

## LEVERAGING NYUMBA KUMI COORDINATION STRUCTURES FOR ENHANCED SECURITY MANAGEMENT IN NYANDARUA COUNTY, KENYA

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### ABSTRACT

*The study evaluated the effect of Nyumba Kumi coordination structures on security management in Nyandarua County, Kenya. It was guided by normative sponsorship theory. The study was conducted under the descriptive survey design in Nyandarua North sub-county of Nyandarua County utilizing a hybrid technique including both quantitative and qualitative investigation techniques. The intended audience for this research included Nyumba Kumi seniors, law enforcement personnel in charge of posts in Nyandarua North Sub County, and State Government Administration Executives. Participants were chosen by stratification randomized selection. Therefore, the target population comprised 699 Nyumba Kumi elders in 23 sub-locations in Nyandarua North Sub County, three officers commanding police stations, 3 Assistant County Commissioners, and 8 Chiefs of National Government Administrative Officers. Thematic evaluation was used to evaluate qualitative data, and the findings were conveyed narratively. Empirical and interpretive analytics were used to assess quantitative data. The outcomes are then shown in tables and graphics like bar charts and pie diagrams. The study highlighted that 94% of participants were aware of community policing structures like Nyumba Kumi, indicating their significance and acceptance. It also emphasized the importance of coordination structures in security management. Key informant interviews highlighted the pivotal role of Chiefs and the benefits of collaborative decision-making. Community-driven hiring practices were commended, but challenges included resource limitations, trust issues, and insufficient youth engagement. Based on these findings, several recommendations are made: intensify sensitization programs for full community engagement, enhance the recruitment and training of community policing volunteers and encourage transparent and collaborative decision-making. These recommendations aim to enhance security management and community-police interactions in Nyandarua North sub-county.*

**Key Words:** Security Management, Nyumba Kumi Administration Structures

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## INTRODUCTION

Community policing encourages institutionalized tactics that facilitate the deliberate use of alliances and dispute-solving mechanisms to confront the root reasons for localized insecurity issues, including violence, civil unrest, and anxiety about criminality (Aminu, 2016). In an attempt to find localized illegal conduct and instability concerns, community policing emphasizes extensive social and governmental partnerships. The idea behind community policing is that, in exchange for their involvement and support, citizens have a right and a chance to control how particular neighborhoods are governed (Kubrin & Weitzer, 2013). Without the voluntary cooperation of the people, the police cannot successfully avert and prosecute crimes. As a result of community policing, law enforcement officers are transformed from an emergency response team to a preventive outfit with immediate answers to crimes (Lander, 2015).

The Japanese government formed the Neighborhood Association, known as Tonarigumi, as the lowest unit of the national mobilization effort during World War II. It comprised units of 10 – 15 families that were structured for internal security and civic defense (Jichikai' Japanese style, 2015). The year 1940 saw the formalization of this framework. After that, involvement was required. Among other things, each unit is in charge of maintaining community safety. A system of whistleblowers was set up to connect each neighborhood organization with the authorities and keep an eye out for any infractions of the law. The Tonarigumi was legally disbanded during the Pacific Warfare in 1947, giving birth to the contemporary Chonaikai or Jichikai, autonomous volunteer groups tasked with organizing tasks like community monitoring, amongst many others. According to Saiful (2018), the Community Policing ideology established a competent, inclusive, reactive, and responsible organization that works with the people in Bangladesh.

Proximity to neighborhood enforcement resources and police legitimacy were shown to be two components of vulnerability in the Democratic Republic of the Congo that were significantly impacted by communal enforcement by Wisler, Ohannessian, and Coya (2019). The efficacy of communal enforcement, on the other hand, is much greater for males than females, with little or only a modest influence on young females prone to insecurity. Cross (2014) contends that while Communal law enforcement, or Tanzanian Ujamaa Policy, is widely regarded as a highly productive method of reducing criminal activity and enhancing neighborhood security, it's controversial to what extent, as proponents argue, it combines a more accountable, proactive, or "liberal" type of police.

In order to alleviate worries about vulnerability and communal instability, community policing is built on developing connections between the enforcement department and the neighborhoods they safeguard. By working together, the stakeholders want to provide legal protection that combines features of conventional legal administration, criminal reduction, and problem-solving (National Police Service, 2020). In Kenya, Community policing attempts to increase collaboration between all legislative bodies, businesses, non-governmental organizations (NGOs), and social system institutions. The main goal is to raise everyone's standard of life and public safety. "Nyumba Kumi" is a Swahili word meaning "ten households." The Nyumba Kumi groupings straddle all social classes, disregarding religion, ideological allegiance, tribe, color, sexuality, and other comparable belonging. Nyumba Kumi offers a blueprint for Communal law enforcement to be anchored at the family level. The objective is to unite Kenyans around each other in patches delineated by geographical locations, perceived needs, and the quest for a shared vision of a secure, sustainable, and wealthy community. The Nyumba Kumi plan is a policy introduced by the authorities to augment communal law enforcement efforts in which the National and County Governments collaborate with residents.

Mwangangi, Theuri, and Nyachoti (2019) found that the Nyumba Kumi program has considerably reduced crime following a decrease in criminal activity patterns inside Kiambio slum informal settlements in research performed in Nairobi County. Some preventive methods incorporate increased street lighting and visible police patrols in the neighborhood. In addition, the Nyumba Kumi Initiative is also critical in solving problems by analyzing information, sharing information with the public, and carrying out proactive arrests.

Additionally, Wamaitha, Muthama, and Kariuki (2019) suggest that the program could be ineffective in Kenya, where individuals cherish their autonomy and privacy. Nevertheless, developing alternatives on a household basis offers societies a feeling of participation, lowering operational hurdles and ultimately enhancing protection.

Community policing is carried out in Nyandarua North Sub County via the Nyumba Kumi program, which aims to embed Communal law enforcement at the home and neighborhood tiers. The objective was to bring individuals closer through groupings characterized by geographical locations, perceived interests, and the quest for shared values for a secure, sustainable, and successful Community. Regrettably, there are still frequent burglaries in commercial centers and villages, killings, community victimization, private property damage caused mostly by inebriation, and stock theft.

### **Statement of the Problem**

The Nyumba Kumi Initiative was initiated by the administration as a neighborhood safety program and focuses on assisting the community through policing initiatives. It requires every individual in the community to ensure their safety and that of their neighbors are well-maintained. The Nyumba Kumi program necessitates that residents get to know their neighbors and the types of activity they engage in. This communal law enforcement system is a comprehensive mechanism incorporating locals' active involvement to curb any insecurity that may arise in their neighborhood. Nyumba Kumi initiative partners with the national and county levels of régime to enhance public safety and security in the country. Communal law enforcement is anticipated to result in improved cooperation among the community and the police, decreased grievances towards police officers, more crime reporting, minimal crime rate, and fewer antisocial behaviors. However, numerous criminal cases remain despite its implementation for more than five years in Nyandarua North Sub County.

Nyandarua North Sub County is still experiencing cases of stealing, housebreaking, rape, assault causing actual bodily harm, robbery with violence, and stealing livestock. In addition, reports indicated that 35% of the society was not involved in various activities by the Nyumba Kumi initiative. More than 56% of the community members believed the Nyumba Kumi initiative could not improve security. Furthermore, owing to the absence of established protocols and rules on the Nyumba Kumi, there is still a great deal of uncertainty surrounding the community at large participation, duties, and obligations. Community members often consider taking issues into their own hands and punishing suspected offenders in a brutal and demeaning fashion, or even inciting lynch mobs, rather than presenting the same to the authorities. Suspects forfeit their right to life as a result of this. The absence of jurisprudence and community empowerment in terms of alternate conflict resolution procedures adds to extreme measures against suspected offenders.

Several pieces of research on community policing have been published in Kenya. Most studies on Community policing have been done in different regions in Kenya. However, different Counties and regions in Kenya have different security needs, and members of the communities have varying social control levels; experiences among Counties and regions may differ. Additionally, the studies failed to demonstrate how community policing structures affect security management at the sub-county level. Consequently, the research's main objective was to investigate how community enforcement programs affect the control of vulnerability in Kenya's Nyandarua North Sub County.

### **Objective of the Study**

This study examined the effect of Nyumba Kumi coordination structures on security management in Nyandarua North Sub County, Kenya.

## **LITERATURE REVIEW**

### **Review of Related Literature**

#### **Community Policing and Security Management**

Saiful (2018) studied the challenges facing crime prevention and human security in Bangladesh. The study established, through a rational appraisal of publications, that community policing necessitates the reformation of police techniques and practices, as well as undertaking efforts to develop a rapport between law enforcement agencies and the communities. Furthermore, the study observed that in Bangladesh, the police are mostly a reactionary agency with public control rather than a community service ethos. Given the lack of policing standards or policies on law enforcement, officers are often unable to educate the community about what preventive measures individuals may adopt. In actuality, police officers have insufficient skills and expertise in law enforcement and public security. However, the study used a critical review of the literature, and hence, no primary or secondary data was used in this study.

Munyao and Ng'ang'a (2017) studied the impact of the Nyumba Kumi initiative on security management in the Lungalunga Sub County. A causal-comparative approach was applied, with 61 respondents chosen using a basic purposive sampling procedure. This research found that the Nyumba Kumi method is effective in Lunga Lunga Sub County but recommended that the administration set aside funds to help raise knowledge amongst some of the *wananchi* regarding preserving current accomplishments and increasing the possibilities for the future. Nonetheless, having been limited to Lunga Lunga Sub County, the outcomes of this research can't be applied to other Kenyan Sub-Counties, including Nyandarua.

#### **Recruitment Structures and Security Management**

There are claims that Nyumba Kumi elders are criminals or associate themselves with criminals, and other members regard the Nyumba Kumi as a money-making business. There needs to be laid out regulations and guidelines in vetting members who are to represent their Nyumba Kumi from the Sub Location to the National Committees.

The law enforcement officers' roles in the organization vary as the emphasis and techniques of policing change, according to Casey, J. (2010). Instead of reacting to specific events while constrained by rigorous norms and laws, the officer becomes a thinking professional who can recognize and solve problems using imagination and creativity. Rather than being enslaved by an organizational shackle, the police officer is encouraged to form cooperative connections in the community, driven by values and goals, instead of being limited by regulations and over-supervision. To do this, significant attention must be given to the structure of police organizations, enrollment, selection, education, and support of officers in the field. To develop a new level of

#### **Decision Making Structures and Security Management**

Kamau (2017) examined the influence of security governance mostly on the quality of Kenyan law enforcement. The study found that administrative frameworks, decision-making frameworks, legislative frameworks, resource allocations, operational procedures, and public engagement all had a substantial and beneficial impact on the effectiveness of law enforcement agencies in Kenya.

#### **Coordination Structures and Security Management**

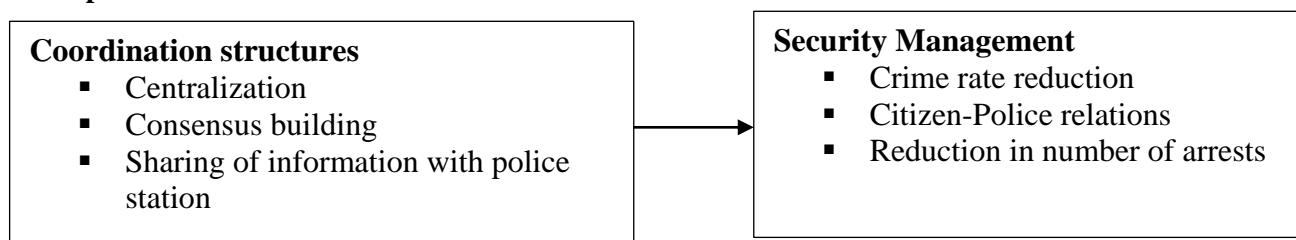
Dietrich (2007) examined the coordination structures in Organizational Development Programs. The inductive multiple case study approach is used in this study. The conclusions illustrate that the use of centralized coordinating structures is associated with a limited number of projects, strong interdependence, and low task analyzability. The use of balanced coordination structures is associated with a limited number of projects, strong interdependence, and high task analyzability.

## Theoretical Review

### Normative Sponsorship Theory

The normative sponsoring concept, which contends that people with comparable values ought to band collectively to address their demands, forms the foundation of community policing. In contrast, members of the community can only cooperate if the goals remain within the parameters of recognized standards. Therefore, the greater the alignment between the participants' values and ideals, the more probable it is that they embrace development and work together to address their challenges. To reduce crime and enhance community well-being, the police and community people must collaborate to define mutual goals, efficiently organize community resources, and advocate reform.

### Conceptual Framework



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

## METHODOLOGY

The target population of this study was Nyumba Kumi elders and officers commanding police stations in Nyandarua North Sub County and National Government Administrative Officers. Therefore, the target population comprised 699 Nyumba Kumi elders in 23 sub-locations in Nyandarua North Sub County, as well as 3 officers commanding police stations, 3 Assistant County Commissioner, and 8 chiefs from the National Government. Stratified random sampling was used to select the respondents from the target population. The strata in this study were the sub-locations in Nyandarua North Sub County. Stratified random

The sample size was determined through the Slovincs sample size calculation formula

$$n = \frac{N}{1 + NE^2}$$

n = samples size

N = Population targeted

E = Margin of Error (0.05)

$$n = \frac{736}{1 + 736 \times 0.0025}$$

$$n = \frac{736}{1 + 1.84}$$

$$n = \frac{736}{2.84}$$

$$n = 259.15$$

$$n = 259.$$

The study makes use of primary information that was acquired via semi-structured surveys and interviewing protocols.

A pre-test was used to spot any unclear, erroneous, or misunderstanding statements so they may be reworded. This study employed both expression authenticity and content reliability, which are two different forms of authenticity. The study utilized Cronbach's alpha technique for assessing internal consistency. This study's methodological approach produced both quantitative and qualitative data. Both Excel and SPSS were vital in computing both descriptive and inferential statistics.

## FINDINGS AND DISCUSSIONS

### Response Rate

96.5% (250 participants out of the 259) of the respondents participated in the study, meaning that they answered and returned the questionnaires, which were also used to analyze the findings of the study.

### The Influence of Coordination Structures On Security Management In Nyandarua North Subcounty

**Table 1: Nyumba Kumi Elders' Response on The Influence of Coordination Structures on Security Management**

|   | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| Community policing is done in coordination with other stakeholders in Nyandarua North Sub-County.       | 15                | 5        | 50      | 120   | 52             |
| Coordination structure affects Community policing in Nyandarua North Sub-County.                        | 30                | 12       | 20      | 100   | 80             |
| The coordination structure has positively influenced security management in Nyandarua North sub-county. | 32                | 30       | 20      | 90    | 70             |
| There exist challenges faced in the coordination of community policing in Nyandarua North Sub County.   | 2                 | 5        | 25      | 120   | 90             |

A sizable portion of respondents (120 Agree + 52 Strongly Agree) seem to hold this opinion, believing that community policing is carried out in collaboration with other stakeholders. A sizeable portion (15 Strongly Disagree) of people, nonetheless, disagree with this assertion. The majority of respondents (100 Agree + 80 Strongly Agree) think coordination structures have an impact on community policing, suggesting a favorable opinion of this impact. 90 Nyumba Kumi elders concur, with 70 strongly concurring, that coordinating mechanisms have benefited security management. This shows that the effect of coordination on security management is generally seen favorably.

Also interesting is the fact that a sizable portion of respondents (120 Agree + 90 Strongly Agree) acknowledge the difficulties in coordinating community policing. This shows that while cooperation is viewed as beneficial, there are also issues that need to be resolved. According to survey results, coordination structures are seen as having a beneficial impact on community policing and security management in Nyandarua North Sub-County. To better understand the nature of the obstacles and potential solutions to improve coordination and security management in the region, it is crucial to take into account the issues raised and to do additional study or analysis.

## **Discussions**

The purpose of the study done in Kenya's Nyandarua North County was to look into how community police structures affect security management. Data on a variety of topics, such as communication structures, coordination structures, recruitment structures, and decision-making structures, as well as their impact on security management, were gathered for the study. With 96.5% of the respondents participating in the study, it had a high response rate. This high response rate suggests that community people are very interested in and eager to offer their thoughts and insights on community policing arrangements. According to demographic data, the majority of respondents were in the 30–40 age range, and a sizable portion had at least a primary education. As these factors can affect people's attitudes and knowledge of community policing, they should be taken into account when assessing the responses.

### **Awareness of Community Policing (Nyumba Kumi)**

According to the study, an impressive 94 percent of respondents were aware of community policing initiatives, particularly the Nyumba Kumi program. It is heartening that there is such a high degree of knowledge since it indicates that residents are well-informed about the objectives and purposes of community policing initiatives. It is important to remember that a small proportion of people have still never heard of the program. This emphasizes the necessity for ongoing initiatives to broaden public education campaigns and sensitization programs to make sure that all citizens are aware of and involved in community policing activities.

### **Influence of Recruitment, Decision-making, Communication and Coordination Structures**

In order to effectively implement community policing, parties must coordinate. The survey found that a sizable portion of participants thought coordination structures had a good impact on security management and that community policing was conducted in collaboration with other stakeholders. Notably, some respondents acknowledged that there were difficulties with coordination. The success of community policing in Nyandarua North sub-county can be increased by addressing these issues and strengthening collaboration among different stakeholders.

The dynamics of community policing and cooperation between local authorities, including Chiefs, Assistant County Commissioners (ACCs), and Police Officers Commanding Police Stations in Nyandarua North Sub County, were clarified by the key informant interview findings. These results provide insightful information about the success of community policing programs and the difficulties in providing security and lowering levels of insecurity in the region. According to the interviews, encounters between Chiefs, ACCs, and Police Officers are regular. They can handle a variety of security challenges, from trivial occurrences like theft and personal disputes to more serious issues like organized crime and public gatherings, thanks to their strong cooperation. This open dialogue and mutual support seem to be assets of the community policing strategy in Nyandarua North Sub County.

## **CONCLUSIONS AND RECOMMENDATIONS**

A strong dataset for analysis was ensured by the study's remarkable response rate of 96.5% of participants, which was evaluated at the outset. The majority of respondents, in terms of demographics, were between the ages of 30 and 40, which was noted as having a big influence on how they viewed community policing. The study also showed that the participants had relatively high levels of education, with 36% having at least completed their primary education. In order to comprehend the respondents' perspectives and their capacity to carefully contribute to the research, this educational diversity proved to be essential.

The study showed that coordination structures were regarded as helpful since they allowed stakeholders to work effectively together.

In-depth and community-driven hiring practices were praised for community policing. It entailed locating members of the community who demonstrated commitment, dependability, and passion for promoting safety. To verify their appropriateness, these individuals underwent thorough screening and verification, including background checks. They received training and orientation to get them ready for their jobs in community police, with a focus on communication, mediation, and conflict resolution abilities. According to the research, the community and the police had a framework in place for communication that had, for the most part, been effective in handling security-related issues. Regular communication, teamwork, and information sharing were shown to be important elements in enhancing local security. Despite the generally encouraging results, the study also uncovered problems. These included insufficient police resources, coordination and communication problems, problems with community trust and involvement, disputes over jurisdiction between law enforcement agencies, insufficient training, and a dearth of youth participation initiatives.

Enhance collaboration and coordination between various stakeholders involved in community policing, including Chiefs, Assistant County Commissioners, Officers Commanding Police Stations, and community volunteers. Establish regular inter-agency meetings to facilitate effective crime prevention measures and resource allocation. Address jurisdictional boundaries and jurisdictional issues to reduce misunderstandings and delays in responding to incidents. Allocate resources effectively to ensure police stations can adequately respond to security concerns. Provide ongoing training and capacity-building opportunities for law enforcement personnel and community policing volunteers to address evolving security challenges.

### **Areas for Further Research**

The results of the current study can be expanded upon in a number of areas, and this additional research will help us understand community policing and security management in Nyandarua North Subcounty better. To evaluate the long-term effects of community policing activities in Nyandarua North Subcounty, longitudinal research could be carried out. To ascertain the sustainability of favorable results, this research might monitor changes in crime rates, community involvement, and faith in law enforcement over an extended period of time. Additionally, comparative studies conducted in other Kenyan sub-counties or regions may shed light on how efficient community policing systems are. The influence of different community policing strategies on security management could be examined in order to determine best practices and policy suggestions. The continued development and improvement of community policing strategies in Nyandarua North Subcounty can benefit from research in these areas, which can also be used to support policies that improve security and community well-being.

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