávez (2012) studied the perspectives on community policing: a social constructivist and comparative analysis in UK. It was noted that the practice of community policing in the UK is influenced very much by the notion of policing by consent, community consultation over the meaning and purposes of policing is crucial to its success. This is one of the greatest strengths for community policing in the UK and can balance any pressure towards more coercive approaches. However, one recommendation here is that the priorities in crime prevention, and the potentially positive impacts of a closer Muslim-police relationship, need to be recognised and acted upon at the local level.

Shirk (2011) study noted that Mexico, has also adopted community policing in some of its states in recent times, and it too has a history of decentralised police structures. However, this is a country in the midst of a worsening security crisis and with an endemic and widespread problem of serious and organized crime (Shirk, 2011). The majority of Mexicans have little confidence in the police (only around 30% are confident in the police according to the World Values Survey 2005-2008), and fear of victimisation or mistreatment by the police is widespread. In 2010 the number of recorded homicides was the highest ever in its modern history (more than 15,000 deaths and mostly attributed directly to organised crime, according to the Federal Government, 2010).

Negative attitudes towards community policing can discourage partnership which is key in security management in maintenance of law and order (Brogden & Nijhar, 2013). Mutuku (2013) investigated the role of trust in effective community policing, the case study of Ruai township, Nairobi. The investigation established that the police and the community should partner especially in sharing responsibility and decision making for sustainability. Therefore, positive attitudes on the initiative among the community in Kwale County could lead to good working relationship, adopt community tailored solution, build trust and ownership of the program.

Theoretical Framework

New Public Management Theory

The study was largely pegged on the 'New Public Management theory', (NPM) presented by Christopher Hood in the year 1991, the paper entitled 'A New Public Management for all seasons'. According to Hood (1991), this approach is the result of combining two different ideas. The first idea of conventional economics, which is based on representation theory founded management and the second idea, oriented management which is the idea about reforming public sector and is originated from private sector (Yamamoto, 2003). The key reforms in NPM include more focus on results and added value for money, the reform delegate options and increase flexibility, strengthen accountability and control, service oriented and customer oriented and changed relationships with various levels of government (Fatemi & Behmanesh, 2012).

Some of the criticisms on the NPM approach are in regard to economic foundation, where it's believed that it may lead to increased corruption between policy makers and heads of the bureaucrats who looks abroad to privatization and outsourcing (McLaughlin, Muncie & Hughes, 2001). Schick (1996) says this approach limits the responsibilities of public sector and will undermine values and the collective interests. Metcalfe (1998) believes that public management is not done only by one organization, but also includes cooperation between organization and coordination centers at levels of government or between commercial institutions, organizations independent consultancy and other agencies. DeLeon and Green (2001) stated that reducing laws and regulations and increased flexibility will lead to administrative corruption.

The theory is different from the traditional public administration model, because it aims efficiency and accountability, brought about by fairness, equity, due process and public participation (Gregory, 2007). It has been presented as a politically neutral theory aiming to solve the 'management ills' in many different contexts in public sector (DeLeon & Green, 2001). Therefore, this theory was employed by the researcher to illustrate how knowledge of community policing initiative, information sharing and attitudes of community policing among community members may help in local security management practices.

Liberal Peace Theory

Liberal peace' theorist argue that there is a strong tendency for domestic and international peace to follow when the large majority of individuals in a society have control over decisions in both political and economic issues (Richmond, 2012). The theories assume

common people have a self-interest in peace, since they normally can obtain material and non-material well-being only during peace. Through liberal peace theory, the concept of security management is understood as that specific process that takes place along approaches of conflict resolution (Campbell, Chandler & Sabaratnam, 2011).

The critics of the liberal peace flag up the problem that international policy-makers have failed to recognise the importance of the ‘diverse infra-political areas’, as Richmond (2012) puts it, of the conflict-affected societies intervened upon. It is believed that the negligence of these areas by liberal peace practitioners is primarily responsible for the poor track record of liberal peace interventions (Roberts, 2011). The critics of the liberal peace condemn the methods and practices of more than twenty years of peace building.

Liberal peace theory thus underscores that community policing is fundamental in security management in order to get people living together in long term peace. The theory shows the relevance of community policing within the context of geographical, environmental and cultural factors impinging heavily on security operations, especially in the rural areas. Any success of CP is largely dependent upon the mode of its implementation in the society (Richmond, 2012). There are different strategies of implementing community policing. Its success however depends upon which strategy is put in place to counter the unique circumstances affecting the community so that security management practices can be effective (Roberts, 2011).

Conceptual Framework

Independent Variable

Dependent Variable

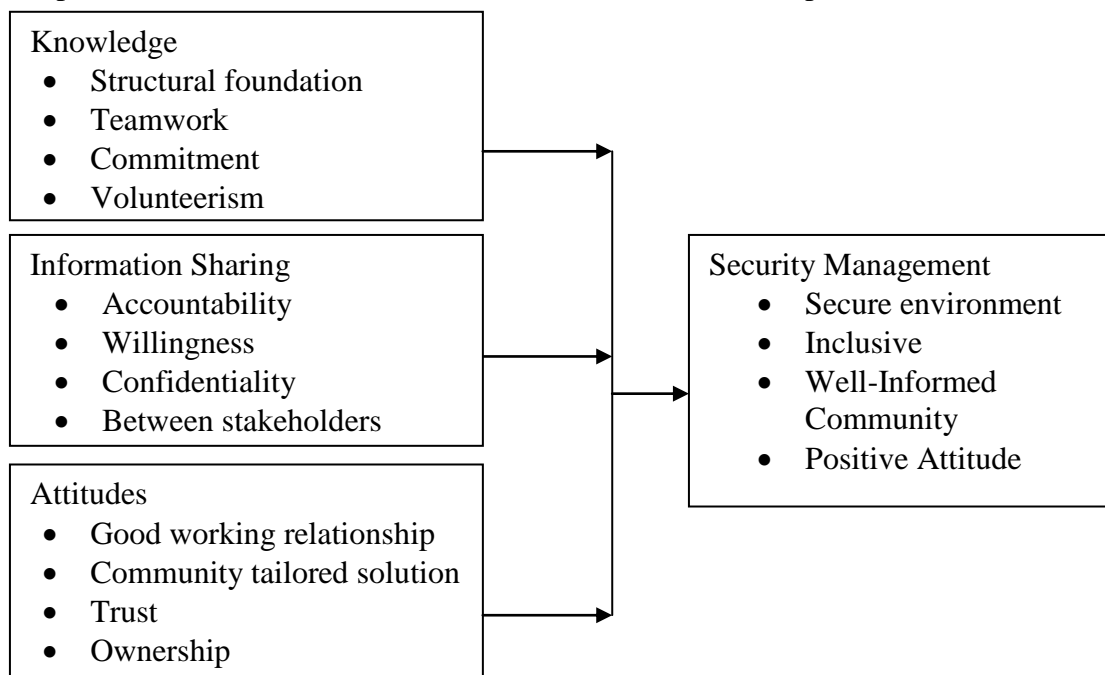


Figure 1: Conceptual Framework
METHODOLOGY

The study adopted descriptive case study research design. The study was carried out in Kwale County, Kenya; a case study of Kinango Sub-County. The target population was 200 personnel comprising of sub-county community policing committee members, community policing committees at village level and the general public at each village level in Kwale County. Stratified random sampling technique to select the respondents was used by the researcher in this study. From each stratum the study selected 50% of the overall population in coming up with the sample which was 100 respondents. Semi-structured questionnaires were used by the researcher in data collection. Collected data was in-form of quantitative and qualitative. Quantitative data collected was then coded and analyzed using descriptive and inferential statistics.

FINDINGS

Correlation Analysis

So as to explain the relationship between independent variables and local security management, correlation analysis was performed. The results are as shown in Table 1.

Table 1: Correlation Analysis

		Security Management	Knowledge	Information Sharing	Attitudes
Security Management	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	90			
Knowledge	Pearson Correlation	.786**	1		
	Sig. (2-tailed)	.000			
	N	90	73		
Information Sharing	Pearson Correlation	.718**	.460**	1	
	Sig. (2-tailed)	.000	.000		
	N	90	73	73	
Attitudes	Pearson Correlation	.676**	.442**	.420**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	90	90	90	90

It was noted that there was a positive correlation between knowledge of community policing and security management as revealed by a correlation factor of 0.786. This strong relationship was found to be statistically significant as the p value was 0.00 which was less than 0.05. Adams, Robe and Arcury (2015) indicated that knowledge of community policing

brought by awareness increased security for the community. Therefore, knowledge of community policing initiative enabled community to be aware of the structural foundation thus enhances teamwork, commitment and volunteerism in preventing crimes.

The study also found a strong positive correlation between information sharing and security management as shown by correlation coefficient of 0.718; the significant value was 0.00 which was less than 0.05. These results support the research findings by Oreilly (2017) that establishing and maintaining mutual trust is the central goal of the first core component of community policing community partnership which enhances security management.

The study found a positive correlation between attitudes and security management as shown by correlation coefficient of 0.676. The significant value was 0.000 which is less than 0.05. The findings support the empirical findings by García Chávez (2012) that positive attitudes towards community policing can encourage partnership which is key in security management in maintenance of law and order.

Regression Analysis

A multiple regression was conducted so as to determine the extent of influence of the independent variables on the dependent variables and also to determine the significance of the relationship using the p values.

Table 2: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.753	0.639		5.873	.000
Knowledge (X ₁)	.330	.100	.196	3.299	.001
Information Sharing (X ₂)	.879	.114	.486	7.721	.000
Attitudes (X ₃)	.468	.111	.274	4.231	.000

$$Y = 3.753 + 0.330 X_1 + 0.879 X_2 + 0.468 X_3$$

The regression equation showed that if the independent variables (knowledge, information sharing and attitudes) were held to a constant zero, security management would be at 3.753 level. A unit increase in knowledge would lead to increase in security management providers by 0.330 units. A unit increase in information sharing would lead to a rise in security management by 0.879 units while a unit increase in attitudes would lead to increase in security management by 0.468 units. At 5% level of significance and 95% level of confidence, all the variables were significant ($p < 0.05$). These results supported Mbaabu (2018) findings that community policing initiatives such as knowledge, information sharing and attitudes had highest influence in performance of security management.

Analysis of Variance

The study undertook an ANOVA analysis so as to determine the level of significance of the independent variables and dependent variable.

Table 3: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.123	3	15.708	8.280	.000b
	Residual	163.141	86	1.897		
	Total	210.264	89			

ANOVA was tested so as to determine whether the model was significant at a confidence level of 95%. The overall model relationship was considered significant since F calculated (8.28) was higher than the F critical (value = 2.711) 3 d.f, 86 d.f at 5% level of significance. These results supported Mbaabu (2018) findings that community policing initiatives such as knowledge, information sharing and attitudes had highest influence in performance of security management.

Conclusion

From the study findings, the study concluded that knowledge of community policing initiatives had been identified as a factor affecting security management practices. Knowledge of community policing brought by awareness, increased security for the community. The police need to acutely listen to the concerns of the community and work cooperatively with them to identify and address problems. Knowledge of community policing brought by awareness increased security for the community.

Information sharing are essential components of community policing. Pertinent and appropriate information should be made available to members of the community whenever possible. Through information sharing there is an increased level of community participation in crime reduction which enhances security. Information sharing in community policing is critical to maintaining strong ties, ensuring continued participation and documenting the progress made.

Positive attitude toward community policing enhance good cooperative among police officers hence good security. Citizen cooperation is an important factor in both preventing and solving crime, and citizens are most likely to cooperate with law enforcement if they respect them and feel that their authority is legitimate. Good attitudes towards community policing will promote good working relations, trust and community tailored solutions thus bring ownership to the initiative.

Recommendations

The community should be made aware of their role in community policing so that they know that they have a role in crime prevention in the locality. This will enable community be aware of the structural foundation thus enhance teamwork, commitment and volunteerism in preventing crimes.

The police should ensure that they interact well with the community so that the members of the communities are able to provide information to the police willingly which may help prevent crime. Through information sharing there will be increased levels of community participation in crime reduction which enhances security

The members of the public should be encouraged to have a positive attitude with the police so that they maintain good relations that can boost community policing. This is because positive attitude toward community policing enhance good cooperative among police officers hence good security.

Future research need to be carried out to compare how knowledge is shared using different methods across intra- and inter-organizational boundaries and to identify both generalizable and contextually-specific barriers, facilitators and outcomes for this crucial aspect of police functioning.

REFERENCES

- Brogden, M., & Nijhar, P. (2013). Community policing in racialized communities: A potential role for police social work. *Journal of Human Behavior in the Social Environment*, 28(6), 710-730.
- Campbell, S., Chandler, D., & Sabaratnam, M. (Eds.). (2011). *A liberal peace? the problems and practices of peacebuilding*. Zed Books Ltd.
- Crowl, J. N. (2017). The effect of community policing on fear and crime reduction, police legitimacy and job satisfaction: an empirical review of the evidence. *Police Practice and Research*, 18(5), 449-462.
- DeLeon, P., & Green, M. T. (2001). Corruption and the new public management. In *Learning from International Public Management Reform: Part B*. Emerald Group Publishing Limited.
- Fatemi, M., & Behmanesh, M. R. (2012). New public management approach and accountability. *International Journal of Management, Economics and Social Sciences*, 1(2), 42-49.

- García Chávez, T. G. (2012). Perspectives on community policing: a social constructivist and comparative analysis (Doctoral dissertation, University of Birmingham).
- Gregory (2007). Law enforcement mission statements post-September 11. *Police Quarterly*, 10(2), 218-235.
- Halimu S. (2017). Impact of Violent Extremism and Recruitment of Spouses on Widows in the Coastal Region of Kenya. *The African Review*, 45(1), 96–116.
- Hall, S., Critcher, C., Jefferson, T., Clarke, J., & Roberts, B. (2013). *Policing the crisis: Mugging, the state and law and order*. Macmillan International Higher Education.
- Hamm, J. A., Trinkner, R., & Carr, J. D. (2017). Fair process, trust, and cooperation: Moving toward an integrated framework of police legitimacy. *Criminal justice and behavior*, 44(9), 1183-1212.
- Hood, C. (1991). A public management for all seasons? *Public administration*, 69(1), 3-19.
- Kenya Police Service Strategic Plan 2003-2007,
- Kibet, A. (2017). The determinants of performance of community policing project in Kisii County, Kenya. University of Nairobi.
- Larsson, P. (2010). Ideology as a cover up: Community policing in Norway. *Cahiers Politiestudies*, 1(3), 233.
- Mazerolle, E. (2013) Legitimising expertise: analysing the legitimation strategies used by economics experts in broadcast interviews. *Journal of Multicultural Discourses*, 11(3), 269-282.
- Mbaabu, S. (2018). Influence of Community Policing On Performance of Security Initiatives in Kenya: A Case of Thika Sub County, Kiambu County (Masters dissertation, University of Nairobi).
- McLaughlin, E., Muncie, J., & Hughes, G. (2001). The permanent revolution: New Labour, new public management and the modernization of criminal justice. *Criminal Justice*, 1(3), 301-318.
- Metcalfe, L. (1998). Accountability and effectiveness. In Designing the rules of the accountability game. Ponencia presentada en la Conferencia del The European Institute for Advanced Studies in Management, Venecia, septiembre (pp. 17-19).
- Mutuku. A (2013). The role of trust in effective community policing: the case of Ruai Township, Nairobi (Doctoral dissertation, University of Nairobi, Kenya).
- Mwaura, R. M. (2014). Factors that affect Effective Implementation of Community Policing in Kenya: A Case of Kajiado North Police Division. University of Nairobi.

- Oreilly, K. M. (2017). Transparency, accountability, and engagement: A recipe for building trust in policing. Naval Postgraduate School Monterey United States.
- Palmiotto, M. J. (2011). Community policing: A police-citizen partnership. Routledge.
- Pelse, E. (2011). The challenges of community policing in South Africa. *Institute for Security Studies Papers*, 2(42), 10-10.
- Roberts, D. (2011). Liberal peacebuilding and global governance: beyond the metropolis. Taylor & Francis.
- Sampson, R. J. (2012) Great American city: Chicago and the enduring neighbourhood effect. University of Chicago Press.
- Schick, A. (1996). The spirit of reform. Report prepared for the State Services Commission and the Treasury, New Zealand.
- Shirk, D. A. (2011). *The drug war in Mexico: confronting a shared threat* (No. 60). Council on Foreign Relations.
- Spuy & Rontsch (2008). Police and crime prevention in Africa: a brief appraisal of structures, policies and practices. *Cape Town, South Africa: International Centre for the Prevention of Crime*.
- Terpstra, J. (2011). Governance and accountability in community policing. *Crime, Law and Social Change*, Springer Verlag, 55 (2-3), 87-104.
- Tyler, R. (2004). Proactive policing: A summary of the report of the National Academies of Sciences, Engineering, and Medicine. *Asian Journal of Criminology*, 14(2), 145-177.
- Uchida, C. D., Connor, C., McCluskey, J. D., Solomon, S. E., Wooditch, A., & Revier, L. (2019). Assessing the effects of body-worn cameras on procedural justice in the Los Angeles Police Department. *Criminology*, 57(2), 208-236.
- Vito, G. F., Walsh, W. F., & Kunselman, J. (2005). Community policing: The middle manager's perspective. *Police Quarterly*, 8(4), 490-511.
- Yamamoto, H. (2003). New Public management–Japan's practice. *Institute for international policy studies*, 3.