INFLUENCE OF GOOD GOVERNANCE IN IMPLEMENTATION OF COMMUNITY POLICING PROGRAM IN TANZANIA: A CASE OF POLICE FORCE IN ARUSHA DISTRICT COUNCIL

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Masters of Business Administration in Leadership and Governance of The Institute of Accountancy Arusha

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December, 2023

DECLARATION

I, Noela Terevaeli Pallangyo, declare that this report is my own original work and that it has not been presented to any university for similar or any other degree award.

Signature……………………………………………

Date…………………………………………………….

CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for acceptance by Institute of Accountancy the research report entitled: **"The Influence of Good Governance in the implementation of Community Policing in Tanzania: A Case of Police Force in Arusha District Council***"* in fulfillment of the requirements for the degree of Masters of Business Administration in Leadership and Governance**.**

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(Supervisor Signature)

Dr. Elias Mbuti

Date …………………………………………………….

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ACKNOWLEDGEMENTS

DEDICATION

I dedicate this work to my parents for their prayers, endless love, support and encouragement throughout my pursuit for education. like also to dedicate this work to my lovely children Ethan and Erine. You have made me stronger, better and more fulfilled than I could have imagined. I love you to the moon and back. I hope this achievement will fulfill the dream they envisioned for me

ABSTRACT

Good governance plays a great role in the success of community policing across the world. However, the application of good governance on community policing face several challenges. Therefore, this study intends to examine the application of good governance on community policing in Tanzania using the case of police force in Arusha District council. The study focused on application of accountability, transparency and participation on community policing. The study used the case study research design, purposive sampling technique to collect information from the 162 respondents drawn from the target population of 341 police officers. The study collected both primary and secondary data using interview, questionnaires and documentary review instruments. The collected information was analyzed using qualitative and quantitative techniques, descriptive and inferential statistics. The findings indicated the overall mean of accountability is 5 signifying that accountability is strongly influencing development of community policing program. The overall mean of transparency is 4 indicating that respondents agree that transparency dominate the implementation of community policing program. The overall mean of participation is rated at the mean score of 4 indicating that respondents agree that participation influence community policing program.

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LIST OF ABBREVIATION

CHAGG   -Commission for Human Rights and Good Governance

IFAC   - International Federation of Accountants

NFGG-   - National Framework for Good Governance

PT   - Police of Tanzania

TI   -Transparency International

UN   -United Nations

URT   -United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1Introduction

The chapter presents the background of the study on the application of good governance on community policing in Tanzania. The chapter includes the background study, statement of the problem, objectives of the study, research questions, and scope of the study, significance of the study, and the limitations and delimitation of the study.

1.2 Background of the Study

The concept of good governance first emerged in the late 1980s and the donor organizations and Western countries advised the developing world to practice good governance (Ilyin. 2013). According to Munshi (2004), good governance is a participative manner of governing that functions in a responsible, accountable and transparent manner based on the principles of efficiency, legitimacy and consensus for the purpose of promoting the rights of individual citizens and the public interest. However, good governance can also be defined as the exercise of authority through political and institutional processes that are transparent and accountable, and encourage public participation (OHCHR, 2007). This study regards good governance as it has been defined by Munshi (2004) because the definition entails the elements of good governance like accountability, transparency, and absence of corruption. Good governance helps the police force to fulfill its overall purpose, achieves its intended outcomes for citizens and service users, and operates in an effective, efficient and ethical manner. Also good governance helps in strengthening law and justice, and increasing public sector effectiveness (CIPFA, 2004; Alam and Hoque, 2010; Saikia, 2013).

According to Wang & Ren(2015), good governance enables effective communication and collaboration between the police and the community. It creates platforms and mechanisms that

encourage the active participation of citizens in shaping public safety measures and policies. By involving the community in decision-making processes, good governance promotes ownership and collective responsibility, leading to sustainable and long-term outcomes in crime prevention and public safety. Several studies have highlighted the positive correlation between good governance and the success of community policing programs. For example, a study conducted by Wang and Ren (2015) found that communities with higher levels of good governance, characterized by transparency, accountability, and citizen participation, were more likely to experience positive outcomes in terms of reduced crime rates and improved community safety. Additionally, a research study by Chhetri and Patten (2016) emphasized that good governance practices contributed to increased community trust in the police, enhancing the effectiveness of community policing efforts.

On the other hand, community policing can be defined as the modern technique used to ensure law enforcement in the community(Msika, 2016). Nevertheless, community policing emerged as an alternative strategy to address the weaknesses in public mistrust and reactions to the failure of the police to protect citizens and the disconnection between the public and the police in the community (Msika, 2016). The significance of community policing includes crime prevention and problem solving (Msika, 2016). According to Arisukwu, *et al*. (2020), the primary focus of community policing is problem-solving, community engagement, and crime reduction. This indicates that community policing plays an important role in the implementation of good governance (Arisukwu, *et al*., 2020).

According to Mugumbate & Kaatee (2020) community policing in Tanzania focuses on developing a collaborative and trust-based relationship between the police and the community through regular engagement and problem-solving initiatives. This program is supported by the principles of good governance, where transparency, accountability, and citizen participation are emphasized. A study by Mugumbate and Kaatee (2020) explored the impact of community policing in Tanzania and found

that it has led to increased community trust in the police, enhanced communication, and improved crime prevention efforts. The program has successfully involved community members in decision-making processes related to public safety, ensuring that their voices and concerns are heard and addressed. This participatory approach has contributed to the success of community policing initiatives, resulting in reduced crime rates and improved community safety.

Moreover, Tanzania Police Force plays a crucial role in maintaining law and order and ensuring public safety in Tanzania. Established under the Police Force Act, the force is responsible for preventing and investigating crime, maintaining public order, and protecting the rights and freedoms of Tanzanian citizens. Despite facing several challenges, such as limited resources and capacity, the police force has undertaken various initiatives to improve their performance. These include implementing community policing programs, enhancing training and professional development opportunities for officers, and adopting technology to enhance crime prevention and investigation. Efforts have also been made to strengthen the relationship between the police and the community through increased transparency, accountability, and community engagement. These efforts aim to build trust and collaboration between the police and the public, ultimately contributing to improved public safety and security in Tanzania(Mugumbate & Kaatee, 2020).

Good governance plays a crucial role in the effective functioning of police organizations. It ensures that police agencies operate in a transparent, accountable, and fair manner, thereby promoting trust, legitimacy, and public confidence. Good governance principles such as transparency, accountability, and citizen participation are essential for the police to maintain their legitimacy and effectively serve the community. Through transparency, the police can provide clear information about their policies, procedures, and decision-making processes, allowing the public to understand and assess their actions. Accountability mechanisms hold the police accountable for their actions,

ensuring that they adhere to legal and ethical standards and are held responsible for any misconduct. Citizen participation fosters an active engagement between the police and the community, promoting a sense of ownership and shared responsibility for public safety. By implementing good governance practices, police organizations can enhance their effectiveness, strengthen community partnerships, and ultimately improve public safety outcomes (Jiang, 2017).

According to Jacob and Mokaya (2019), good governance is an essential aspect for the effectiveness of community policing programs because it promotes accountability, transparency, rule of law and other elements necessary for community policing activities. Good governance promotes accountability in public organizations and requires police officers to adhere to professional code of ethics in discharging their duties (Terpstra, 2011). However, good governance has been promoting the implementation of community policing in the global community (Msika, 2016).

In developed countries, the influence of good governance in the implementation of community policing programs has demonstrated positive outcomes in reducing crimes and increasing security (Jayachandran, 2016). For instance in the USA and Hong Kong community policing has helped members of the society to reduce crime rate and to increase peace and security (King Wa, 2009; Allen, 2016; Jayachandran, 2016). In South Africa, community policing was adopted for the purpose of reducing crime rates and increasing trust between the police and the members of the community (Jenkins, 2013). Furthermore, in developing economies, good governance influences the implementation of community policing. For instance, in Dubai the principles of good governance have improved community policing and helped the community to reduce the rate of crime by 48% and assisted the Police force to host more than 49 events which motivate community participation in crime prevention (Khaleej Times, 2021).

In Africa, many governments have adopted good governance principles which require the government to be accountable on citizens' development and to promote protection of human rights by establishing a strong system of community policing even though the effectiveness of community governance has not been realized (Mushi, 2010). For instance, in South Africa community policing was established since 1990 despite the presentation of community policing and the response of the police to the policy remains largely symbolic as the result of the establishment of community policing does not have a positive effect on crime reduction (Breester *et al*, 2018). According to Biwott (2017) African countries have been experiencing different issues on good governance in community policing. Following this situation African countries have tried to improve social policies and structure to encourage good governance for the purpose of improving community policing even though the impacts of community policing are not well known (Biwott, 2017).

In Tanzania, the government of the United Republic of Tanzania recognizes good governance as the critical element to enhance social and economic development (Mushi, 2010). Inline to this the government of Tanzania introduced community policing in 2006. However, at the initial stages the community policing was different from other African countries and adopted the generalized international model (Tanzania Police Force, 2009). Furthermore, to ensure control of public destructions the government encouraged the village elders to establish the community policing group known as SunguSungu. Despite the best efforts by the government of Tanzania the Sungusungu model of community policing promoted the security among the Tanzanian community for a short period of time (Msika, 2016).

The modern community policing practices are similar to the Sungu sungu community model and the government of the United Republic of Tanzania has been promoting the use of good governance principles such as participation, accountability and transparency in improving community policing.

Nevertheless, the influence of good governance in the implementation of community policing programs has not been assessed properly. Therefore this study focused on the influence of accountability, transparency and participation in the implementation of community policing in Arusha District Council.

1.3 Statement of the Problem

The government of Tanzania has been promoting good governance principles for the purpose of improving peace and security to the citizens (URT, 2016). However, the government of Tanzania is implementing the Millennium Development Goals and Tanzania's Development Vision 2025 for the purpose of promoting peaceful society and transforming Tanzania to middle income countries (URT, 2016; UN, 2010). Therefore, the absence of good governance and existence of challenges in community policing become the stumbling blocks towards the success of Millennium Development Goals and Tanzania's Development Vision 2025.

According to Ndalahwa and Mchunguzi (2021), police officers in Tanzania disagree that good governance was not fully applied in the police force, something which led to the failure of the community policing program. Furthermore, the absence of good governance and the presence of corruption and police brutality have negatively affected the implementation of community policing and have increased negative reputation for the police (Msika, 2016; Scher, 2010).

Moreover, to increase the influence of good governance in the implementation of community policing program the government of Tanzania formulated the long-term police reform program in 2006 for the purpose of encouraging local citizens to participate in community policing through Ulinzi Shirikishi program (Ndalahwa and Mchunguzi, 2021). Nevertheless, the program allowed the local leaders to form and register a self-help security group which closely works with the police despite

the presence of several challenges in the implementation of community policing. However few studies have tried to explain the influence of good governance in the implementation of community policing programs in Tanzania. Therefore, this study assessed the influence of good governance in the implementation of community policing programs in Arusha District Council. Specifically, the study focused on the influence of accountability, transparency, and participation in the implementation of community policing programs in the Arusha district council.

1.4 General Objectives

The general objective of the study was to determine the role of good governance in the implementation of community policing programs in Arusha District Council.

1.4.1 Specific objectives

The study was guided by following specific objectives.

i. To identify the role of accountability in the implementation of community policing programs in Arusha district council.

ii. To determine the ascendancy of transparency in the implementation of community policing programs in Arusha District Council.

iii. To evaluate how participation influences the implementation of community policing programs in Arusha district council?

1.5 Research Questions

The study intended to answer the following questions.

1. What is the role of accountability in the implementation of a community policing program in Arusha district council?

2. To what extent does transparency influence implementation of community policing programs in Arusha district council?

3. How does participation influence the implementation of a community policing program in Arusha district council?

1.6 Scope of the Study

The scope of this study covered the Tanzania Police Force in Arusha district whereby the assessment of the influence of good governance in the implementation of community policing program was done. This area was selected because the police force in Arusha district has been emphasizing on community policing to enhance peace and security of people and their properties. Further, the study intended to use respondents from four departments namely the traffic police, field force unit, criminal investigation and officers who are assigned general duties in Arusha district. Therefore, data collection on the influence of good governance in the implementation of community policing programs in Arusha district council enabled researchers to collect the right information without facing financial and time restrictions.

1.7 Significance of the Study

The study will benefit the Tanzania Police Force and other community stakeholders. The Tanzania Police Force will use the findings to understand the influence of good governance in the implementation of community policing as well as the factors hinder the development of community policing. Nevertheless, the findings will assist the members of the community to understand the strength and weakness of good governance and community policing in Tanzania Police Force.

Also, the policy makers will be able to use the study findings to suggest the introduction of good governance systems in promoting community policing in Tanzania. Furthermore, the public leaders and the government will use the findings of this study to formulate policies, rules and regulations that support good governance and community policing in Tanzania. Finally, the study will guide and help researchers to conduct other academic studies on the application of good governance in community policing in Tanzania.

1.8 Limitations of the Study

During the study the researcher faced some challenges namely budget constraints, acceptability of data collection tools, confidential information, and job responsibility.

Researchers faced budget constraints due to lack of enough funds to conduct and accomplish the study objectives within the given timeframe. However, the researcher solved this constraint by avoiding unnecessary spending or expenditures while conducting the study so that the amount of funds set aside for the study can be utilized effectively.

On acceptability of data collection methods the researcher faced the challenge of acceptability of data collection methods because some respondents were not ready to answer questionnaires, therefore researchers used other methods such as interview, to make sure that the primary data are effectively collected.

On confidential information, researchers faced this challenge because some data are privacy for the government or organizations; therefore it was difficult to get all confidential data from police officers. To solve this limitation researcher assured the respondents that all information will be given with the highest degree of confidentiality.

On job responsibilities of respondents, some of the respondents from the area of study were involved in different activities and some had residence out of the police office premises. Due to this situation it was not easy to get them and to receive a positive response from them. Therefore researcher solved this limitation by creating awareness about the topic and asked appointments with respondents to ensure availability of enough data, while avoiding bad responses from respondents.

1.9 Organization of the Study

The study covered five chapters whereby chapter one covered background of the problem, statement of the problem, research objectives, and research questions, scope of the study, significance of the study and limitation of the study; chapter two covered theoretical review, empirical review, knowledge gap, theoretical framework, conceptual framework and conclusion. Chapter three, covered research design, data analysis, validity and reliability, ethical consideration. Chapter four, covered data presentation, data discussion, and summary; while chapter five covered the data conclusion and recommendation.

1.10 Conclusion

The application of good governance in police force increase community policing and the wellbeing of the citizens. Nevertheless, the police force has adopted good governance to enhance community policing. Therefore, the study intended to examine the application of good governance on community policing in Tanzania using the case of Arusha District Council.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review on the application of good governance on community policy in Tanzania. The review includes the various theories and a review of the specific variables under this study. Also, this section includes the research gaps and the conceptual framework explaining the relationship between the study variables.

2.2 Definition of key Concepts

2.2.1 Good Governance

Good governance can be defined as participative manner of governing that functions in a responsible, accountable and transparent manner based on the principles of efficiency, legitimacy and consensus for the purpose of promoting the rights of individual citizens and the public interest (Munshi, 2014). Good governance in the implementation of community policing encourages better decision making, efficient use of resources, and strengthens accountability for the stewardship of those resources available in police stations and the community.

Moreover, good governance in the police force is characterized by healthy inspection which provides important pressures for improving peace and tackling corruption in line with improvement of management and daily implementation of the chosen interventions (IFAC, 2011). However, good governance occurs in police forces when the government has set structure and processes that enable the police force to deliver good and quality services and meet the requirements of the law, regulations, and community expectations of goodness, accountability and transparency (OAG,

2018).Furthermore the government of Tanzania has been implementing several governance reforms to ensure good governance in public institutions including the police force (URT, 2022).

Good governance plays a crucial role in the effective functioning of police organizations. It ensures that police agencies operate in a transparent, accountable, and fair manner, thereby promoting trust, legitimacy, and public confidence. Good governance principles such as transparency, accountability, and citizen participation are essential for the police to maintain their legitimacy and effectively serve the community. Through transparency, the police can provide clear information about their policies, procedures, and decision-making processes, allowing the public to understand and assess their actions. Accountability mechanisms hold the police accountable for their actions, ensuring that they adhere to legal and ethical standards and are held responsible for any misconduct. Citizen participation fosters an active engagement between the police and the community, promoting a sense of ownership and shared responsibility for public safety. By implementing good governance practices, police organizations can enhance their effectiveness, strengthen community partnerships, and ultimately improve public safety outcomes (Jiang, 2017).

2.2.2 Community Policing Program

Community policing program has been used in the community as the alternative approach to address the weaknesses of public distrust and reactions to the inability of the police to protect them and the disconnection between the public and the police in the community (Mushi, 2010). According to Arisukwu *et al* (2020) the community policing program has contributed to the prevention of crime and the problem solving. Nevertheless, the community policing program should include three elements namely organizational transformation, problem solving, and citizen participation (Schreurs *et al*, 2018).

Moreover, the community policing program requires the element of democratic system which involves different members of the community who are interested in or affected by development projects and policy decisions related to their locality (Lachapelle & Austin, 2014). According to Dola and Mohd-Noor (2012), the community policing program depends on the assumption that in order to consolidate development the members of local communities who are affected by the programs and project should actively participate in decision making and action taking. Moreover, participation of citizens in community policing programs promotes articulation of current needs while taking into account social and environmental needs of the future generations (Dola & Mohd-Noor, 2012).

The Tanzania Police Force plays a crucial role in maintaining law and order and ensuring public safety in Tanzania. Established under the Police Force Act, the force is responsible for preventing and investigating crime, maintaining public order, and protecting the rights and freedoms of Tanzanian citizens. Despite facing several challenges, such as limited resources and capacity, the police force has undertaken various initiatives to improve their performance. These include implementing community policing programs, enhancing training and professional development opportunities for officers, and adopting technology to enhance crime prevention and investigation. Efforts have also been made to strengthen the relationship between the police and the community through increased transparency, accountability, and community engagement. These efforts aim to build trust and collaboration between the police and the public, ultimately contributing to improved public safety and security in Tanzania(Mugumbate & Kaatee, 2020).

According to Robinson (2012), community policing is an important approach that aims to build a strong partnership between law enforcement agencies and the communities they serve. By involving community members in the process of problem-solving and crime prevention, community policing programs seek to address the root causes of crime and improve the overall safety and

quality of life for residents. Community policing programs have demonstrated numerous benefits, including increased trust and collaboration between police and community members, reduced crime rates, and improved police legitimacy and public satisfaction. Research has shown that effective implementation of community policing can lead to a significant reduction in crime and better outcomes for both law enforcement and community members (Robinson, 2012). Therefore, investing in and supporting community policing programs is crucial for creating safer and more resilient communities.

2.2.3 Participation

Participation is defined as a process through which people influence and share control over development initiatives, the decisions, and the resources which affect them (Arnstein, 2010). Participation is designed to influence policy formulation, implementation or evaluation (Arnstein, 2010). According to Arnstein (2010), participation requires effective economic policies, equitable access to basic social and economic services and broader participation in the orientation of government policies and programs. Citizen participation is the most important element of a community policing program because citizens act as 'eyes and ears' in providing information to the police in order to solve crimes (Terpstra, 2010). According to Der Land *et al* (2014), citizen participation is an important aspect in community policing programs since it improves criminal investigations, conflict mediation, collecting and spreading information amongst neighbors.

The participation of community members in the Community Policing Program plays a crucial role in enhancing the effectiveness of law enforcement efforts and promoting public safety. Through their active involvement, community members contribute to the prevention and reduction of crime, as well as the maintenance of a safe and secure environment. By working together with the police, community members can provide valuable information, assist in identifying potential suspects, and

report suspicious activities. Additionally, community participation in the program helps to establish strong relationships and trust between the police and the community, leading to increased cooperation, effective problem-solving, and the implementation of tailored crime prevention strategies. Overall, the participation of community members in the Community Policing Program fosters a sense of ownership, empowerment, and shared responsibility in maintaining the overall well-being of the community(Department of Justice, Office of Community Oriented Policing Services,2019).

2.2.4 Transparency

Transparency refers to the increase of timely and reliable economic, social and political information which is accessible to all relevant stakeholders (Schreurs, 2018). This means that transparency is not only the availability of information, but also its reliability and accessibility of information to potential agents (Schreurs, 2018). Transparency can be applied at all possible levels from international organizations, states, private corporations, civil society organizations, individuals and groups of individuals (TI, 2016). Furthermore, many international organizations, such as the World Bank and IMF, champion the spread of government transparency because transparency contributes a lot in reducing corruption, facilitating social accountability, promoting growth, enhancing democracy, and accountability (Lindstedt *et al,*. 2011).

Transparency plays a essential role in the effectiveness of community policing programs by fostering trust, enhancing accountability, and promoting collaboration between law enforcement agencies and the communities they serve (Tyler, 2017). However, the primary functions of transparency in community policing is to provide clear and accessible information about law enforcement activities, policies, and decision-making processes. This openness allows community members to better understand the goals and strategies of the police, leading to increased public

awareness and informed civic engagement (Smith, 2019). Moreover, transparency acts as a mechanism for accountability by enabling the community to hold law enforcement agencies responsible for their actions. Open communication channels and disclosure of relevant information help build legitimacy and credibility for policing efforts, contributing to a more positive and cooperative relationship between police and the community (Jones, 2020). Additionally, transparency facilitates the exchange of information between law enforcement and community stakeholders, fostering collaboration in problem-solving and the development of tailored crime prevention initiatives (Miller, 2018). In summary, transparency is a foundational element in community policing, promoting trust, accountability, and collaboration to create safer and more resilient communities.

2.2.5 Accountability

Accountability refers to the obligation and willingness to demonstrate and take responsibility for performance in light of agreed upon expectations (Scheye *et al*, 2020). However, the accountability goes beyond responsibility by obligating an organization to be answerable for its actions (Terpsra, 2011). The concept of accountability implies that the actors being held accountable have obligations to act in ways that are consistent with accepted standards of behavior and that they will be sanctioned for failures to do so (Terpsra, 2011).

Community policing programs play a pivotal role in fostering a sense of accountability within law enforcement agencies by incorporating various functions aimed at promoting transparency, collaboration, and responsiveness. One key function is the establishment of partnerships between police departments and the communities they serve. This collaborative approach enhances communication channels, builds trust, and ensures that community members actively participate in shaping policing strategies. Another vital function is the implementation of community-based

problem-solving initiatives, where law enforcement works closely with residents to identify and address specific issues affecting the community. This proactive problem-solving approach not only addresses immediate concerns but also strengthens the overall accountability of the police force. Furthermore, accountability in community policing is reinforced through regular community engagement activities, such as town hall meetings and neighborhood forums, where residents can voice their concerns and expectations. These functions collectively contribute to a more accountable and responsive policing model, aligning with the principles of community-oriented policing (Tyler, 2017).

However, accountability is one of the cornerstones of good governance involving two distinct stages namely answerability and enforcement. Answerability refers to the obligation of the government, its agencies and public officials to provide information about their decisions and actions and to justify them to the public and those institutions of accountability tasked with providing oversight. Enforcement suggests that the public or the institution responsible for accountability can sanction the offending party to the contrary behavior (Scheye *et al,* 2020).

Furthermore, accountability help in evaluating the ongoing effectiveness of public officials or public bodies ensures that they are performing to their full potential, providing value for money in the provision of public services, instilling confidence in the government and being responsive to the community they are meant to be serving (Scheye *et al*, 2020).

2.3Theoretical Literature Review

The study was guided by three theories namely community participation theory, expectancy theory.

2.3.1 Community Participation Theory

The theory of community participation originates in the philosophical ideas of John Stuart Mill. Nevertheless, through his book titled "Liberty" Mill advocated for participation of different groups of citizens in selection of community leaders and decision making in matters that affect their welfare (Mill, 1859; Zakaras, 2007).

Community participation theory is a multifaceted framework that emphasizes the active involvement of community members in decision-making processes related to their own well-being and development. One of the key strengths of this theory lies in its potential to enhance the sustainability and effectiveness of community initiatives by tapping into local knowledge and fostering a sense of ownership among residents (Pretty, 1995). By empowering individuals to contribute to decision-making processes, community participation can lead to more contextually relevant and culturally sensitive interventions (Wallerstein & Duran, 2006). Additionally, the theory promotes social cohesion and a sense of community, which can contribute to long-term positive outcomes (Arnstein, 1969).

However, it is essential to acknowledge the weaknesses inherent in community participation theory. Challenges such as power imbalances, unequal access to resources, and limited representation of marginalized groups may hinder the meaningful engagement of all community members (Cornwall, 2008). Furthermore, the theory's success is contingent on the presence of supportive institutional structures and resources, which may be lacking in some contexts (Bebbington, 1999). Despite these weaknesses, understanding and addressing the strengths and weaknesses of community participation theory are crucial for designing effective and inclusive community development strategies.

According to the International Association for Public Participation (2018), Community participation can be defined as the role of the public which depends on five levels namely inform, consult, involve, collaborate and empower. The inform level requires that the community provide balanced and objective information to facilitate understanding of problems, alternatives and opportunities. Consult level requires obtaining public feedback on decision making. Involvement requires working directly with the public throughout the decision making process to ensure aspirations and interests of the public are considered. Collaborate level involves making partnership with the public in all aspects of decision making. Empower level involves placing the final decisions in the hands of the public (International Association for Public Participation, 2018).

Arisukwu and Okunola (2013) argue that community participation is a necessary mechanism to facilitate crime prevention especially under conditions where police departments lack adequate human resources to monitor crimes in local communities. However, the theory does not show the factors that can affect good governance in community policing despite that the community participation may be impeded by barriers such as unequal access to information among community members due to social-cultural beliefs, dynamics of relationships and resource availability (Ngah *et al.*, 2011; Ngah & Zulkifli, 2014).

Community participation theory plays a pivotal role in shaping the landscape of good governance and community policing programs. This theory underlines the significance of active involvement and collaboration between community members and government agencies in decision-making processes and policy implementation. Through community participation, citizens become key stakeholders in governance, fostering a sense of ownership and responsibility for their community's well-being. In the realm of community policing, this approach emphasizes the establishment of strong ties between law enforcement and the community, promoting mutual trust and cooperation.

The integration of Community Participation Theory in governance and policing programs contributes to enhanced transparency, accountability, and responsiveness to the needs of the community. As a result, it helps to create safer and more resilient communities by addressing issues collectively and fostering a collaborative environment. This theoretical framework serves as a foundation for building sustainable and effective governance structures that prioritize the active involvement of citizens in shaping their own destinies.

This theory enabled the researcher to explain the application of accountability and participation in community policing in Tanzania. Nevertheless, the theory related with this study because it explained how participation, citizen accountability and transparency enhance community policing. Therefore, using this theory enabled the researcher to achieve the objectives of this study.

2.3.2 Social Contract Theory

Social contract theory was developed by Donaldson and Dunfee (1999), as a way for managers to make ethical decisions which refers to macro social and micro social contracts. Social contract theory sees society as a series of social contracts between members of society and society itself (Gray, *et al*. 1996). The social contract theory has significantly contributed to the understanding and implementation of good governance and community policing programs. Rooted in the works of political philosophers such as Thomas Hobbes, John Locke, and Jean-Jacques Rousseau, the theory posits that individuals voluntarily come together to form a social contract, relinquishing some of their natural rights in exchange for protection and the benefits of a structured society. This theoretical framework has been instrumental in shaping governance principles that prioritize the consent of the governed, rule of law, and protection of individual rights. In the context of community policing, the Social Contract Theory underscores the importance of a collaborative relationship between law enforcement agencies and the communities they serve. By emphasizing mutual trust,

cooperation, and shared responsibility, community policing programs aim to enhance public safety and build a more secure and harmonious society. The Social Contract Theory provides a philosophical foundation for the democratic values that underpin good governance and community policing efforts, fostering a sense of collective responsibility and accountability.

According to Donaldson (1983), social responsibility is a contractual obligation the organization owes to society. This means that the public institution is accountable to the society and the society should be able to participate in the organization's activities. However to achieve social contracts the organization should have a structure and system that ensures interactions and involvement of the members of the society in organization's activities. Also in this regard the community expects the police force to support the local community in improving social and economic status in order to maintain cooperation between society and organization.

The social contract theory, a cornerstone in political philosophy, posits that individuals enter into a collective agreement, forming a government to secure mutual protection and ensure the preservation of their natural rights. This theory, championed by thinkers such as Thomas Hobbes, John Locke, and Jean-Jacques Rousseau, boasts several strengths. Firstly, it provides a compelling framework for understanding the legitimacy of governmental authority, grounding it in the consent of the governed. Additionally, the theory offers a theoretical basis for the establishment of just societies, fostering the development of legal and moral frameworks. However, the Social Contract Theory is not without its weaknesses. Critics argue that its hypothetical nature raises questions about its practical application, as the historical accuracy of a pre-social contract state is debatable. Moreover, disagreements persist over the terms and conditions of the contract, with diverse interpretations hindering a universally accepted formulation. Nevertheless, despite these critiques,

the Social Contract Theory remains a essential concept in political thought, shaping discussions on governance and societal organization.

This theory related with the study because it emphasized on accountability and citizen participation in community policing. Therefore, this theory enabled the researcher to examine how accountability, participation enhance community policing. Also, the theory enabled the researcher to explain how transparency between police force and member of the society enhance community policing.

2.4 Empirical Literature Review

The study reviewed several studies on good governance and community policing programs as follows.

Jacob and Mokaya (2019) studied the contribution of good governance in protecting human rights in Tanzania. The study adopted a case study research design on a sample of 74 respondents drawn from a target population of 332. The study revealed the existence of violation of human rights in Tanzania. However, respondents agreed that good governance promotes accountability among stakeholders, enhances peace and unity, eliminates gender disparity and ensures equity, increasing the quality of services and improving decision making process. There was also a positive and moderate relationship between transparency and protecting human rights with a correlation coefficient of 0.385; and moderate and positive relationship between accountability and protecting human rights at coefficient value of 0.289; also participation and protecting human rights had positive and moderate relationship at coefficient value of 0.290. Further, the study revealed that the influence of good governance in protecting human rights was at high. Therefore the study recommended that public institutions should put in place adequate measures to achieve zero violation of human rights and public authorities responsible for governance and human rights

protection should actively monitor daily activities in Tanzania to ensure protection of people and their properties.

Ndalahwa and Mchunguzi (2021) studied the application of good governance on community policing for the police force in Arusha district. The study used the quantitative research approach and descriptive research design to collect data from the target population of 133 police officers in Arusha district. The study indicated that transparency was not fully applied in the police force as a factor of good governance in the promotion of community policing for the police force in Arusha district. The study also revealed that the factors for good governance such as transparency, participation, rule of law, observation and effective public administration had a positive significant relationship to community policing. The study concluded that there is a significant relationship between the factors of good governance and community policing. Therefore the study recommended parliament should create legislation to promote community policing in the police force.

Absera (2022) studied the assessment of good governance in the police sector in Ethiopia. The study used 262 participants and data were collected through questionnaires, interviews and focus group discussions. The study used both qualitative and quantitative data analysis techniques. The study revealed that the level of accountability, responsiveness and effectiveness as pillars of good governance are low, negatively affecting service recipients' degree of satisfaction. The study concluded that the police sector needs to get the community involved in community policing programs. Therefore, the study recommended that the police sector should follow the basic principles of good governance to serve the public interests first and understand the consequence of lack of good governance in service delivery.

Maingu (2018) studied Community Policing and Crime Prevention in Tanzania. The findings indicate that stakeholders are involved in community policing if they are consulted. However the study noted

the presence of challenges in community policing such as adequate resources, lack of willingness, lack of trust, and poor customer care by the police. The study concluded that even though members of the communities report at police stations when they are affected by crime incidents and they are willing to participate in community policing, they are always discouraged by social disorders from some of the police officers. Therefore, the study recommended that the Police Force, policy makers, civil society and the members of the community should promote good governance principles in order to strengthen community policing in Tanzania.

Msika (2016) studied community policing towards crime reduction in Tanzania. The research utilized a sample of 200 participants whose responses were collected through the survey instrument, interview and focus group discussion. Research findings signify that community policing as a strategy to crime prevention has three core elements namely; partnership, problem solving and organizational transformation. The study revealed that the majority of police officers are familiar with the philosophy of community policing with its core elements. The study indicated that community policing strategy in urban areas is yet to produce the expected results on crime prevention. The study concluded that a community policing program is used in crime prevention whereby the security agencies work in an accountable and proactive partnership with the community, so that the community participates in its own policing. Therefore study recommended that good police community relationship is a requirement towards implementation of community policing, and that the police need to be allocated with enough resources.

Kamla (2014) studied the functioning of community policing in Soshanguve Township in South Africa. The study used a qualitative approach. The study indicated that a good police community relationship is a fundamental requirement towards implementation of community policing. Therefore

the study concluded that the community policing strategy in the township is yet to produce the expected results on crime prevention.

Nyaura *et al* (2014) identified the concept of community policing in Kenya using desk review design. Specifically the study focused on the benefits and challenges of the Kenyan community policing system. The study revealed that community policing is an essential component in ensuring that there is no insecurity incidence in the community. The study also noted that the community policing has been seen as an effort to prevent crime and to ensure communal participation towards stamping out crime at communal level.

2.5 Research Gap

All of the studies established above namely Nyaura et al, 2014, Kamla, 2014, Msika, 2016 and Maingu, 2018 were focused on community policing and how community policing influences reduction of crime in the society. Moreover, the study of Jacob and Mokaya (2019) focused on good governance and how good governance assists in protection of human rights. However, only two studies focused on good governance and community policing namely the study of Ndalahwa and Mchunguzi (2021) and Absera (2022). Therefore, this study intended to fill that gap by assessing the influence of good governance in the implementation of community policing programs in Tanzania using the case of Arusha District Council.

2.6 Conceptual Framework

The conceptual framework is a visual or written product that explains either graphically or in narrative form. This includes main things to be studied and key elements, concepts or variables, the conceptual frameworks for this study actually indicates the relationship between variables (Adam, 2016). The Figure 2.1 below shows the relationship between dependent variable and independent variable.

Figure 2. 1:Conceptual Framework

Transparency

- Flow of Information
- Access and quality of Information

Accountability

- Internal
- External

Community Policing Program

- Community Partnerships
- Community Problem Solving
- Community Organizational Structure

Participation

- Resource Mobilization
- Decision making
- Management

Dependent Variable
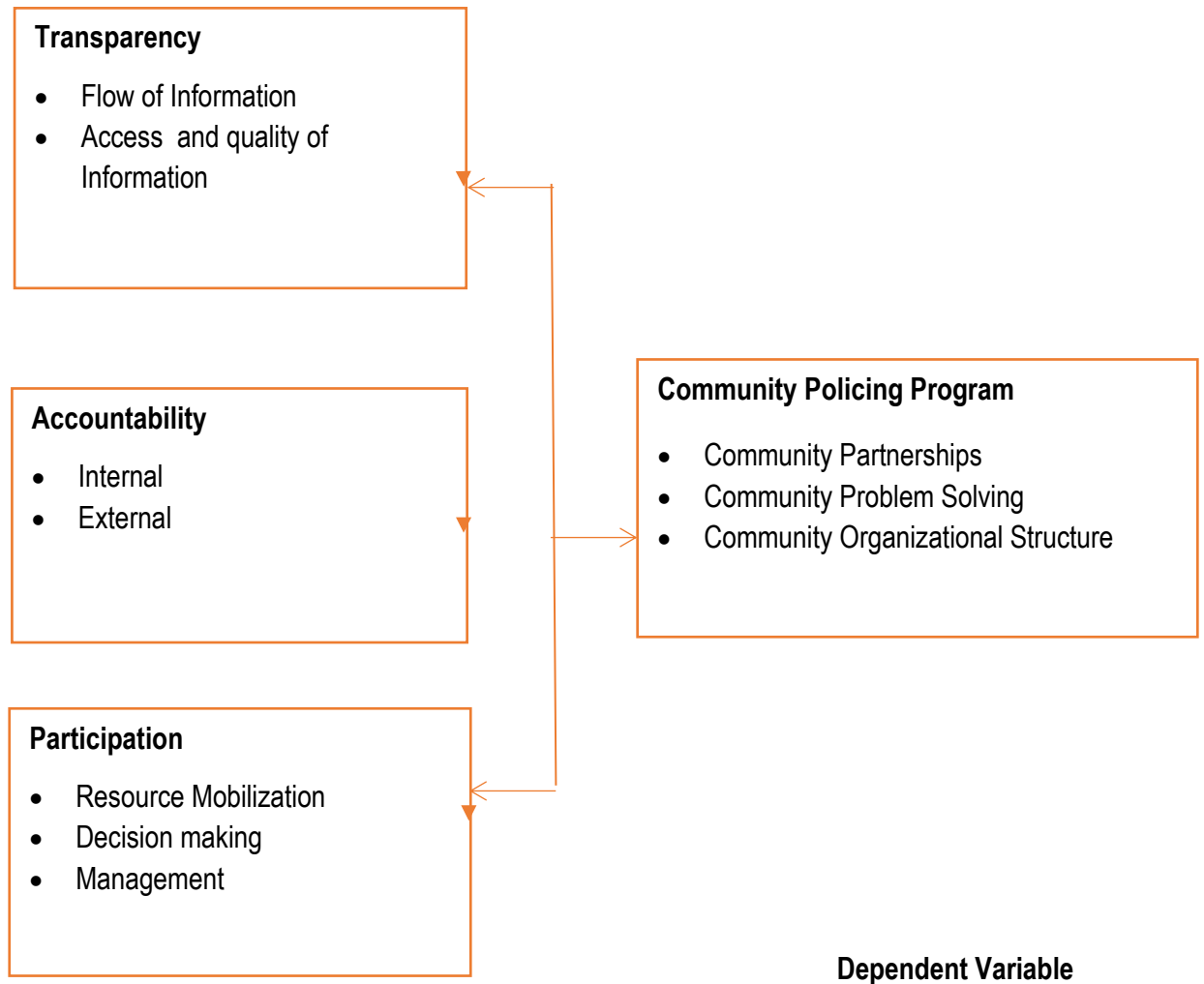
Independent Variables

Source: Researcher (2023)

According to Adam (2016), the conceptual framework clarifies the relationship among the variables namely dependent variables and independent variables. From the conceptual framework, the community policing program is dependent variable because this variable depends on the influence of good governance. This means that good governance is independent variable is good governance. The conceptual framework indicates that good governance influence community policing program.

CHAPTER THREE

RESEARCH METHODLOGY

3.1 Introduction

The chapter presents research design, research approach, target population, sample sampling methods and sample size, data collection methods, data analysis method as well as validity, reliability of the study and ethical consideration.

3.2 Research Design

Research design is the arrangement of conditions for collection and analysis of data aimed to combine relevance to the research purpose (Kothari, 2008). In this study, the researcher used the descriptive research design as it allows making comparisons among exceptional statistics units as well as making inferences about data collected when the small data are used and to observe the relationships. Also, through this research design, the data collected during the study used to describe the relationship among the variables hence will enable the researcher to study the relationship between dependent variables and independent variables. The design enabled the researcher to obtain and analyze the data collected effectively and comprehensively.

3.3 Research Approach

The research approach is a plan and procedure that consists of the steps to the detailed methods of data collection, analysis and interpretation whereby it is based on the nature of the research problem (Adam 2016). The research approach of the study can be qualitative or quantitative or both. In this study, the quantitative research approach was used as it allows the researcher to estimate

the results to a large variety of sample selections. The quantitative method quantifies variables in terms of numbers using statistical procedures so as to achieve the objectives of the study.

3.4 Area of Study

The area of this study will be in Arusha District Council focusing on the influence of good governance in implementation of community policing program in Arusha District Council was chosen because the police force adhere to good governance principles and promote formation of community policing in Arusha District Council. Therefore, this study assessed the influence of good governance in the implementation of community policing in Tanzania using the case of Arusha District Council.

3.5 Population, Sample Size and Sampling Procedures

3.5.1Target Population

According to (Kothari, 2004) population refers to the total of the items about which information is desired. In this study, the population encompassed all employees of the Tanzania Police force in Arusha District Council. According to Police Statistics (2022) the number of employees in Arusha District Council is precisely 341 comprising SSP, SP, ASP, INSP, A/INSP, S/SGT, SGT, CPL, and PC as shown in Table 3.1.

Table 3. 1: Target Population

NO	POSITION	NUMBER
1	SSP	1
2	SP	1
3	ASP	5
4	INSP	8
5	A/INSP	24
6	S/SGT	07
7	SGT	89
8	CPL	77
9	PC	129

Source: Research Finding (2023)

3.5.2 Sampling Procedures

According to Shona (2019), sampling refers to the process of selecting a small group from the larger population that acts as the representative sample of that population. The study employed non-probability sampling design to get sampling units. In non-probability sampling technique, purposive

sampling technique was used to select respondent in the study area. The method is preferred because it provides the appropriate and excellent way of intervening with the researcher who wants to collect specific information from a particular group of people under purposive sampling; respondents are included in the sample because they have specific information necessary to achieve the research objectives. For this case, researchers believe the method will provide sufficient information to meet the intended research questions. Furthermore, the study employed the cluster sampling because clusters of participants that represent the population are identified and included in the sample where all employees of the Police force in Arusha District Council were involved.

3.5.3 Sample Size

This refers to the number of items to be selected from the universe to constitute a sample (Kothari, 2004). The Police Force in Arusha District Council population is 341 employees (Tanzania Police Force Statistics, 2022). However, the researcher used the following formula of Yamane Taro's (1967) to get the sample size as shown below.

$n = N/1 + N(e^2)$,

Where n is sample size, N is the population, and e is the error margin

n=Sample Size, N= 341, e= Margin error (Sampling error) = {e=90% confidence level =$0.82/\sqrt{n}$= 0.057- just under 6%} therefore; e = at 95% confidence =$0.98/\sqrt{n}$= 0.07- just under 7%.

Thus, $n = 341/(1 + 341(0.057)^2) = 161.772$

Hence the study used the sample size of 162 respondents as shown in Table 3.2.

Table 3. 2: Sample Size

NO	POSITION	Sample Size
1	**SSP**	1
2	**SP**	1
3	**ASP**	5
4	**INSP**	8
5	**A/INSP**	24
6	**S/SGT**	07
7	**SGT**	40
8	**CPL**	30
9	**PC**	46

Source: Research Finding (2023)

3.6 Types of Data

This study collected both primary and secondary data. The data was used for descriptive purposes

and determination of relationship between the variables under study.

3.6.1 Primary Data

Primary data are the data which are collected afresh and for the first time and thus happen to be original in character (Kothari, 2009). In this study, the primary data were collected through questionnaires and interview instruments where primary data such as characteristics of respondents including sex, age, working experience, and their opinion about the influence of good governance in the implementation of community policing in Arusha District Councils. This data were collected from the different staffs who works at the Police force office in Arusha District Council.

3.6.2 Secondary Data

Secondary data are the data which have already been collected by someone else and which have already been passed through the statistical process (Kothari, 2009). In this study, secondary data such as the influence of good governance , good governance reforms, community policing program, and achievement of good governance in district councils in Tanzania, study area profile, and other relevant literature was collected from various sources such as the police force Tanzania's websites, various published reports, text books, journals and research papers. In addition other materials were obtained from the internet.

3.7 Data Collections Instruments and Procedures

This study used three data collection instruments namely interview, questionnaires and documentary review.

3.7.1 Interview

According to Kothari (2009), an interview is a set of questions along with their answers asked and filled in by the interviewer in a face-to-face meeting with interviewee. Interview is a joint exercise

whereby researchers and members participate actively in the process. This method is vital because it enables the researcher to get meaningful participation and to show the reaction of participants.

However, the researcher used the purposive sampling to select ten (10) respondents for interview including the head of departments who were selected for interview sessions because of their participation in governance activities and community policing programs. Interview enabled the selected respondents to share their own knowledge and available data in their position and provide accurate information to the researcher which allowed the researcher to organize all the information in order to accomplish this study.

3.7.2 Questionnaire

Questionnaire is a set of questions designed to collect data from a group of people (Kothari, 2004). This method was used to collect primary data such as characteristics of respondents, and their opinions about this study. Furthermore, the purposive sampling was used to select respondents to fill in questionnaires where One hundred and fifty two respondents (152) questionnaires were given to respondents in order to fulfill the purpose of this study. However, questionnaires helped the researcher to collect in-depth information, and respondents were free to fill in questionnaires depending on their views about this study.

3.7.3 Documentary Review

In the process of data collection, various documents such as good governance principles, community policing programs, and other relevant material were reviewed to supplement the primary data. These resources were used to capture data that respondents overlooked and also to have access to more reliable information.

3.8 Validity and Reliability Test

3.8.1 Validity

Validity defines how true the findings of research are to be determined by the research. It shows the degree of which an instrument measures what is supposed to be measured about relevant events impacting on data gathering and interpretation and providing an accurate description of the research process Bryman & Bells (2015). According to Middleton (2019), validity involves ensuring that the data is accurate.

Nevertheless, the data validity means the relevant inferences made from the study are suitable, meaningful and useful. Whereby, all sentences in the instrument are explicit and any ambiguities are excluded. The validity of the instruments for data series was done by carrying relevant statistics to ensure the time series data are normally distributed. The normality assumptions are very important in times series data as it allows the researcher to estimate the coefficient of the variables which are consistent overtime.

3.8.2 Reliability

According to (Bryman & Bells 2015), Reliability is a measure of the degree to which a research instrument produces consistent results after trials. Middleton (2019) asserts that reliability is about the consistency of a measure. The reliability test will be estimated by examining the consistency of the response between the two tests. However, the researcher employed the Cronbach Alpha to determine the reliability of the instrument by establishing how variables of the study related to each other. The study findings indicated that the Cronbach's Alpha value is .656 indicating that the research tools are reliable to present findings in this study because the Cronbach's value exceeds 0.6 as shown in Table 3.3.

Table 3. 3: Cronbach's Alpha

Cronbach's Alpha	N of Items
.556	8

Source: Research Finding (2023)

3.9 Data Processing and Analysis Techniques

Data analysis is the processes associated with surfacing meaning and understanding from the various data sets that may be collected during research (Coghlan and Brydon-miller, 2014). The data analysis in this study involved examining, sorting, categorizing, evaluating, comparing, synthesizing, and contemplating the coded data as well as reviewing raw and coded data. In this study both qualitative and quantitative techniques was used to analyze data.

The data were analyzed by using descriptive statistics and inferential statistics. Descriptive statistics were used to describe and summarize data in a meaningful way. In addition, descriptive statistics such as mean, average and percentage helped the researcher to understand and present data in pie charts. The study also used the computer software; Statistical Package for Social Scientist (SPSS version 20) to compare and analyze the qualitative data and quantitative data, and the researcher presented the findings in tables and charts.

Moreover, this study used correlation analysis to determine the relationship between independent variables and the dependent variable; and this helped the researcher to answer research questions under this study. Generally, the analysis of data helped in explaining the influence of good governance in the implementation of community policing in Tanzania specifically in Arusha District Councils.

3.10 Ethical consideration

According to Kothari, (2015) before the study, ethical issues were considered. This study employed secondary data which were considered to be public information and anyone can have access to it. The researcher made sure that the use of data is for academic purposes and not manipulating any kind of information. Therefore the researcher promoted trust, responsibility, respect and justice to all parts and not manipulate any information.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDING

4.1 Introduction

The chapter presents the presentation and discussion of findings including the sample characteristics, research findings, and the relationship between the independent variable and dependent variable which is measured by using correlation analysis.

4.2 Presentation of Findings

4.2.1 Response Rate

The study covered a sample size of one hundred and sixty two (162) respondents drawn from a total of 341target population of police officers at Arusha District Council. A total of One hundred and fifty two (152) questionnaires were distributed while ten (10) respondents participated effectively through interviews. Therefore, the study had 100% of response rate as shown in Figure 4.1.

Figure 4. 1: Response Rate
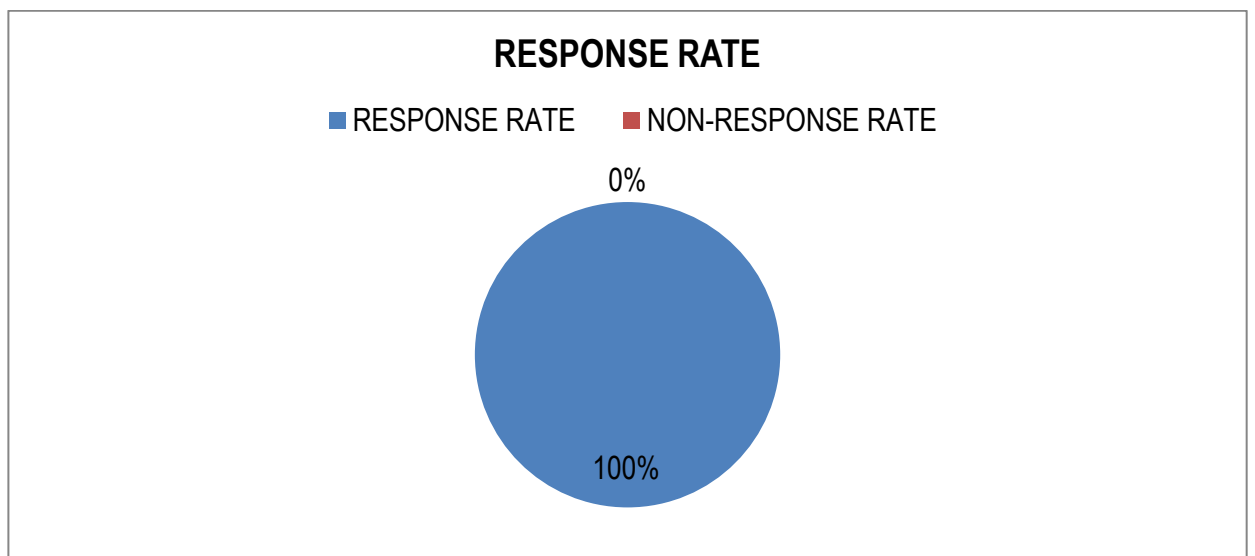
Source: Research Finding (2023)

4.2.2 Age of the Respondents

On the age of respondents, the findings indicated that 11% were between the age of 18 and 28 years, 44 % between the age of 29 and 39 years, 32% between the age of 40 and 50 years, and 13% had more than 50+ years as shown in Table 4.1.

Table4. 1 Age of Respondents

	Frequency	Percent
Valid 18-28	17	11.2
29-39	67	44.1
40-50	48	31.6
50+	20	13.2
Total	152	100.0

Source: Research Finding (2023)

4.2.3 Gender of Respondents

On the gender of respondents, the study found that male were 39% and female was 61% indicating that female dominate the population of police officers at Arusha District Council as shown in Table 4.2.

Table4. 2: Gender of Respondents

	Frequency	Percent
Male	59	38.8
Female	93	61.2
Total	152	100.0

Source: Research Finding (2023)

4.2.4 Level of Education

On the level of education, the study revealed that 65.1% of respondents had Diploma level, 26.3% of respondents had Degree level, 7.2% of respondents had Master's degree level, and 1.3% of respondents had Doctorate level of education as shown the Table 4.3.

Table4. 3: Level of Education

	Frequency	Percent
Diploma	99	65.1
Degree	40	26.3
Masters	11	7.2
Doctorate	2	1.3
Total	152	100.0

Source: Research Finding (2023)

4.2.5 Working Experience

Another characteristic that the study covered among the respondents is the working experience as shown in Table 4.4. The results indicated that 8% of respondents had one to five years of working experience at police force, 18% have working experience of 5 to 10 years, and 74% of respondents have been working for the period of more than 10 years at police force.

Table4. 4: Working Experience

	Frequency	Percent
Valid 1-5 yrs	12	8
5- 10 yrs	28	18.4
More than 10 Yrs	112	74
Total	152	100.0

Source: Research Finding (2023)

4.3 Research Objectives

The general objective of this study was to determine the role of good governance in the implementation of community policing programs in Arusha District Council. Inline to this objective the study had three specific objectives namely to identify the role of accountability in the implementation of community policing programs in Arusha district council, to determine the

ascendancy of transparency in the implementation of community policing programs in Arusha District Council and to evaluate how participation influences the implementation of community policing programs in Arusha district council. However, respondents were required to indicate the extent to which they agreed or disagreed with number propositions where 1 is Strongly Disagree, 2 is Disagree, 3 is Somehow Agree, 4 is Agree and 5 is Strongly Agree.

4.3.1 Role of Accountability in the Implementation of Community Policing Programs

The first objective of this study was to assess the role of accountability in the implementation of community policing programs. To accomplish this objective the study assessed two attributes of accountability namely police are responsible for development of community policing programs and other public institutions support development of community policing program. The study found that police are responsible for development of community policing programs scored the mean of 5 and other public institutions support development of community policing program scored the mean of 4. Also, the study found that the overall mean of accountability is 5 as shown in Table 4.5.

Table4. 5: Role of Accountability

Attributes	Mean
Police are responsible for development of community policing programs	5
Other public institutions support development of community policing program	4
Overall Mean of Accountability	**5**

Source: Research Finding (2023)

Furthermore, the study investigated the relationship between accountability and community policing program by conducting Pearson Correlation analysis between accountability and the community policing program whereby the results were presented as shown in Table 4.6.

Table4. 6: **Correlation Analysis between Accountability and Community Policing program**

Attribute of Community Policing Program	There is community partnerships in community policing	The community policing program have helped in solving social and economic problem existing in the society	Community policing programs preserve the community organizational structure
Accountability *.* Correlation is significant at the 0.01 level (2 tailed).	.544**	.361**	.358**

Source: Research Finding (2023)

4.3.2 The Ascendancy of Transparency in the Implementation of Community Policing

The second objective was the ascendancy of transparency in the implementation of community policing programs in Arusha District Council. To accomplish this objective the study assessed three

attributes of transparency namely local people and the police have access to information related to good governance and community policing, Information about Good governance and community policing flow easy from the police officers to the member of the community, and the management always provide quality information about good governance and community policing programs.

The study found that local people and the police have access to information related to good governance and community policing scored the mean of 4, information about good governance and community policing flow easy from the police officers to the member of the community scored the mean of 4, and the management always provide quality information about good governance and community policing programs scored the mean of 4. Also, the study found that the overall mean of transparency is 4 as shown in Table 4.7.

Table4. 7: **Ascendancy of Transparency**

Attributes	Mean(N=152)
Local people and the police have access to information related to good governance and community policing	4
Information about Good governance and community policing flow easy from the police officers to the member of the community	4
The management always provide quality information about good governance and community policing programs	4
Overall mean of Transparency	**4**

Source: Research Finding (2023)

Moreover, the study examined the relationship between the transparency and community policing program by conducted correlation analysis between transparency and community policing program and the result were presented in Table 4.8.

Table4. 8: **Correlation between Transparency and Community Policing Program**

Attribute of Community Policing Program	There is community partnerships in community policing	The community policing program have helped in solving social and economic problem existing in the society	Community policing programs preserve the community organizational structure
Transparency *.* Correlation is significant at the 0.01 level (2 tailed).	.627**	.715**	.877**

Source: Research Finding (2023)

4.3.3 Influence of Participation in the Implementation of Community Policing Programs

The third objective of this study was to evaluate how participation influences the implementation of community policing programs in Arusha district council. The study assessed three attributes of participation namely local citizen participate in resource mobilization during community policing, Members of the community are able to make decision about community policing program and Community leaders always they manage community policing programs.

The findings indicates that Local citizen participate in resource mobilization during community policing scored the mean of 4, Members of the community are able to make decision about community policing program scored the mean of 4, Community leaders always they manage community policing programs scored the mean of 4. Also, the study found that the overall mean of participation is rated at the mean score of 4 as indicated in Table 4.9.

Table4. 9: Participation in Community Policing Program

Attributes	Mean(N=152)
Local citizen participate in resource mobilization during community policing	4
Members of the community are able to make decision about community policing program	4
Community leaders always they manage community policing programs	4
Overall Mean of Participation	**4**

Source: Research Finding (2023)

Furthermore, the study examined the relationship between participation and community policing program as indicated in Table 4.10.

Table4. 10: Correlation Analysis between participation and community policing program

Attribute of Community Policing Program	There is community partnerships in community policing	The community policing program have helped in solving social and economic problem existing in the society	Community policing programs preserve the community organizational structure
Participation *.* Correlation is significant at the 0.01 level (2 tailed).	.585**	.808**	.560**

Source: Research Finding (2023)

4.2.7.5 Status of Community Policing Program

Apart from the research objectives, the study examined the community policing program to understand the status of community policing program. To accomplish this task the study examined four attributes of community policing program namely the presence of community partnerships in

community policing, the community policing program have helped in solving social and economic problems existing in the society and community policing programs preserve the community organizational structure.

The findings indicated that the presence of community partnerships in community policing scored the mean of 5, the community policing program have helped in solving social and economic problems existing in the society scored the mean of 5 and community policing programs preserve the community organizational structure scored the mean of 4. Also, the study found that the overall mean of Community Policing Program is rated at the mean score of 5 as shown in Table 4.11.

Table4. 11: Status of Community Policing Program

Attributes	Mean
There is community partnerships in community policing	5
The community policing program have helped in solving social and economic problems existing in the society	5
Community policing programs preserve the community organizational structure	4
Overall mean of Community Policing Program	**5**

Source: Research Finding (2023)

4.4 Discussion of Findings

On the influence of accountability in the implementation of community policing programs, the study found that police are responsible for development of community policing programs scored the mean of 5 indicating that respondents are strongly agree that police officers are responsible for development of community policing programs. Also, the study found that other public institutions support development of community policing program scored the mean of 4 indicating that respondents agree that other public institutions support development of community policing programs. Moreover, the study found the overall mean of accountability is 5 signifying that accountability is strongly influencing development of community policing program. This finding relates with the opinion of interviewee who had this to say, "*Police officers cooperates with local leaders and other organizations such as private security companies to ensure security and peace in the community*". These findings relates with the report of Brewster and Gunning (2018) who noted that accountability of police officers is important factor in the success of community policing program in any community.

Furthermore, the study conducted Pearson Correlation analysis between accountability and the community policing program to establish the relationship between accountability and community policing program. the study found that accountability has positive and moderate relationship with three attributes of community policing program namely presence of community partnerships in community policing(.544**), community policing program have helped in solving social and economic problem existing in the society(.361**) and Community policing programs preserve the community organizational structure (.358**). Also, the study found that the overall correlation between accountability and community policing program is (911**). This finding indicates that

accountability has positive and strong relationship with community policing program. Therefore, improvement of accountability will increase the quality of community policing programs.

On ascendancy of transparency in the implementation of community policing programs, the study found that local people and the police have access to information related to good governance and community policing scored the mean of 4 indicating that respondents agree that police have access to information related to good governance and community policing programs. Also, the study revealed that information about good governance and community policing flow easy from the police officers to the member of the community scored the mean of 4 indicating that information flow easy from police officers to the member of the community. Also, the study discovered that the management always provides quality information about good governance and community policing programs scored the mean of 4 indicating that respondents agree that management always provide quality information about good governance and community policing. Moreover, the study found that the overall mean of transparency is 4 indicating that respondents agree that transparency dominate the implementation of community policing program. This finding relates with the idea of interviewee who said that, "*transparency has helped the police force to work with local citizens to prevent occurrence of various problems in the community such as riots and strikes*". These findings relates with the report of Awino and Kimani(2017), which noted that transparency enhance knowledge and cooperation and security in developing countries.

Moreover, the study examined the relationship between the transparency and community policing program. The results found that transparency has positive and strong relationship with all attributes of community policing program namely There is community partnerships in community policing (627**), the community policing program have helped in solving social and economic problem existing in the society (.715**) and community policing programs preserve the community

organizational structure(.877**).   Also the study found that the overall correlation between transparency and community policing program is (670**) indicating that transparency has positive and strong relationship with community policing program. Therefore the improvement of transparency will also improve community policing program.

On the influence of participation in the implementation of community policing program, the study found that local citizen participate in resource mobilization during community policing scored the mean of 4 indicating that respondents agree that local citizen participate in resource mobilization during community policing. Members of the community are able to make decision about community policing program scored the mean of 4 indicating that respondents agree that members of the community are able to make decision about the community policing program. Community leaders always they manage community policing programs scored the mean of 4 indicating that respondents agree that community leaders always they manage community policing program. Also, the study found that the overall mean of participation is rated at the mean score of 4 indicating that respondents agree that participation influence community policing program. This align with the opinion of interviewee who said that, "*citizens always participate in community policing program and the police force regard local citizens as the main stakeholder in any community policing program*". Nevertheless, these findings relates with the report of Schreurs *et al*(2018) which noted that effective participation of citizens in community policing program enhance transparence in security activities something which enable police force to ensure peace and security management while cooperating with other development stakeholders in the community.

Furthermore, the study examined the relationship between participation and community policing program whereby the results indicated that participation has positive and moderate relationship with three attributes of community policing program namely presence of community partnerships in

community policing(.585**), Community policing program have helped in solving social and economic problem existing in the society(.808**), and community policing programs preserve the community organizational structure(.560**). Also the overall correlation analysis between participation and community policing program indicated that there are positive and moderate relationship between participation and community policing with coefficient value of .879** indicating that the increase of participation will improve community policing program.

Apart from research objectives, the study assessed the status of community policing program whereby the findings indicated that the presence of community partnerships in community policing scored the mean of 5 indicating that there is community partnerships in community policing. The community policing program have helped in solving social and economic problems existing in the society scored the mean of 5 signifying that respondents are strongly agree that community policing program have helped in solving social and economic problems. Also, the community policing programs preserve the community organizational structure scored the mean of 4 indicating that respondents agree that community policing programs preserves the community organizational structure. Furthermore, the study found that the overall mean of community policing program is rated at the mean score of 5 indicating that respondents are strongly agree that the police force at Arusha District Council implement community policing programs in different areas.

4.4 Summary

On accountability the results indicated that police are responsible for development of community policing programs scored the mean of 5 indicating that respondents are strongly agree that police officers are responsible for development of community policing programs. Also, the study found that other public institutions support development of community policing program scored the mean of 4 indicating that respondents agree that other public institutions support development of community

policing programs. Moreover, the study found the overall mean of accountability is 5 signifying that accountability is strongly influencing development of community policing program. Furthermore, the study found that the overall correlation between accountability and community policing program is (911**) indicating that the increase of accountability will increase the quality of community policing programs.

On transparency the study found that local people and the police have access to information related to good governance and community policing scored the mean of 4 indicating that respondents agree that police have access to information related to good governance and community policing programs. Also, the study revealed that information about good governance and community policing flow easy from the police officers to the member of the community scored the mean of 4 indicating that information flow easy from police officers to the member of the community. Also, the study discovered that the management always provides quality information about good governance and community policing programs scored the mean of 4 indicating that respondents agree that management always provide quality information about good governance and community policing. Moreover, the study found that the overall mean of transparency is 4 indicating that respondents agree that transparency dominate the implementation of community policing program. Nevertheless, the results found that the overall correlation between transparency and community policing program is (670**) indicating that transparency has positive and strong relationship with community policing program. Therefore the increase of transparency will also improve community policing program.

On participation the study found that local citizen participate in resource mobilization during community policing scored the mean of 4 indicating that respondents agree that local citizen participate in resource mobilization during community policing. Members of the community are able

to make decision about community policing program scored the mean of 4 indicating that respondents agree that members of the community are able to make decision about the community policing program. Community leaders always they manage community policing programs scored the mean of 4 indicating that respondents agree that community leaders always they manage community policing program. Also, the study found that the overall mean of participation is rated at the mean score of 4 indicating that respondents agree that participation influence community policing program. Furthermore, the results indicated that participation has positive and moderate relationship between participation and community policing with coefficient value of .879** indicating that the increase of participation will also improve community policing program.

CHAPTER FIVE

CONCLUTION AND RECOMMENDATIONS

5.1 Introduction

This section presents the conclusion and recommendations following the results obtained in this study.

5.2 Conclusions

On accountability the results indicated that the overall mean of accountability is 5 signifying that accountability is strongly influencing development of community policing program. Furthermore, the study found that the overall correlation between accountability and community policing program is (911**) indicating that the increase of accountability will increase the quality of community policing programs. Therefore, it can be concluded that the increase of accountability in police force will also improve the quality of community policing program.

On transparency the study found that the overall mean of transparency is 4 indicating that respondents agree that transparency dominate the implementation of community policing program. Nevertheless, the results found that the overall correlation between transparency and community policing program is (670**) indicating that transparency has positive and strong relationship with community policing program. Therefore, following these findings it can be concluded that the increase of transparency will also improve community policing program.

On participation the study found that the overall mean of participation is rated at the mean score of 4 indicating that respondents agree that participation influence community policing program. Furthermore, the results indicated that participation has positive and moderate relationship between

participation and community policing with coefficient value of .879** indicating that the increase of participation will also improve community policing program. Following this findings it can be concluded that the increase of participation will also improve community policing program.

5.3 Recommendations

Following the findings of this study, this study recommends that the police force in Tanzania should continue to invest in participation, transparency and accountability because the improvement in these three aspects will also improve community policing program.

Also, the government of the united Republic of Tanzania should delegate more resources to the management of Tanzania Police force so that to increase sustainability of community policing programs across the countries especially those program in Arusha District Council.

Further, the local leaders should be empowered and supported to work with police officers for the purpose of establishing effective community policing programs that will enable local citizens to participate effectively in social activities that seek to preserve security and peace in the society.

Moreover, the police force should continue to train police officers and local citizens to fulfill their responsibilities based on constitution and other social regulations that seek to maintain unity and peace.

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APPENDICES

Appendix I: Questionnaire

Dear respondent,

I am a postgraduate student at the Institute of Accountancy Arusha. Currently, I'm doing a research on "Influence of Good Governance in the Implementation of Community Policing Program, A Case of Arusha District Council". This study is for academic purpose only. To achieve this goal, I request you to fill in this questionnaire as honestly as possible. I wish to guarantee you that all information will be treated with utmost confidentiality and high ethical standards.

I thank you in advance for your participation.

NOELA TEREVAELI PALLANGYO

 Institute of Accountancy Arusha

Section 1: General Information

PART A: General Characteristics of the Respondents

1. Gender (tick where appropriate)

   Male [　　] 　　　　 Female [　　]

2. Age (tick where appropriate)

   18 – 28 [　　] 　 40-50 [　　] 51+ [　　] 　 [　　]

3. Education level (tick where appropriate)

   [　　] 　 [　　] 　 [　　] 　 [　　]

Diploma   [ ] Degree   Masters   Doctorate   Professor

4. Working Experience of Respondents

1-5 Years [ ]   5-10Years [ ]   More than 10 Years [ ]

SECTION 2: Influence of Good Governance

Please indicate your selections, based on their level of importance, by marking [**x**], using one of

the following:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

S/N	TRANSPARENCY	1	2	3	4	5
1	Local people and the police have access to information related to good governance and community policing					
2	Information about Good governance and community policing flow easy from the police officers to the member of the community					
3	The management always provide quality information about good governance and community policing programs					
S/N	PARTICIPATION	1	2	3	4	5
1	Local citizen participate in resource mobilization during community policing					
2	Members of the community are able to make decision about community policing program					
3	Community leaders always they manage community policing programs					

S/N	ACCOUNTABILITY	1	2	3	4	5
1	Police are responsible for development of community policing programs					
2	Other public institutions support development of community policing program					

SECTION 3: Community Policing

In this part we need to measure community policing. Please indicate your selections, based on their level of importance, by marking [x], using one of the following.

1 = Very Low, 2 = Low, 3 = Neutral, 4 = High, 5 = Very High

S/N	Community Policing	1	2	3	4	5
1	There is community partnerships in community policing					
2	The community policing program have helped in solving social and economic problems existing in the society					
3	Community policing programs preserve the community organizational structure					

Appendix II: Field Work Timetable

Activities	JAN	FEB	Aug	Sept	Oct	Nov	Nov	Nov	Nov
Topic Selection	▓								
Proposal Writing		▓	▓						
Proposal defense				▓					
Data collection and analysis					▓	▓			
Report Writing and editing						▓	▓		
Report submission								▓	
Final Defense									▓
Research books submission									▓

Appendix III: Research Budget

S/N	ACTIVITIES	ITEMS	COST (Tshs).
1.	Proposal Writing	Typing and printing	100,000
		Photocopies	100,000
		Binding	30,000
		Transport	30,000
		Internet bundle	200,000
		SPSS Installation	100,000
		Proposal Binding	40,000
2.	Data Collection	Photocopy	50,000
		Typing and printing	50,000
		Transport	50,000
3	Data Processing & Report	Typing and printing	50,000
		Data analysis	200,000
		Grammar Editing and setting	300,000
		Binding hard cover and copies	200,000
	TOTAL AMOUNT		1,500,000

Appendix IV: Data Collection Permit

Institute of Accountancy Arusha

P.O. Box 2798, Njiro Hill, Arusha, Tanzania

Telephone: +255 27 2970232 Mobile: +255 763 462169 Telex: 50009 IAA TZ
Fax: +255 27 2970234 Email: iaa@iaa.ac.tz Website: www.iaa.ac.tz

Ref. No.: MLG-01-0081-2022   30TH August 2023

OFFICER COMMUNITY DISTRICT.
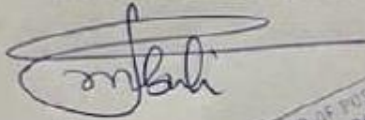
P.O.BOX 2011
ARUSHA

Dear Sir/Madam,

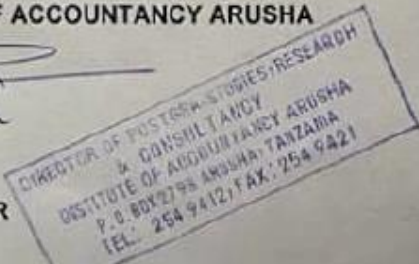**RE   :   REQUEST FOR DATA COLLECTION**

The purpose of this letter is to introduce to you **MS. Noela Terevaeli Pallangyo.** Who is our student pursuing Masters of Business Administration in Leadership and governance with registration number (MLG-01-0081-2022). Currently, the aforementioned student is conducting a study on "**INFLUENCE OF GOOD GOVERNANCE IMPLEMENTATION OF COMMUNITY POLICING PROGRAM IN TANZANIA: A CASE STUDY OF POLICE FORCE IN ARUSHA DISTRICT COUNCIL.** We would like to highlight here that this study is part of the requirement for the award of the above mentioned programme of study.

We therefore request you to extend to the above-mentioned student of our Institute any help that may facilitate her to achieve study objectives. We further request permission for her to see and talk to the staff of your Institution in connection to her study. The period for this request is granted from August to end of October 2023.

Thank you for your continuing support.

Yours Sincerely,
INSTITUTE OF ACCOUNTANCY ARUSHA

Elias Mbuti
FOR: RECTOR

67

JAMHURI YA MUUNGANO WA TANZANIA
WIZARA YA MAMBO YA NDANI YA NCHI
JESHI LA POLISI TANZANIA

ANUANI YA SIMU,
SIMU NA.2548673,
FAX NO. 2544782
UNAPOJIBU TAFADHALI TAJA
KUMBU NO............
Email Address: rpc.arusha@tpf.go.tz

Ofisi:
Kamand a wa Polisi,
Mkoa wa Arusha,
S.L.P 3011,
ARUSHA.

25 SEPT 2023

GB/56/897/01/09

INSTITUTE OF ACCOUNTANCY ARUSHA,
S.L.P 2798,
ARUSHA.

RE: REQUEST FOR DATA COLLECTION.

Please refer to the above heading and you're reference number **MLG-01-0081-2022** dated **30**th **August, 2023.**

2. The Regional Police Commander permits Ms. NOELA TEREVAELI PALLANGYO to use our institution and staffs as part of his research study for the data collection in relation to the research title "INFLUENCE OF GOOD GOVERNANCE IMPLEMENT OF COMMUNITY POLICING PROGRAM IN TANZANIA". A case study of Police Force in Arusha District Council.

3. Yours Faithfully.

Dotto .K. Mdoe - ACP

<u>Kny: KAMANDA WA POLISI MKOA WA ARUSHA.</u>

KNY. KAMANDA WA POLISI
MKOA WA ARUSHA

INFLUENCE OF GOOD GOVERNANCE IN IMPLEMENTATION OF COMMUNITY POLICING PROGRAM IN TANZANIA: A CASE OF POLICE FORCE IN ARUSHA DISTRICT COUNCIL

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MANUSCRIPT TITLE

INFLUENCE OF GOOD GOVERNANCE IN IMPLEMENTATION OF COMMUNITY POLICING PROGRAM IN TANZANIA: A CASE OF POLICE FORCE IN ARUSHA DISTRICT COUNCIL

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AUTHOR(S)

NOELA TEREVAELI PALLANGYO

&

Dr. Elias Mbuti

DATE ISSUED
19/11/2023

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Signature

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