

**THE ROLE OF WARD OFFICERS IN MAINTAINING COMMUNITY PEACE AND
SECURITY: THE CASE OF ARUSHA CITY COUNCIL**

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**A Dissertation Submitted in Partial Fulfillment of the Requirement for the Award of the Masters of
Art in Peace and Security Studies (MA-PSS) of Institute of Accountancy Arusha.**

November 2023

CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for acceptance by Institute of Accountancy the dissertation entitled: ***“The Role Of Ward Officers In Maintaining Community Peace And Security: The Case Of Arusha City Council”***, in partial fulfilment of the requirements for the degree of Master of Business Administration of the Institute of Accountancy Arusha

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Date

DECLARATION

I, **CHARLES MATHEW MWACHA** declare that this dissertation is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.

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ABSTRACT

This study evaluated the role of ward officers in maintaining community peace and security in Arusha City Council, Tanzania. The study specifically sought to: find out peace and security threats experienced by ward officers, identify strategies used by ward officers in maintaining community peace and security, find out the effectiveness of the strategies and identify challenges faced by ward officers in maintaining community peace and security in Arusha City Council. The study used mixed research approach and a parallel convergent design in gathering data. The sample frame was 40 respondents including Ward Executive Officers, Ward Health Officers, Ward Police Officers and Ward Councilors. Questionnaires and face to face interview were used to collect data from participants. Quantitative data were analyzed descriptively while qualitative data were thematically analyzed. Findings showed that; crime, domestic violence, alcohol abuse, theft, drug addiction of youth, theft and robbery, criminal activities and accidents were the main peace and security threats experienced by Ward Officers in the study area. Ward officers apply utilization of neighborhood watch and street meetings, civilian education, community-based policing and patrol and supporting private security guards as strategies in maintaining community peace and security. These strategies were found to be effective in maintaining community peace and security. Identified challenges faced by ward officers in maintaining community peace and security were; lack of adequate tools, lack of community participation and cooperation, corruption among security leaders, shortage of security resources and personnel and lack of proper security plans. The study concluded that ward officers as local government leaders have to identify peace and security threats so that they can mobilize the available resources to ensure their communities attain sustainable peace and safety. Challenges identified herein can be overcome through formulation of proper security plans that utilize partnership between ward officers and the community in identifying appropriate strategies to maintaining Peace and security at ward level.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACC	Arusha City Council
IFAC	International Federation of Accountants
LGAs	Local Government Authorities
NFGG	National Framework for Good Governance
SACSI	Strategic Approaches to Community Safety Initiative
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
TDV	Tanzania Development Vision
URT	United Republic of Tanzania
WCs	Ward Chancellors
WEOs	Ward Executive Officers
WHOs	Ward Health Officers
WMT	Ward Management Teams
WOs	Ward Officers
WSOs	Ward Security Officers

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter introduces the problem under the study, which concerns with the role of ward officers in maintaining community peace and security in Arusha city council. The chapter presents and explains the background to the problem, statement of the problem, research objectives and research questions, hypothesis, significance of the study, scope of the study, limitations of the study and finally the organization of the study

1.1. Background to the Study

Personal safety and security is not only a basic human right but also it is one of the key factors to a good quality of life of communities worldwide. Peace and Security generally provide an enabling environment for citizens to live and work towards social, economic and political development of communities (Mdee & Thorley, 2016). The absence of peace, safety and security stifles the human capacity to develop and heavily compromises the dignity and quality of life of both individuals and society. Moreover the grave incidence impacts negatively on all citizens through losses of property, life and limb, or through loss of confidence from fear of violence. Delivery of safety and security is therefore a justifiable public good in the mandate of urban authorities (Raymond, 2015).

Local government authorities in Tanzania are categorized into district authorities and urban authorities which were established by The Local Government Acts Number 7 and 8 of 1982, respectively (URT, 1982; Warioba, 2014). Rural authorities include village councils, township authorities and district councils that cover a wide area and a population divided and grouped into hamlets, villages and wards. Wards are very important because they are the constituencies for elected councilors. Urban authorities include town councils, municipal councils, and city councils, and have a structure which includes streets (Warioba, 2014).

Urban government authority in Tanzania is a government consisting of two main groups leaders. The first group is that of politicians known as councilors who are elected by the people through local government elections. Each councilor represents a ward. When councilors meet, they form a council which forms a supreme policy making organ concerned with the formulation of policies, making of by-laws/regulations, approving budgets, employing senior officials and discussing peoples' problems as they are presented by an individual councilor (Warioba, 2014). The second group include permanent public officials headed by a director, who is the chief executive officer of the council, which performs the daily management of the local government authorities. This group includes heads of departments who are the implementers of the policies and decisions formulated or made by the councilors. These are qualified personnel in areas such as planning, public administration, security, finance, agriculture, education, health, community development, engineering, town planning and rural development (URT, 1982; Warioba, 2014).

To ensure community peace and security at its local government level, Tanzania has established the mechanism, through which security and defense issues can be coordinated and discussed at the District, Regional and National levels respectively. Thus, the Committees have been established to undertake such role (Haki na Usalama, 2017). District Security Committees (DSCs) are established under the National Security Council Act, 2010 (NSC Act) as the lowest level of a three-tier system of addressing security issues. The other two levels are Regional Security Committees (RSCs) and the National Security Council (NSC). DSCs, RSCs and the NSC operate at district, regional and national levels respectively (URT, 2010).

Thus at local government, community peace and security is maintained and coordinated by the District Security Committees (DSCs). The preamble to the Act states that, the DSCs is established "with a view to regulating and coordinating community peace and security matters", and, more

importantly, “to establish machinery for individual persons, public and private institutions to cooperate and participate effectively in matters of peace and national security” (URT, 2010, p. 3). Section 4 of the Act establishes the DSC comprised of the District Commissioner, District Administrative Secretary, District Police Commander, District Security Officer, District Immigration Officer and District Prisons Officer.

1.2. Statement of the Problem

One of the objectives of the establishment of District Security Committees (DSCs) at local government in Tanzania as provided by article 145 of the constitution of the United Republic of Tanzania of 1977 (Mzee, 2018) is to relocate the authority of planning and implementation of the development and security programs to the people as well as to establish the mechanism, through which peace, security and defense issues can be coordinated and discussed at the District levels. Wards are parts of Local government that are under ward officers (Mutahaba, 2012). These personnel oversee all safety, peace and security issues at this stage. District Security Committees (DSCs) at Local governments are responsible for fostering and maintaining a conducive atmosphere that is a pre-requisite to peace and security (Kilimwiko, 2020). However, for the local governments, officers such as Ward Executive Officers, Ward Chancellors and Ward Police Officers at ward levels forms the operational personnel that foresee, implement and ensure peace and security at ward level (Mzee, 2018).

There are no evidence of assessment documents and evaluations done specifically for Arusha City Council (ACC) and therefore it is not easy to realize the roles of ward officers in maintaining peace and security this level. Many people complain about poor security of community in terms of personal security, properties the general atmosphere of policies and procedures regarding the ward officers in enhancing peace and security of people at ward level. These circumstances lead to poor security

in each ward managed by the Ward Officers (WO), therefore the study evaluated the role of ward officers in maintaining community peace and security, taking an experience from Arusha City Council.

1.3. Study Objectives

This part presents the general objective of the study, the specific objectives and the research questions that guide this study.

1.3.1. General Objective

The general objective of the study was to evaluate the role of ward officers in maintaining community peace and security in Arusha City Council, Arusha Tanzania.

1.3.2. Specific Objectives

The specific objectives of the study are as follows:

- (i) To find out peace and security threats experienced by ward officers in Arusha City Council
- (ii) To identify strategies used by ward officers in maintaining community peace and security in Arusha City Council
- (iii) To find out the effectiveness of the strategies used by ward officers in maintaining community peace and security in Arusha City Council.
- (iv) To identify challenges faced by ward officers in maintaining community peace and security in Arusha City Council

1.3.3. Research Questions

In addressing the problem, the following research questions guided the study;

- (i) What are the peace and security threats experienced by ward officers in Arusha City Council?
- (ii) What strategies are used by ward officers in maintaining community peace and security in Arusha City Council?

(iii) To what extent are the strategies used by ward officers effective in maintaining community peace and security in Arusha City Council?

(iv) What are the challenges faced by ward officers in maintaining community peace and security in Arusha City Council?

1.4. Significance of the Study

The study may serve as a good source of knowledge to ward officers and other government leaders, which may enable them to find out challenges and gaps that hinder maintenance of community peace and security. The findings of the study may add as a source of an empirical review to upcoming scholars and researchers to consolidate their studies. However, policy makers and politicians may make use of this study for political reforms of the structure, power and authority in both central and local government on issues related to peace and security of the citizens at local governments.

1.5. Scope of the Study

The scope of the study was limited to 25 Selected Ward in Arusha City; hence, the study included ward officers present in each ward in Arusha City council who are involved in District Security Committees. This research work was conducted in Arusha City council, one of the councils of Arusha region and it evaluated the role of ward officers in maintaining community peace and security in the wards. Proposed population are Ward Officers in Arusha City Council who was selected to make up a sample size of 40 respondents

1.6. Limitations of the Study

The researcher anticipate to encounter a number of limiting factors. However the main limitation expected most is that, some of the Ward officers might not show maximum participation during data collection as some of them were busy with various works and responsibilities. This made the process of data collection to become difficult and might took long time, and consequently it was expected that

some of the respondents won't return their questionnaires. In order to manage this problem, the researcher visited the groups of respondents in their work stations and request the appointments for data collection and used hired means of transport to reach the venues in time.

1.7. Organization of the Study

This dissertation is organized into five chapters namely; chapter one, which consists of the entire introduction to the study with sub headings; background to the study, statement of the problem, purpose of the study, specific objectives and research questions, significance of the study, conceptual framework and limitations of the study. Chapter two that concerned with review of related literature that outlines the theoretical review, the literature of previous studies by other researchers, research gap and the conceptual framework. Chapter three consists of the research methodology which includes research approach, research design, area of study, target population, sampling techniques, data collection techniques and procedures, validity and reliability, data analysis and research ethics. Chapter four covered the presentation of research data and discussion of findings, where by Questionnaire return rate, demographic information of respondents and presentation of research findings based on research objectives formed the major portion of the chapter. Chapter five have drawn out conclusions, listed policy implications, gives recommendations and lastly it provided critical evaluation of the entire study. However, this dissertation is attached with the data collection tools and research permits as appendices.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The chapter presents theoretical and empirical literature review according to the study objectives. It is divided into main four parts, namely theoretical literature review, review of empirical studies, the knowledge gap and the conceptual framework as well as the chapter summary. The researcher examined critically other studies related to this study and incorporate the findings obtained in informing the current study.

2.1. Definition of key Terms

2.1.1. Ward

A Ward is an administrative structure for one single town or the area of District or portion of a bigger town (Urban Wards) and are composed of several villages in rural areas (URT, 2022). Also the area of ward is divided into village/cluster consisting of a number of households which the urban authority may determine. A village is the lowest government administrative structure at the community level. In an urban area, a cluster (mtaa) can include a number of streets.

2.1.2. Ward Officers

Ward Officers are the administrative officials to the ward who include Ward Executive Officer, Ward Education Officer, Ward Development Officer, Ward Agricultural and fishing Officer, Ward Health Officer, Ward Security /Police Officer and Ward Councilors (Shivji & Petter, 2017). Among the responsibilities of ward officers are to executive and advise the village council and its committees in social development planning and Implementation of development plans, to oversee the revenue and expenditure of the ward Council, Protectors of peace and administrator of Good Governance in the ward, translating policies, procedures and overseeing the implementation of by-laws Councils in the

ward, and to coordinate and prepare reports on the implementation of work in the ward and submit them to the district council (Shivji & Petter, 2017).

2.1.3. Community

A community is a social unit (of people) with commonality such as place, norms, religion, values, customs, or identity. Communities may share a sense of place situated in a given geographical area (e.g. a country, village, town, or neighborhoods) or in virtual space through communication platforms (URT, 2022). It is a social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage. A community emerge as a group of people with diverse characteristics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings (Shivji & Petter, 2017).

2.1.4. Peace and Security

The term “peace” is often equated with harmony and lack of conflict or violence. In common usage, it is generally regarded as a state toward which humans should strive. Despite an assumed shared understanding of the word, peace usually embraces different connotations depending upon the context in which it is used and the person using the term. In order to clarify some of this conceptual confusion, Johan Galtung, a prominent peace researcher, identified a distinction between positive peace and negative peace, where negative peace means simply an absence of war or direct physical violence. Positive peace is necessarily more complicated. If negative peace is a peace defined by the absence of (direct) violence, positive peace denotes the presence of conditions for political equality and social and economic justice (Galtung, 2016). Positive peace acknowledges and challenges the structural conditions in society that inhibit the ability of individuals or groups to achieve their potential. Thus, Galtung’s concept of positive peace highlights a more holistic definition of peace (Galtung, 2016).

Security is protection from, or resilience against, potential harm (or other unwanted coercion) caused by others, by restraining the freedom of others to act (Rogers, 2018). Human security can be said to have two main aspects. It means, first, safety from such chronic threats as hunger, disease and repression. And second, it means protection from sudden and hurtful disruptions in the patterns of daily life – whether in homes, in jobs or in communities (United Nations Development Programme (UNDP), 2017). The list of threats to human security is long, but most can be considered under several main categories: Economic security, Food security, Health security, Environmental security, Personal security, Community security and Political security (Rogers, 2018).

2.2. Theoretical Literature Review

This section encapsulates the theoretical literature review of the study. This study is guided by the good governance theory introduced by World Bank in 1992 after its publication titled “Good Governance and Development” (Ekundayo, 2017).

2.2.1. Principles of Good Governance Theory

Governance is an umbrella term that can be applied to security generally to explain how international, national and local actors all play a role in shaping decisions about security and their implementation (Daniel, Adeola, & Nchekwub, 2014). According to the World Bank good governance and development guidelines of 1992, the main principles of good governance theory are as follows (Lateef, 2016; Ekundayo, 2017):

Participation

This is an essential element of good governance theory that bring about the involvement of all adult in the politics prevailing in her or his society through direct participation by individual citizens or indirect participation through their recognized representatives. Daima Associates (2019) echoes the World Bank’s view on the principle of participation as a principle of good governance theory.

According to them, security participation in good governance entails citizen participation in security policies which makes it possible to observe over time a process of change in the creation of public safety and security actions. It is the degree of involvement of the community in the election of their security leaders and ultimately their representatives in government. Participation, as a core characteristic of good governance in security arena, stipulates every adult must have a say in the process of making decisions by either him or her directly or by his or her recognized security representatives (Lateef, 2016).

Rule of Law

Good governance theory establishes principles that pledge equity, fairness along with justice in the society. Good governance theory insists on inclusive entrenchment of individual and group rights and unbiased adherence of the laws, which in turn call for an independent judiciary as well as an impartial and morally upright Police Force (IFAC, 2013). The rule of law also emphasizes that it is the law that rules not man. Ensuring democratic governance of the safety and security sector, on the basis of the rule of law and respect for human rights, is crucial to securing the peaceful and sustainable development of communities in a variety of contexts. Therefore, the laws of the land should be fair, impartial and no respecter of any body. There must be emphasis on fairness to all as well as impartial enforcement of laws and rights (Lateef, 2016).

Transparency

World Bank guidelines on good governance and development of 1992 as cited in Ekundayo (2017) emphasizes that there must be transparency in the process of decision-making such that the ultimate decisions reached as well as the observance of such decisions must be carried out in compliance with rules and regulations. The transparency principle stipulates that sufficient information must be freely disseminated through an approach and medium that can be easily understood, and should be

directly to the people that will be affected and who will ensure observance (Lateef, 2016; Ekundayo, 2017). Therefore, to guarantee good governance practice, effective governance of the security sector is based on sustaining security institutions that are transparently managed according to codified standards and practices. It follows that, at local government, government policies should be formulated in such a way that citizens can easily develop confidence in their intentions on community peace and security, and these policies should be openly disseminated to the entire citizenry (Ekundayo, 2017).

Responsiveness

The capacity as well as the flexibility of the government to deal with along with accommodating societal change is referred to as responsiveness. Responsiveness as a principle of good governance in the light of community peace and security, requires that all institutional security processes should serve all concerned citizens in the society within an appropriate period. This means leaders at local government should ensure and have the ability and elasticity to accommodate rapid changes in the society about peace and security, with due consideration to the views of communities and societies on what should be the overall interest of the general public about peace and security welfare and also with the will to constantly re-assess its activities in the society (IFAC, 2013). From World Bank guidelines on good governance and development of 1992 perspective it is the reality that change is the only everlasting feature of any society security aspect along with it is predestined (Lateef, 2016). Therefore, good security governance at local government level through the principle of responsiveness is essential to accommodate foreseeable changes based on, and responsive to, people's security and safety needs; (IFAC, 2013).

Broad Consensus

In any given society, there are several viewpoints regarding safety and security, as there are several actors (individuals or groups). Good governance practice requires consensus orientation; coalition

building along with mediation among the diverse interests in addition to social forces in society in order to have a common agreement as far as overall security interest can be defined and achieved (IFAC, 2013). In addition, Mutahaba, (2012) added that, broad consensus emphasizes general agreement on socio-economic and political issues, such as security, human development as well as its attainment. However, the principle of consensus in safety and security dimension can only be achieved through a proper knowledge of the history, culture and sociology of a society regarding their safety and security experiences.

Equity and Inclusiveness

According to World Bank guidelines on good governance and development of 1992, equity and inclusiveness is a principle that guarantees dignity of a person, equal rights along with freedom from any discrimination. It is all embracing and encompassing for all members of the society. It also emphasizes the well-being of the society, which is generally nurtured by the sense of belonging to the society by all citizens as well as a feeling of belongingness as stakeholders in the society (Lateef, 2016). This principle stipulates that the various groups especially the most susceptible to attack must not only be protected and given opportunity to enhance their well-being (IFAC, 2013) .

Effectiveness and Efficiency

Effectiveness is primarily the process of doing right things while efficiency is primarily the process of doing things right (Cole & Kelly, 2017). Therefore, the principle as it applies to good governance have been described by the World Bank guidelines on good governance and development of 1992 as the principle of doing right things and doing things right within the society by the government, using the resources available. It emphasizes that leaders must come up with action plans which address the safety and security necessities of the society by putting the available resources into the best use. Whereas, efficiency as an element of good governance theory embraces the long-lasting

use of God-given resources of the society and most especially human safety and environmental protection, the principle of effectiveness emphasizes the good use of the natural resources of the society by the government is solving people's needs and cater to various safety and security matters (Cole & Kelly, 2017).

Accountability

The principle emphasizes that all actors, particularly those in government, business, voluntary agencies, civil-societies, among others are to be made answerable to the society (Raymond, 2015).

The principle stipulates that political actors and civil servants are to be made answerable to the society for their actions. Hence, public officials including elected and appointed are to be accountable for their political actions and answerable to the source or organ from which their power originates. According to Cole and Kelly (2017), the principle of accountability in the safety and security sense, emphasizes legal and institutional framework that is accountable to the authorities and to the population and answerability for the use of resources and assets earmarked for safety and security, subject to the laws and their requirements.

2.2.2. Relevance of Good Governance theory for this Study

The purpose of local government is to provide an organized system where local government leaders exercise their power and responsibilities to work together for peace, order and good governance of their citizens (Daniel, et al., 2014). As part of their duties, ward offices (WOs) are expected to work toward improving security, social, economic, and environmental viability and sustainability for the benefit of their wards and provide overall quality of life for the people who reside and live in their communities. Security good governance in wards is therefore crucial for development of social, economic, and environmental viability at local government such municipal councils. Having analyzed the critical factors for good governance theory by World Bank developed in 1992, the position of

Tanzania, Arusha City council in particular in terms of good or bad governance in community safety and security can be better understood through a scientific evaluation that are guided by principles of good governance. Good governance theory in its political, economic and social dimensions, underpins sustainable human development, mass participation, economic empowerment and poverty reduction of citizens in local communities. To realize the benefits of good governance theory, officers in wards and Local councils (such as ward executive officers, Ward Councilors, Ward Education Officers, Ward Development Officers, Ward Agricultural and fishing Officers, Ward Health Officers and Ward Security /Police Officer) should practice and implement effectively the principles of good governance theory provided by World Bank to ensure community safety and security at its best (IFAC, 2013; Ekundayo, 2017).

This study aim to investigate the role of ward officers in maintaining community peace and security in Arusha City Council good by identifying strategies used by ward officers in maintaining community peace and security, finding out the effectiveness of such strategies and identify challenges faced by ward officers in maintaining community peace and security in Arusha City Council.

2.3. Review of Empirical Studies

Other researchers may have investigated certain aspects of the current research topic or those related to the topic. This section therefore analyzes and discuss those studies, and show how the findings of those studies relate to the purpose and objectives of this study.

2.3.1. Peace and Security Threats Experienced by Ward Officers in Local Government

Arisukwu, et al., (2020) conducted a study that presents the benefits of using qualitative and quantitative methods of data collection to unravel the potentials inherent in informal crime prevention and control in rural localities in Nigeria. The social capital theory was used to bring out the benefits

of community participation in crime control in rural Nigeria. Findings from the study indicated high theft cases as common crime in rural Nigeria. Youths were observed to constitute greater percentage of suspects at police stations for crime. Unemployment and poverty among the rural populace especially youths were responsible for these criminalities. The absence of social infrastructure, inadequate police presence and government support to unemployed youths made the crime situations worse in rural areas. There was low level of community interactions with the police in crime prevention and control in rural Nigeria. Thus the major peace and security threat learned from Arisukwu, et al., (2020) study from rural localities in Nigeria is the theft cases. The current study looked for more security threats experienced in local government in Tanzania experience especially in Arusha City council.

A study conducted by Donnermeyer (2019) reviewed literature to gain greater understanding of crime and of citizens' perceptions of both the police and of safety and security in any kind of environment, from the smallest villages to the largest cities in the world today. The study found that rural communities throughout the world (through three core elements associated with all communities, and six reciprocal relationships) has key rural criminological issues, including: drug production, trafficking, and misuse; agricultural crime; and violence against women. It addresses an emergent and very important issue in the study of rural crime, and one can be seen in all of the articles in this study. The study concludes with a small set of recommendations for the advancement of research and theory in rural safety and security.

Lambert, et al., (2018) conducted a study in India local communities aimed to identify major security threats experience by local citizens in New Delhi. The study collected Data from 456 participants from 18 different village chairpersons who were randomly selected. The study findings showed that, rural communities face unique fire risks. The distance between communities and between residents

within those communities' results in challenges related to fire. The study found that, fire death rates in rural areas were very high. Additionally, loss of property and livestock have an extreme emotional and economic impact on residents in the local area in New Delhi. The study enumerated common fire problems in rural areas to be; heating in residential structure, fixed heaters, including wood stoves, damaged electrical equipment and many homes do not have working smoke alarms increasing risk of death in a fire.

A study conducted by Dotto (2016) investigated factors which contribute to drug abuse among students in secondary schools around Arusha Municipality. The study was mainly qualitative, involving descriptive survey research design and supported by the quantitative approach. Using both stratified random and purposive sampling procedures, a sample size of 233 respondents was used. The study established that students enormously abused alcohol, tobacco/cigarettes, miraa/mirungi and bhang and, consequently, students who abused drugs displayed indiscipline behavior at school. Causes of drug abuse are mainly the influence of socialization, i.e. family relations, type of friends, peer pressure and identity and imitation from parents who use drugs. The study recommends that an awareness Programme should be organized in secondary schools and in the media to educate students on the effects of drug use.

Oswald (2019) conducted a study with the main objective to examine what is being done by Tanzania LGAs in protecting women from domestic violence threat. The study aimed at examining what kind of Domestic Violence against Women is more rampant and how do Local Government Authorities Address Domestic Violence, and the challenges they face in protecting Women against Domestic Violence. The researcher deployed a case study research design and involved 115 respondents from the designated special desks police officers, social workers and affected women and men. Both qualitative and quantitative methods were used. The findings of the study revealed that domestic

violence threat is rampant within Kinondoni Municipality and it affects more women and children compared to men. On the other hand, LGAs are not actively engaged in the protection of women against domestic violence threats and this is attributed to little resources including the budget, lack of a clear platform and engagement between the LGAs and women based civil society organizations. The study recommended on strengthening women committees at the community level, allocation of more funds and training of social workers and designated gender desk police officers towards provision of protection against domestic violence education.

Shema (2020) study, analyzed the effects of Corruption on Socio-Economic Security of Musanze District, Rwanda. It aimed at identifying the types of corruption, establishing the corruption status, finding out the corrupt institutions, establishing corruption effects, as well as suggesting strategies for fighting corruption in Musanze District. The study was descriptive and applied the mixed methods approaches and the population was all institutions in Musanze District where 51 respondents were selected as a sample. Findings indicated that the corruption occurred in various forms including sex corruption (17.6%), corruption status was high (49%), mostly occurred in public institutions (District authorities, 20%) caused by lack of accountability (28.6%), and its effects included poor quality service delivery (24.5%). It was concluded that various forms of corruption existed in Musanze District at a high status in public institutions, with varying causes and effects that hampered the socio-economic security.

2.3.2. Strategies Used By Ward Officers in Maintaining Community Peace and Security

Yunus (2021) conducted a study that aimed at evaluating the effectiveness of community policing strategies in crime management in Dadaab Refugee Camp in Kenya as a case study. Among the specific objectives of the study to evaluate the effectiveness of community policing strategies with regard to crime management and analyzing the challenges facing community policing as a crime

management initiative. The study was informed by the Broken Windows Theory which assumes that if trivial crimes are not addressed by communities, they will result to dangerous crimes. The target population for was the refugees and the senior police in Dadaab Refugee Camp. The research design adopted was cross sectional survey in which both qualitative and quantitative methods of data collection were employed. The study found that utilization of neighborhood watch, neighborhood town meetings, utilization of civilian education, and decentralization of the police authority were the most effective community policing strategies adoption in Dadaab Refugee Camp. The results further indicated that community policing adoption, community policing strategies used, and crime management in Dadaab Refugee Camp were positively and significantly related. Although Yunus (2021) study brought in insights for strategies used in maintaining peace and security, it's worth mentioning that his study only involved a refugee camp whose safety and security environment could be specific compared to residential ones.

A study conducted by Johansen (2017) aimed at developing a grand strategy for peace and human security by reviewing multilateralism and international organizations guidelines from research, theory, and experience on peace and security studies. Findings revealed that community-based policing, traditional approaches to justice and reconciliation, recognizing the potential reasons for crime in localities and organizing community emergency response and violence intervention groups were the main strategies strategy for peace and human security employed in various local communities.

From United States, a study conducted by Jan, et al., (2017) enumerated various Strategic Approaches to Community Safety Initiative (SACSI) in 10 U.S. Cities. The study was a cross-site comparison of the ten sites, concentrated on documenting and assessing partnership formation and dynamics, strategic planning, problem-solving activities, the integration of research, program

longevity, and program impact based on local reports. The SACSI strategies in each city were developed and guided by multi-agency, multidisciplinary core groups, with strong and effective leadership provided by U.S. Attorney's Offices. Findings showed that, Nine of the 10 SACSI sites targeted homicide and other serious violent crimes, with a pronounced emphasis on those involving firearms. Memphis was the exception, where the SACSI partnership focused on reducing rape and other sexual assaults. The study also found that the SACSI approach, when implemented strongly, is associated with reductions in targeted violent crime in a community, sometimes as much as 50%. Successful elements of the SACSI approach include the leadership provided by U.S. Attorney's Offices, the integration of research, collaborative strategic planning by broad-based core groups, and a range of intervention strategies implemented by working groups. Although the study was conducted by taking a comparison experience on safety and security strategies in a developed country, the United States, the findings shed light to the current study that seek to identify strategies that can be used by ward officers in maintaining community peace and security in Arusha City Council.

The study by Mussa (2023) sought to establish strategies used for crime prevention in Urban District, Zanzibar using the descriptive study design. Data was collected from 83 respondents using a questionnaire. Data was analyzed through descriptive statistics. The study concludes that the Urban District utilized improvement of information literacy level to community members, placement of central camera televisions at frequently visited areas, supporting community patrol officers with amounts of money to buy patrol equipment, private security guards for crime prevention and provision of certificates to recognize community members' participation as crime prevention strategies. However, the study area did not use cleaning, festivals and sports, volunteering to patrol at crime spot area and mobile telephones for members to guard each other as crime prevention strategies.

2.3.3. Challenges Faced in Maintaining Community Peace and Security in Local Governments

In Sri Lanka, a study conducted by Chamindi, Dilanthi, & Richard (2016) aimed to discover the hindrances for local governments in creating disaster resilient built environment within cities and to propose ways of overcoming the identified security limitations. A total of 15 semi-structured interviews were conducted among experts from Sri Lanka who are involved in disaster management, local governments and built environment fields of study. The interviews were conducted with the intention of gaining expert knowledge pertaining to security of the local communities. The interviews were mainly designed to capture the current practices for instigating security initiatives within Sri Lanka, the role of local governments in creating a disaster resilient built environment and the associated security challenges, and ways of overcoming such challenges to ensure an effective contribution to city safety resilience. Findings showed that, the challenges were categorized under eight main themes: legal framework; lack of adequate tools, techniques and guidelines; human resource constraints; funding constraints; weaknesses in the internal systems and processes; weaknesses in the external systems; community engagement; and other challenges. The study analyses these challenges in detail and proposes a set of recommendations to overcome the challenges. However, Chamindi, Dilanthi, & Richard (2016) study provides a descriptive analysis of how the Sri Lankan local government sector could overcome the underpinning challenges of security that contributing to disaster resilience in the built environment and no comparative studies were conducted within other geographical areas.

A study conducted by Oswald (2019) at Kinondoni Municipal, in Tanzania aimed at identifying the challenges facing public and private security Groups in maintain security in the society. In realizing the set objective, this study employed a case study research design where the purposive and simple random techniques were used to select the respondents. The questionnaires, interviews and

observation were the instruments used for data collection from 45 respondents. The findings show that, the public and private security groups play a greater role on enhancing the security in the society. It was found that, common challenges reported for security guards include lack of cooperation between guards and clients, power cut, long working hours, long distance to the working station, shortage of and poor weapons, poor working condition, conflict among the security guards themselves. Challenges reported for administrators include communication breakdown between the guards and the control room, failure of electronic equipment, shortage of motor vehicles, high labor turn over and poor salary. As for clients, the challenges reported include lack of full trust with the guards, the change of guards and poor weapons. These findings imply that criminal incidents would continue despite the presence of PSCs.

The main focus of the study conducted by Gabagambi & Wei (2018) was to examine the challenges facing local government leaders in delivering public security service in Bukoba Municipal Council in Tanzania. In this study the researcher used qualitative and quantitative method as an instrument of data collection in which questionnaire observation and interview was been used, where 300 respondents from local government employee, non-local government employee were involved. The finding reveal that inadequate funding, poor leadership, corruption, unqualified and undedicated workers, shortage of resources among others as major challenges facing local government leaders in efficient and effective public service delivery especially security services.

Daniel, et al. (2014) deployed the case study design and used secondary data to examined the challenges faced by local governmental agencies in maintaining community peace in Nigeria. The findings revealed that manifestation of unethical behaviour amongst public officials is the major challenge hindering governmental agencies in maintaining community peace in the country. Similarly, the World Bank report on security governance of 2019 insisted that local government

officials faced a number of security challenges that can only be resolved by making reforms in key areas to improve transparency and accountability. As a consequence, corruption has been a serious problem leading to poor performance of local governmental officials and caused security threats across the country and the study saw that public security officials are rarely recruited based on quality and transparency. Consequently, Daniel, et al. (2014) recommended the need for the government to fortify the existing anti-corruption agencies to enable them enforce proper ethical standards to improve security in local government communities.

Anowar (2018) conducted a study on good governance and security related issues and sustainable development in the security sector in local governments in Bangladesh. An explanatory design was used as well as extensive literature review and secondary sources. It was discovered that democracy and governance in local governments in Bangladesh is still plagued with violence, corruption, outdated policies, human rights abuse, and absence of rule of law, non-accountability and heavy politicization of all government institutions including the judiciary. It was recommended that a strong political leadership with commitment to fight against deep-rooted corruption, non-accountability, non-transparency and inefficiency in the security sector is imperative for establishing good governance and for ensuring the sustainable development of both public and private sectors.

Asiimwe and Steyn (2017) assessed obstacles hindering the effective security governance by local government leaders in Uganda. Qualitative and quantitative approaches were used and data was collected using interviews, questionnaire and the focus group discussions method. Data was coded and analysed by statistical package of social science. The study revealed that the key obstacles to effective security governance by local government leaders in Uganda were internal politics, lack of enough security officers and police, bureaucracy in police procedures, conflicting security values and

cultures among communities, inadequate funding and corruption among security officers. The study recommended that internal politics, bureaucracy in police procedures and corruption among security officers should be reduced to improve security governance by local government leaders in Uganda.

Dayanandan (2018) applied a survey design to assess security challenges and its impact on the performance of local community leaders in Ethiopia. The study used the random sampling technique to get a sample of 125 members from eight Wards around the Capital city of Ethiopia, Addis Ababa and collected data by means of a semi-structured questionnaire. Descriptive and inferential statistics in addition to binary logistic regression model were deployed to analyse data through SPSS (version 20). It was revealed that insufficient community participation, corruption, lack of awareness about security threats in addition to lack of local security leaders awareness were the reasons for weak performance of local community leaders in the study area. The binary logistic regression model results show that insufficient community participation, corruption, lack of awareness are predictor variables with significant on the impact of performance of local community leaders, which calls for proper attention on the part of the stakeholders in maintaining effective security practice in Addis Ababa, Ethiopia.

2.4. Research Gap

There is general agreement that when local government leaders such as Ward Officers (WOs) practices good governance in peace and security areas, make a substantial difference to the quality of services and administration in their place of work. WOs are regarded as only closer government entity when it comes to having an influence on achieving a safe and secured climate at local governments ((Arisukwu, et al., 2020; Donnermeyer, 2019; Lambert, et al., 2018; Dotto, 2016; Oswald, 2019; Shema, 2020).

Various researches have shown that there were strategies used in local governments across different countries in maintaining community peace and security. Such strategies include; utilization of neighborhood watch, neighborhood town meetings and utilization of civilian education by Yunus (2021), community-based policing, traditional approaches to justice and reconciliation, organizing community emergency response and violence intervention groups (Johansen, 2017). Other strategies include; information literacy level to community members, placement of central camera televisions at frequently visited areas, supporting community patrol officers as well as using of private security guards for crime prevention (Mussa, 2023).

Literature about challenges faced in maintaining community peace and security in local governments was also reviewed and from different parts of the world and in Tanzania in particular. Such studies informed that, major challenges includes; Poor legal framework; lack of adequate tools, techniques and guidelines; human resource constraints; funding constraints; weaknesses in the internal systems and processes, lack of cooperation, conflict among the security guards, shortage of motor vehicles, poor leadership, corruption, poor weapons (Chamindi, Dilanthi, & Richard, 2016; Gabagambi & Wei, 2018; Daniel, Adeola, & Nchekwub, 2014).

Reviewed studies have described the peace and security threats experienced in local government, the challenges faced in maintaining community peace and security and the strategies used in maintaining community peace and security at in local government level in general. Nevertheless, none of the reviewed has evaluated the role of ward officers in maintaining community peace and security at local government level, specifically in Arusha City Council. Thus, the current study was conducted in Arusha city council, Arusha Region - Tanzania to evaluate the role of ward officers in maintaining community peace and security. The study is expected to contribute much into the body

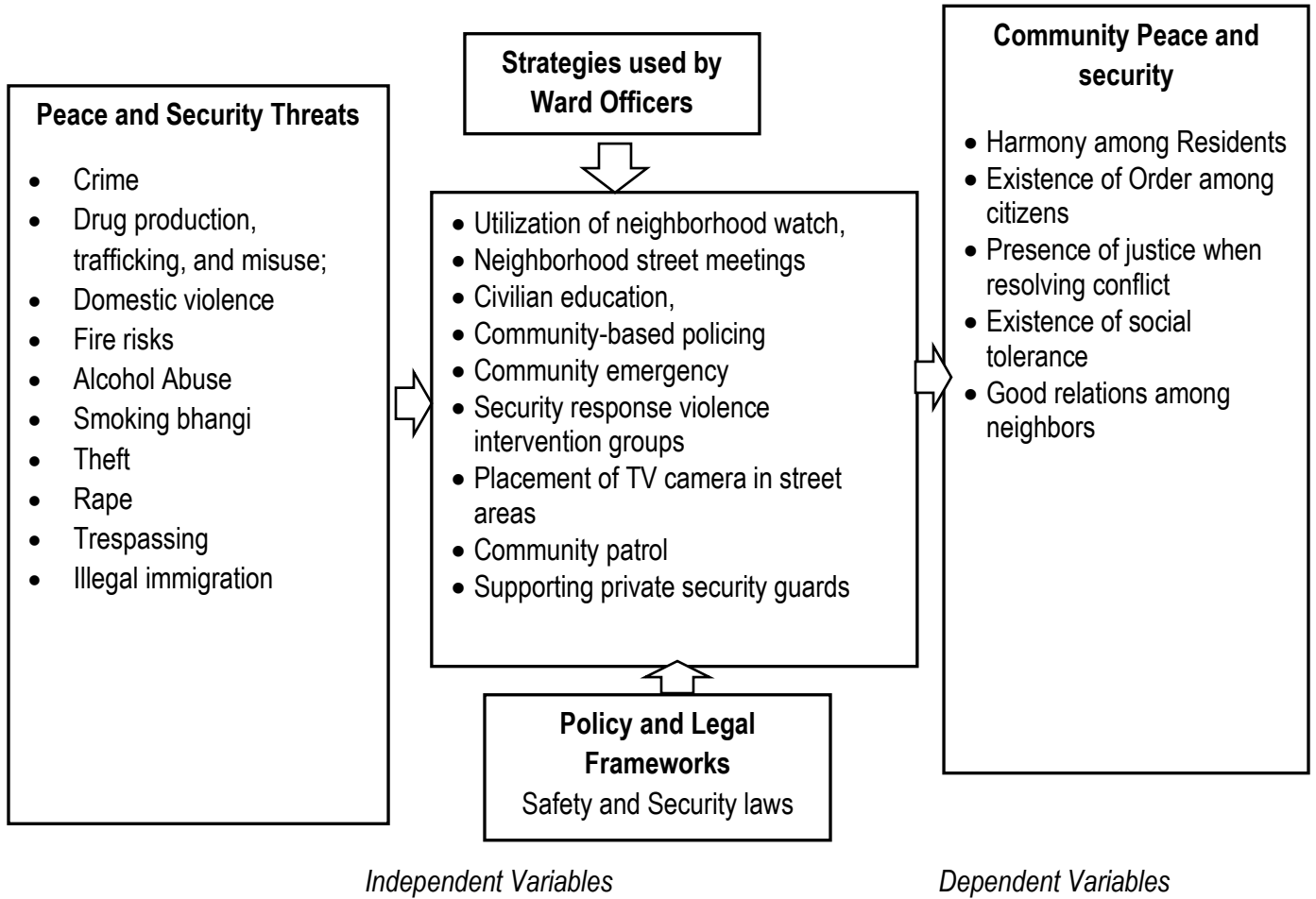
of knowledge enhancing local government leaders' roles in handling safety and security threats at local government and more specifically to WOs.

2.5. Conceptual Framework

Conceptual framework refers to the tool in research that aims at enabling the researcher develop awareness and understanding of the situation under scrutiny and to communicate it to the reader (Kothari, 2011). In this study, a conceptual framework in Figure 2.1 focus on addressing the interaction and relationship holding between community peace and security and the roles played by Ward Officers in terms strategies they use in combating peace and security threats. Community Peace and security is conceptualized to include aspects such as; Harmony among Residents, existence of order among citizens, presence of justice when resolving conflict, existence of social tolerance as well as good relations among neighbors.

Ward Officers at ward level in local government have roles to play in ensuring peace and security is at its best among the community (Haki na Usalama, 2017). By identifying security threats in their community (such as: crime, drug production, trafficking, and misuse, domestic violence, fire risks, alcohol abuse, smoking bhangi, theft, rape, trespassing, and illegal immigration), Ward Officers may utilize strategies to make sure the threats are resolved in order to restore community peace and security. Moreover, Ward officers are required to follow protocols in maintaining peace and security through adherence to the policy and legal frameworks such as safety and security laws.

Figure 2.1: Conceptual Framework for the Study



Source: Synthesis of Ideas from Literature Review, (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

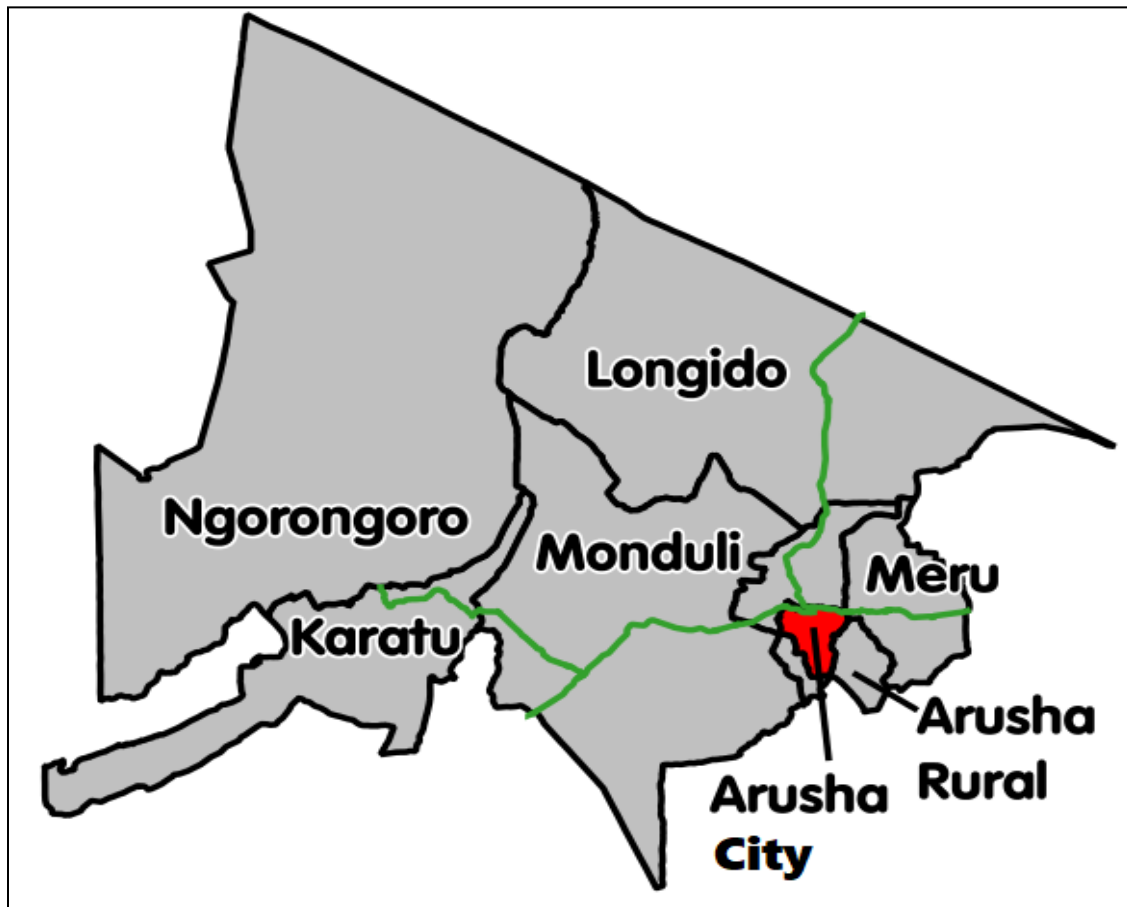
3.0. Introduction

This chapter presents research methodology and specifies the design that was used in collection of data. It is organized under the following parts: study area, research design, research approach, target population, sampling procedure and size, research instruments, validity and reliability of research instruments, data collection procedure, data analysis procedure and ethical considerations.

3.1. Study Area

According to Johnson and Christie (2019), area of study is the interdisciplinary field of research and scholarship pertaining to a particular geographical, national, and culture region. This study was conducted at Arusha City Council in Arusha. Arusha City Council is one of the seven districts of the Arusha Region of Tanzania, and it contains the regional and economic capital; the city of Arusha. It is bordered to the south, west and north by Arusha District and to east by Meru District. Researcher opted to involve the Arusha City Council due the availability of potential respondents who ware involved in the study.

Figure 3. 1: Arusha Region Map with Specification of Arusha City Council



Source: NBS, (2023)

3.2. Research Approach

According to Creswell & Creswell (2018) a research approach is the theory on how a research question must be analyzed. The current study employed a mixed research approach in order to collect information related to the study. According to Kothari, (2011) the use of both quantitative and qualitative approaches provides even better understanding of research study. Qualitative research approach considers collecting information from the participants in order to understand the phenomenon under the study from the perspectives of those involved in the research. This approach was used in order to have detailed account on the role of ward officers in maintaining community peace and security among the respondents. Quantitative research approach on the other hand contemplates numerical information from

the participants to establish descriptions that enable researcher to have better understand of the role of ward officers in maintaining community peace and security in terms of numerical primary data.

3.3. Research Design

This study used parallel convergent design in gathering data related to this study. Parallel convergent design is recommended for studies that involve collection of qualitative and quantitative data from respondents, then merging the results during the analysis (Creswell & Creswell, 2018, p. 293). The design also adopts quick tools for fast data collection such as questionnaires and structured interview guide to which the study used during investigation of role of ward officers in maintaining community peace and security in Arusha city council.

3.4. Sampling Design

The sample design provides information on the target and final sample sizes, strata definitions and the sample selection methodology (Creswell & Creswell, 2018). According to Kothari, (2011) sampling design generally refers to the technique used to select sample units for measurement. This part brings together the population and target population, sample frame, sampling procedures and the sample size.

3.4.1. Population and Target Population

Kothari, (2011) identifies population as a collection of individuals who share at least one common or organizing characteristic. The population for this study was all government workers at the offices of ward executive officers. However, target population for this study included the following:

- i. Ward Executive Officer,
- ii. Ward Health Officer,
- iii. Ward Security /Police Officer and
- iv. Ward Chancellors

There are 4 officers' posts at each ward which forms a target population in Arusha city council. There are 25 official wards in Arusha City Council to make total target population equal to 100 respondents. Such

target population is chosen because the researcher understands that they have rich data to expound the phenomenon of the role of ward officers in maintaining community peace and security being evaluated by the study.

3.4.2. Sample Frame

A sampling frame is a list of all the items in your population. It is a complete list of everyone or everything you want to study (Creswell & Creswell, 2018). This study sample frame was the list of ward officers involved in peace and security matters in exclusively all 25 wards around Arusha City council. These include the government workers as WOs as summarized in the table below:

Table 3.1: Summary of Sampling Framework of 25 Wards in Arusha City Council

S/NO.	WARD NAME	NUMBER OF WARD OFFICERS (S)
1	Olmoti	4
2	Olorieni	4
3	Sombetini	4
4	Kimandolu	4
5	Moshono	4
6	Them	4
7	Moivaro	4
8	Lemara	4
9	Daraja 2	4
10	Sekei	4
11	Baraa	4
12	Sinoni	4
13	Sokon 1	4
14	Levolosi	4
15	Muriet	4
16	Elerai	4
17	Osunyai	4
18	Kati	4
19	Terati	4
20	Kaloleni	4
21	Sakina	4
22	UngaLtd	4
23	Ngarenaro	4
24	Olasiti	4
25	Engutoto	4
TOTAL		100

Source: Preliminary Field study, 2023

3.4.3. Sampling Techniques

A sample is a small portion of a target population. Sampling means selecting a given number of subjects from a defined population as representative of that population (Kombo & Tromp, 2011). In this study, single stage cluster sampling technique was employed. The sampling technique chosen require that the given target population being divided into convenient clusters, randomly choosing the required number of clusters as sample subjects, and investigating all the elements in each of the randomly chosen clusters (Creswell & Creswell, 2018). Therefore, in this study there is a list of 25 wards that are the convenient clusters. Researcher randomly selected 10 clusters from which ward officers involved in security was investigated in those selected clusters. According to Kothari (2011) for small population, a sample of 30% or above can give a precise sampling size for accurate representation. $10/25 \times 100$ give 40%, which is greater than 30%.

3.4.4. Sample Size

Table 3.2 summarizes the expected sample size for the study representing the randomly selected ward clusters for sampling processes. They include 10 Wards of Arusha city council randomly selected from the sampling frame in the Table 3.1 above.

Table 3.2: Sample Size for the Study

S/N	Name of the ward	Number of the workers	Sample workers
01	Olorieni	7	4
02	Kimandolu	7	4
03	Themi	7	4
04	Lemara	7	4
05	Sekei	7	4
06	Sinoni	7	4
07	Levolosi	7	4
08	Elerai	7	4
09	Kati	7	4
10	Kaloleni	7	4
TOTAL		70	40

Source: Preliminary Field study, 2023

3.5. Data Collection Methods

Data collection is the systematic approach for gathering and measuring information from variety of sources to get a complete and accurate picture of an area of interest (Creswell, 2013). To legally collect data, researcher obtained a letter from the Institute of Accountancy Arusha addressed to Regional Administrative Secretary of Arusha Region asking permission to collect data in the study region. The same letter was submitted to the Arusha City director for the approval and permission for data collection from respective selected wards and from the respondents. Having accepted by the government authorities and got permission to collect data, the researcher visited the sampled wards and make prior arrangements with the sampled word officers in each ward for data collection. This study involved two (2) data collection instruments namely; questionnaires and interview guide. The researcher opted this combination of method for data collection because the use of more than one instrument helps to obtain adequate and relevant information for the study (Kothari, 2011)

3.5.1. Questionnaire

Questionnaire is the collection of items of which respondent is expected to react usually in writing (Creswell & Creswell, 2018). In this study, questionnaires was used to gather data from respondents. Questionnaires was distributed to 30 participants including ten (10) Ward Health Officer, ten (10) Ward Security /Police Officer and ten (10) Ward Councilors at each selected ward. In order to collect data from this group of respondents, researchers' self-constructed questionnaires was distributed each participant in this group of respondents. The questionnaires included both closed-ended questions and open-ended questions. According to Creswell & Creswell (2018) in closed- ended questions, the respondent is asked to select an answer from among a list provided by the researcher. The closed-ended questions was used because they provide a greater uniformity of responses and are more easily processed. In open-ended questions, the respondents were asked to provide their own answer to the question. During the data collection, each respondent was given a copy of the questionnaire to fill-in. Researcher preferred to use

questionnaires because it can be administered to a large group of individuals at the same time and respondents are free to express their views without being intimidated by the researcher.

3.5.2. Interview

According to Creswell & Creswell, (2018) an interview is basically a list containing a set of questions that have been prepared, to serve as a guide for interviewers, researchers and investigators in collecting information or data about a specific topic or issue. It is a form of qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas. In this study, the researcher conducted a face-to-face interview with ten (10) Ward Executive Officers (WEOs) in the 10 selected wards. The focus was to gain an understanding of the WEOs regarding role of ward officers in maintaining community peace and security local government level. The use of interview enabled the researcher to explore responses from the individual person, ask additional questions to clarify points, and, in general, to mold the interview to the situation. Typically, the interview is usually done with an unstructured format (Kothari, 2011).

3.6. Data Analysis Procedures

Data analysis is defined as critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns and relationship among the relating variables (Creswell & Creswell, 2018). In this study, quantitative data from closed end questions in questionnaire was analyzed with the aid of SPSS version 22 program for descriptive statistics and the results was presented in form of tables. Qualitative data obtained from interview schedule with WEOs was subjected to thematic analysis. The recorded interview discussion and responses from open-ended questions from the questionnaires was transcribed and analyzed in a descriptive form. This means reading through the transcripts, identifying emerging themes, and reoccurring ideas, which were coded. Coding involves categorically marking and referencing units in the text with labels as a way of indicating

similar patterns and meanings (Kothari, 2011).

3.7. Validity and Reliability of Research Instrument

The purpose of establishing reliability and validity in research is essentially to ensure that data are sound and replicable, and the results are accurate (Sekaran & Bougie, 2016). The evidence of validity and reliability are prerequisites to assure the integrity and quality of a measurement instrument. This part provides the description for ensuring the validity and reliability for this proposed study.

3.7.1. Validity of the Instrument

Validity refers to the degree to which an instrument accurately measures what it intended to measure (Creswell & Creswell, 2018). Thus, for the purpose of quality, the study instruments were refined through the comments from research experts from Institute of Accountancy Arusha, researchers' supervisor and fellow students. The expert opinions were used to make necessary correction on the instruments to ensure they are valid. The purpose was to make the instruments focus on capturing required information from respondents that answered the research questions.

3.7.2. Reliability of Instruments

According to Omari, (2011) reliability refers to the degree to which an instrument yields consistent results and lesser the variation produced by an instrument on subsequent trials the more reliable it is. In the current study, quantitative data from questionnaires, Cronbach's Alpha was used to measure the reliability or internal consistence of the Likert type items using the pilot study for 10 ward officers in the wards not selected for the actual research purpose. The data obtained was analyzed using SPSS program version 22. The reliability test was done through split half method to obtain reliability correlation coefficient (α).

It was found that the overall reliability statistics on reliability correlation coefficient for questionnaire items was 0.85. According to Creswell & Creswell (2018), reliability is considered conventional if Cronbach

Alpha (α) is from 0.7 to 0.9. Hence the instruments were considered reliable enough and thus, the researcher used them for field data collection.

3.8. Ethical Considerations

Ethical considerations in the process of data collection are highly recommended. Without research ethics, trustworthiness will be questioned (Creswell & Creswell, 2018). In this study, the researcher observed ethical issues such as avoiding plagiarism during the proposal and the entire research writing. The researcher ensured to get research permit during data collection and ask informed consent from respondents to participate in the study. Researcher assured all participants that the dissertation document would be readily available for them to read and that their participation is voluntary. The study ensured confidentiality to all respondents by asking them not to write their names, identify of the wards from which they operate on any part of instrument to safeguard the impact of the report on the respondents' carrier. This study highly observed professionalism and the researcher ensured that respondents are respected and thus personal matters were not questioned. Additionally, the researcher reported the findings gathered in this study objectively and honestly.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0. Introduction

This study intended to evaluate the role of ward officers in maintaining community peace and security in Arusha City Council, Arusha Tanzania. This chapter presents analyses and discussion of data obtained through interviews and questionnaires from the field. The chapter is organized into three sections. Section one presents the questionnaire return rate; section two highlights on the demographic characteristics of the respondents; and section three presents and discuss findings based on research objectives namely; To find out peace and security threats experienced by ward officers, to identify strategies used by ward officers in maintaining community peace and security, to find out the effectiveness of the strategies used by ward officers in maintaining community peace and security and to identify challenges faced by ward officers in maintaining community peace and security in Arusha City Council.

4.1. Questionnaire Return Rate

The study targeted Thirty (30) respondents who were to respond to the questionnaires. Ten (10) Ward Health Officer, ten (10) Ward Security /Police Officer and ten (10) Ward Councilors responded to questionnaires. A total of twenty nine (29) questionnaires were fully filled and returned. Only one (1) questionnaires from one (1) Ward Councilors was not returned, as he travelled out of country for official responsibilities. Thus, the questionnaire return rate was 96.6%, which was adequate to work with.

4.2. Demographic Information of Respondents

This sub-section presents the demographic information of research participants. Collection of data relating to demographic information of participants was done using the questionnaire. The demographic characteristics of participants required the respondents to indicate their position as ward Officer, gender, age, education Level and experience as a Ward Officer. This was analyzed to discover the demographic

characteristics of the participant for the present study.

As presented in Table 4.1, findings show that, the current study involved 10 (25.6%) Ward Security Officer (WSO), 10 (25.6%) Ward Executive Officer (WEO), 9 (23.1%) Ward Councilor (WC) and 10 (25.6%) Ward Health Officers (WHO), whereby 23 (59%) were male and 16 (41%) were female. This imply that majority of participants of this study were male.

Table 4. 1: Demographic information of respondents

Variable	Options	frequency	Percent (%)
Position as ward Officer	Ward Security Officer (WSO)	10	25.6%
	Ward Executive Officer (WEO)	10	25.6%
	Ward Councilor (WC)	9	23.1%
	Ward Health Officers (WHO)	10	25.6%
	Total	39	100%
Gender	Male	23	59.0%
	Female	16	41.0%
	Total	39	100%
Age	Between 20-30	1	2.6%
	Between 31-40	16	41.0%
	Between 41- 50	13	33.3%
	Above 50 years	9	23.1%
	Total	39	100%
Education Level	Certificate	0	0.0%
	Diploma	14	35.9%
	Bachelor Degree	19	48.7%
	Master Degree	6	15.4%
	PhD	0	0.0%
	Total	39	100%
Experience as a Ward Officer	Less than 3 years	11	28.2%
	Between 3-5 years	11	28.2%
	Between 6-10 years	15	38.5%
	Above 10 years	2	5.1%
	Total	39	100%

Source: Field Data, 2023

4.2.1. Position as ward Officer

As presented in Table 4.1, findings show that, the current study involved 10 (25.6%) Ward Security Officer (WSO), 10 (25.6%) Ward Executive Officer (WEO), 9 (23.1%) Ward Councilor (WC) and 10 (25.6%) Ward Health Officers (WHO),

4.2.2. Respondents by Gender

From Table 4.1 findings show that 23 (59%) ward officers who participated in the current study were male while 16 (41%) were female. This shows a fair representation of all gender in the sampling, and this implies that more male ward officers in Arusha City Council participated in the current study than female ward officers.

4.2.3. Respondents by Age

Concerning ward officers' age, exploratory data in Table 4.1 indicate that majority 16 (41.0%) were of the age between 31-40 years, 13 (33.3%) between 41-50 years, 9 (23.1%) were above 50 years of age and only 1 (2.6%) was of the age between 20-30 years. This imply that, majority of respondents were more than 30 years of age, which means were mature enough and it was possible for them to provide appropriate responses to the study.

4.2.4. Respondents by Education Level

On ward officers level of education, Table 4.1 shows that majority 19 (48.7%) of participants had a bachelor degree, 14 (35.9%) had Diploma and 6 (15.4%) officers had a master degree. There were no respondent participated in the current study who had a certificate or a PhD. These findings imply that all Ward Officers involved in this study meets minimum qualification for being a Ward Officers as per Local Government (Urban Authorities) guidelines by possessing at least a diploma on the relevant field (URT, 2019).

4.2.5. Experience of Respondents as a Ward Officer

Table 4.1 also indicates that, with regard to experience of respondents as a Ward Officers, 15 (38.5%) of participants have been ward officers for between 6-10 years, 11 (28.2%) less than 3 years, 11 (28.2%) between 3-5 years and 2 (5.1%) had an experience as a ward officer for above 10 years. This implies that most of the ward officers participated in the current study were experienced ward officers who can provide relevant information on the role of ward officers in maintaining community peace and security in Arusha City Council.

4.3. Findings Based on Research Objectives

The study evaluated good governance practices in the wards by Ward Officer (WOs) for development of Wards in Arusha City Council (ACC). This part presents findings obtained from the field base on research objectives.

4.3.1. Peace and Security Threats Experienced by Ward Officers in Arusha City Council

The first objective of the current study aimed to find out peace and security threats experienced by ward officers in Arusha City Council. The intention was to justify if the WOs in Wards around the study area experience any peace and security threats in their wards. In fulfilling this objective, the researcher formulated question items that solicited information from respondents about peace and security threats experienced by ward officers in Arusha City Council. Ward Health Officers, Ward Security/Police Officers and Ward Chancellors filled questionnaires in appendix I, while Ward Executive Officers were interviewed through interview guide in Appendix II to provide their opinion regarding peace and security threats in their wards.

The questionnaires items prepared for this objective had five point Likert scale ranging from strongly agree (=5) to strongly disagree (=1). Mean and standard deviation were used to determine the average of respondents' responses. In filling out the questionnaires respondents were to put a tick to indicate their

responses in one of each item. Within the five point ranges, two bisecting scores were used to make the analysis clear as suggested by Gay and Airasian (2013); these scores were (1.00 – 3.00) and (3.01 – 5.00). Thus peace and security threats experienced by ward officers were analysed based on the mean of participants’ responses. The remark was reached upon the mean value, where by a mean value between 1.00 and ≤ 3.00 were considered Disagreed and from 3.01 to ≥ 5.00 was considered Agreed. Findings from Ward Health Officers, Ward Police Officers and Ward Chancellors are presented in table 4.2.

Table 4.2: Health Officers, Police Officers and Ward Councilors Responses on Peace and Security Threats Experienced By Ward Officers in Arusha City Council

Item No.	Peace and Security Threats Experienced By Ward Officers in Arusha City Council	M	SD	Remark
B1	Crime	4.18	1.05	Agreed
B2	Drug production, trafficking, and misuse	3.85	1.27	Agreed
B3	Domestic violence	4.26	0.82	Agreed
B4	Fire risks	1.77	0.71	Disagreed
B5	Alcohol Abuse	3.95	0.94	Agreed
B6	Smoking bhangji	4.15	0.71	Agreed
B7	Theft	4.08	0.77	Agreed
B8	Rape	4.31	0.61	Agreed
B9	Trespassing	4.38	0.63	Agreed
B10	Illegal immigration	2.23	1.06	Disagreed

Source: Field Data, 2023

Data in Table 4.2 show that there were peace and security threats experienced by ward officers in Arusha City Council. Respondents agreed for items B1, B2, B3, B5, B6, B7, B8, and B9 on peace and security threats experienced by ward officers in Arusha City Council. Findings show that, major peace and security threats experienced by ward officers in the study area were; Crime (M=4.18, SD =1.048), drug production, trafficking and misuse (M=3.85, SD =1.268) as well as domestic violence (M=4.26, SD

=0.818). These findings are supported by Donnermeyer (2019) who found that rural communities throughout the world has key rural criminological issues, including: drug production, trafficking, and misuse; agricultural crime; and violence against women. A matter of fact drug abuse is often accompanied by a devastating social impact upon community life. As the findings indicate the prevalence of drug use in the study area, it follow that use of drug leads to many social consequences such as Instability in family relationship, domestic violence, crime prone life, reduction of sense of belongingness to the family and the society (Johansen, 2017). The impact of domestic violence and abuse can be devastating as in the worst instances, it results in serious injury or even death, and victims of domestic abuse can not only suffer from physical violence but also of coercive control. All these may result to impinge peace and security of the community.

Findings in Table 4.2 show also show that, other peace and security threats experienced by ward officers in the study area were; alcohol Abuse (M=3.95, SD =0.944), smoking bhanghi (M=4.15, SD =0.709). Similarly, these findings are also supported by Dotto (2016) who established that students enormously abused alcohol, tobacco/cigarettes, miraa/mirungi and bhanghi and, consequently, students who abused drugs displayed indiscipline behaviour at school and results to peace and security threats experienced in the community.

Furthermore, findings in Table 4.2 show that, theft (M=4.08, SD =0.774), rape (M=4.31, SD =0.614), and trespassing (M=4.38, SD =0.633) were also experienced by ward officers in the study area as peace and security threats. Based on these findings, similar findings were obtained by Arisukwu, et al., (2020) in Nigeria whereby it was found that for the rural localities in rural localities in Nigeria theft cases were the number one experienced peace and security threats. Conversely, rape and trespassing seemingly arise due to the use of drugs, and becomes peace and security threat in the community.

On the contrary, findings in table 4.2 also revealed that, participants disagreed on items B4 and B10 about fire risks ($M=1.77$, $SD =0.706$) and Illegal immigration ($M=2.23$, $SD =1.063$). This means the items did not represent peace and security threats experienced by ward officers in Arusha City Council. These findings are contrary to those obtained in India, by Lambert, et al., (2018), who found that, urban communities face unique fire risks. These findings are also explained in the sense that, the distance between communities and between residents within those communities' results in challenges related to fire. Common fire problems in urban areas can be; heating in residential structure, fixed heaters, including wood stoves, damaged electrical equipment and many homes do not have working smoke alarms increasing risk of death in a fire (Oswald, 2019). With Arusha city council fire risks are not considered being peace and security threat. The findings about illegal immigration is supported by who contended that, the cities respond to the massive arrival of immigrants with specific social policies, regardless of the motivation or cause of displacement (political, economic, etc.) but at local government level the most of the immigrations are fully legal. Which means, immigrant community access public services, use the transport system, find employment, and they even rent housing. In practice, this means that people who come in to Urban wards like Arusha City, need access to basic services (schools, water, medical care), and decent housing. Thus, cities are active participants in implementing migration policies and expanding the activity of what the word 'global' means for local governments.

The study also prepared item B10 in the questionnaire guide for Ward Health Officers, Ward Security/Police Officers and Ward Chancellors (appendix I), which was an open-end question item, whereby participants were required to give their opinions on peace and security threats experienced by ward officers in Arusha City Council. Similarly, Ward Executive Officers through question Q1 in interview guide (appendix II) participants were required to give their opinions and explain peace and security threats experienced by ward officers in their wards. Qualitative data obtained from both respondents were thematically analysed as in appendix IV and the findings are presented in Table 4.3.

Table 4.3: Participants Opinions on Peace and Security Threats Experienced by Ward Officers

What other Peace and Security Threats Experienced By Ward Officers in Arusha City Council?	WHOs, WSOs and WCs		Ward Executive Officers		Total	
	X/30	(%)	X/9	(%)	X/39	(%)
Drug addiction of youth	26	86.7	9	100.0	35	89.7
Unemployment	24	80.0	6	66.7	30	76.9
Theft and robbery	22	73.3	5	55.6	27	69.2
Conflicts between Neighbors	19	63.3	6	66.7	25	64.1
Personal disputes Among Family members	20	66.7	5	55.6	25	64.1
Criminal activities	15	50.0	8	88.9	23	59.0
Tribal Discrimination	18	60.0	4	44.4	22	56.4
Forced donation	16	53.3	4	44.4	20	51.3
Bullying	11	36.7	4	44.4	15	38.5
Accidents	9	30.0	3	33.3	12	30.8

Source: Field data, 2023

Data in table 4.3 indicates Health Officers, Police Officers and Ward Councilors opinions on peace and security threats experienced by Ward Officers in Arusha City Council. Findings show that, Drug addiction of youth was commented by 35 (89.7%) of respondents, while 30 equivalent to 76.9% mentioned unemployment as peace and security threats they experienced in their Wards. Among the respondents, it was argued that;

“...for me the number one threat to our peace and perhaps to security welfare is drug addiction to most of our youths... when they smoke opium, miraa, and other stuffs like that, they can commit anything that can harm other people ...and as you can see most of these youth are unemployed, so they can do bad things in our community like robbery, theft .. These are threats to most people of this ward... (Interviewee-5, 23rd September, 2023)

These findings imply that, Drug addiction and unemployment to youth are the foremost peace and security threats experienced by ward officers in the study area. These findings are supported by

Dayanandan (2018) from Ethiopia who asserted that, drug abuse is a threat to peace and political stability. It can generally be said that, while the harmful effect of drugs on the mental health of individuals (the youth specifically) is no longer questioned, the implications of the drugs abuse and addiction has been perpetuated by unemployment among youth.

Furthermore, findings in table 4.3 show that, theft and robbery as well as conflicts between neighbors was mentioned by 27 (69.2%) and 25 (64.1%) participants respectively as among peace and security threats experienced by ward officers in the study area. One participant commented that;

...We experience a variety of robbery and theft cases in our ward. Our people complain about commercial robbery like robbery of banks and gas stations, pickpocketing, Vehicle-related robbery and even non stranger street robbery like drug-related robberies, robberies by prostitutes and robberies by friends, relatives or spouses and home invasions.... Conflicts among neighbors is also a security threat here... we witness close neighbors having fights due to boundaries between house premises and things like those... you can see we have a lot here... (Interviewee-2, 23rd September, 2023)

These findings imply that, theft and robbery are form of a larger set of problems related to community crime and issues of violent crime among wards in Arusha city council. These findings are similar to those found by Asimwe and Steyn (2017) whose findings showed that, theft and robbery are serious crime with far-reaching consequences for the victims and their family and friends. Problems related to street robbery and theft can cause family disintegration and conflicts between neighbor families. Street theft and robbery is a major source of fear among the public because victims face a sudden threat to life, a loss of control, and an invasion of personal space. These qualitative findings show that in the study area, theft and robbery around different places in Arusha city accounts for peace and security threats that ward officers experience.

Findings in table 4.3 also show that personal disputes among family members was commented by 25 (64.1%) of respondents, while 23 equivalent to 59% mentioned criminal activities as among peace and security threats experienced by ward officers in their wards. One ward executive officer narrated that;

People here are so virulent at family level, we settle family members fights here and then...which of course threatens peace in most families. There are some criminal events which occasionally happen in our ward...some unknown people commits crimes such as hurting other people and even killing ... (Interviewee-7, 19th September, 2023)

This findings could mean that, disputes among family members and criminal activities within wards in Arusha city council poses a threat to the peace and security in the study area. As asserted by Shema (2020) that, although occasional family conflict is part of family life, ongoing family conflict can be stressful and damaging to relationships and some people find it difficult to manage their feelings and become intentionally hurtful, aggressive or even violent, thus endanger peace and security within community.

Findings also revealed that, tribal discrimination and forced donation was mentioned by 22 (56.4% and 20 (51.3%) participants respectively as among peace and security threats experienced by ward officers in the study area. Similarly, bullying and accidents was mentioned by 15 (38.5% and 12 (30.8%) participants respectively as among peace and security threats experienced by ward officers in the study area. One participant commented the following during interview;

"...Some tribe here who are residents tend to discriminate the incoming tribes in this place, in terms of using public resources such as transport and even in churches. Some have been complaining that, they have been forced to donate for some services such as church or public services like night securities. I think this is a big problem as people don't feel a peace or secured... I should not forget to mention road accidents that often occurs in our ward due to fast driving and carelessness..." (Interviewee-1, 17th September, 2023)

These findings imply that, tribal discrimination and forced donation and car accidents also are serious peace and security threats experienced in the study area. As asserted by Dotto (2016), road traffic

accidents are one of the community security threats, which seriously affect the psycho-social relations of the victims with rest of their families as well as their communities. It was found in Ethiopia by Negash (2015) that, the rate of Road Traffic Accidents (RTAs) is very high; because of road transport is the major transportation mechanism in township area along with poor road infrastructure, poor enforcement of traffic laws and other factors.

4.3.2. Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

The second objective of the study aimed to identify strategies used by ward officers in maintaining community peace and security in Arusha City Council. To fulfil this objective, the study prepared items C1 to C9 in the questionnaire guide for Ward Health Officers, Ward Police Officers and Ward Chancellors and question 2 in the interview guide for Ward Executive Officers (WEOs).

In filling the questionnaires, respondents were to put a tick to indicate their level of agreement in one of each item. The questionnaires were prepared having five point Likert scale ranging from strongly agreed (=5) to strongly disagreed (=1). Mean and standard deviation were used to determine the average of respondents' responses. Within the five point ranges, three bisecting scores were used to make the analysis clear as suggested by Gay and Airasian (2013).

The Remark was reached upon the mean value, where by a mean value from 1.00 -3.40 considered disagreed for such an item while the mean value from 3.41 - 5.00 was considered Agreed response. Thus, Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council were analysed based on the responses of the respondents. Data collected from Ward Health Officers, Ward Police Officers and Ward Chancellors were descriptively analysed and the summary of the findings are presented in Table 4.4.

Table 4.4: Health Officers, Police Officers and Ward Councilors Responses on Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

Item No.	Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council	M	SD	Remark
C1	Utilization of neighborhood watch,	4.21	0.86	Agreed
C2	Neighborhood street meetings	3.95	0.79	Agreed
C3	Civilian education,	4.21	0.80	Agreed
C4	Community-based policing	3.97	0.96	Agreed
C5	Community emergency	4.21	0.73	Agreed
C6	Security response violence intervention groups	2.23	1.06	Disagreed
C7	Placement of TV camera in street areas	1.77	0.71	Disagreed
C8	Community patrol	3.97	1.04	Agreed
C9	Supporting private security guards	3.79	1.06	Agreed

Source: Field Data, 2023

Findings in Table 4.4 show that, respondents in their majority agreed items C1, C2, C3, C4, C5, C8 and C9 about strategies used by ward officers in maintaining community peace and security in Arusha City Council. Findings show that, the major strategies used by ward officers in maintaining community peace and security in the study area were; Utilization of neighbourhood watch (M = 4.21, SD = 0.864), Neighbourhood street meetings (M = 3.95, SD = 0.793), Civilian education, (M = 4.21, SD = 0.801) and Community-based policing (M = 3.97, SD = 0.959). These findings imply that regardless of the presence of peace and security threats, ward officers in the study area have formulated specific strategies to maintain peace and security in their areas. These findings are supported by Yunus (2021) whose study found that utilization of neighbourhood watch, neighbourhood town meetings, utilization of civilian education, and decentralization of the police authority were the most effective community policing strategies adoption in Dadaab Refugee Camp, in Kenya. As Johansen (2017) explained, the goal of community policing is to reduce crime and disorder by carefully examining the characteristics of problems

in neighborhoods and then applying appropriate problem-solving remedies. Effective community policing depends on optimizing civilian education, decentralization of the police authority and creating positive contact between police officers and community members. These findings from Arusha city council demonstrate, although invisible to many, local government leaders such as ward officers play a critical role in promoting and facilitating community peace and security by formulating these important strategies.

Furthermore, it was found that; Community emergency meetings ($M = 4.21$, $SD = 0.732$). Community patrol ($M = 3.97$, $SD = 1.038$) and Supporting private security guards ($M = 3.79$, $SD = 1.056$) were also used by ward officers as other strategies used in maintaining community peace and security in Arusha City Council. These findings support the idea from Shivji & Petter (2017) which asset that, it is essential that the security officers work closely with all facets of the community to identify peace and security concerns and to find the most effective solutions through community emergency meeting, community patrol and supporting private security guards. This is the essence of community policing and patrol, thus the interaction with the community can improve the attitudes of ward security officers toward their jobs and toward the communities they serve.

In contrary, findings in Table 4.4 show that respondents disagreed for items C6 and C7 to be strategies used by ward officers in maintaining community peace and security in Arusha City Council. Findings showed that; Security response violence intervention groups ($M = 2.23$, $SD = 1.063$) and placement of TV camera in street areas ($M = 1.77$, $SD = 0.706$) were not used in the study area as strategies used in maintaining community peace and security. These findings are contrary to Mussa (2023) who found that the Urban District in Zanzibar utilized improvement of information literacy level to community members, placement of central camera televisions at frequently visited areas, supporting community patrol officers with amounts of money to buy patrol equipment, private security guards for crime prevention and provision of certificates to recognize community members' participation as crime prevention strategies.

The disparity between findings differ due to nature of the urban areas, population, and cultural perceptions especially on the use TV camera down streets.

4.3.3. Effectiveness of the Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

The third objective for the current study aimed to find out the effectiveness of the strategies used by ward officers in maintaining community peace and security in Arusha City Council. Ward Health Officers, Ward Security/Police Officers and Ward Chancellors filled questionnaires items D1 –D9 in appendix I, while Ward Executive Officers responded to Question Q3 in interview guide in Appendix II that was conducted face to face with the researcher. In filling out the questionnaires Ward Health Officers, Ward Security/Police Officers and Ward Chancellors were to put a tick to indicate their level of agreement in one of each item (D1 –D9) about the effectiveness of the strategies used by ward officers in maintaining community peace and security in their wards.

The questionnaires items prepared for this objective had five point Likert scale ranging from Very effective (=5) to Not effective (=1). Mean and standard deviation were used to determine the average of respondents' responses. In filling out the questionnaires respondents were to put a tick to indicate the level of effectiveness in one of each item. Within the five point ranges, two bisecting scores were used to make the analysis clear as suggested by Gay and Airasian (2013); these scores were (1.00 – 3.00) and (3.01 – 5.00). Thus the effectiveness of the strategies used by ward officers in maintaining community peace and security were analysed based on the mean of participants' responses. The remark was reached upon the mean value, where by a mean value between 1.00 and ≤ 3.00 was considered effective and from 3.01 to ≥ 5.00 was considered not effective. Findings from Ward Health Officers, Ward Security/Police Officers and Ward Chancellors are presented in table 4.5

Table 4.5: Health Officers, Police Officers and Ward Councilors Responses on Effectiveness of the Strategies Used by Ward Officers in Maintaining Community Peace and Security

Item No.	Effectiveness of the Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council	M	SD	Remark
D1	Utilization of neighborhood watch,	4.33	0.77	Effective
D2	Neighborhood street meetings	4.23	0.74	Effective
D3	Civilian education,	4.13	1.11	Effective
D4	Community-based policing	3.87	1.01	Effective
D5	Community emergency	3.72	1.05	Effective
D6	Security response violence intervention groups	1.28	0.61	Not Effective
D7	Placement of TV camera in street areas	1.33	0.74	Not Effective
D8	Community patrol	4.10	1.07	Effective
D9	Supporting private security guards	3.97	1.16	Effective

Source: Field Data, 2023

Findings from Table 4.5 show that, respondents are in agreement for items D1, D2, D3, D4, D5, D8 and D9 regarding effectiveness of the strategies used by ward officers in maintaining community peace and security. Findings show that majority of respondents have rated; Utilization of neighbourhood watch (M = 4.33, SD = 0.772), neighbourhood street meetings (M = 4.23, SD = 0.742), civilian education (M = 4.13, SD = 1.105) and community-based policing (M = 3.87, SD = 1.005) to be effective strategies used by ward officers in maintaining community peace and security in the study area. Furthermore, other effective strategies for maintaining community peace and security were; community emergency (M = 3.72, SD = 1.05), community patrol (M = 4.1, SD = 1.071) and supporting private security guards (M = 3.97, SD = 1.158).

These findings are in line with other findings from various parts of the world. For instance, In Sri Lanka Chamindi, Dilanthi, & Richard (2016) findings showed that community-based policing, traditional

approaches to justice and reconciliation, recognizing the potential reasons for crime in localities and organizing community emergency response and violence intervention groups were found to be effective strategies strategy for peace and human security employed in various local communities. Similarly, in United States, a study conducted by Jan, et al., (2017) enumerated various effective Strategic Approaches to Community Safety Initiative (SACSI) in 10 U.S. Cities, where by it was found that the SACSI approach, when implemented strongly, is associated with reductions in targeted violent crime in a community, sometimes as much as 50%. Nevertheless, as depicted in Table 4.4, findings show that respondents rated not effective for item D6 and D7 that; Security response violence intervention groups (M = 1.28, SD = 0.605) and Placement of TV camera in street areas (M = 1.33, SD = 0.737). This means such items were not applicable for the context of strategies for maintaining community peace and security in the study area.

4.3.4. Challenges Faced by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

This part deals with the presentation and discussion of the data gathered from respondents on the fourth research objective which aimed to identify challenges faced by ward officers in maintaining community peace and security in Arusha City Council. To fulfil this objective, Ward Health Officers, Ward Security/Police Officers and Ward Chancellors filled questionnaires items E1 –E9 in appendix I, while Ward Executive Officers responded to Question Q4 in interview guide in Appendix II that was conducted face to face with the researcher. In filling out the questionnaires respondents were to put a tick to indicate their level of agreement in one of each item (E1 –E9) representing challenges faced by ward officers in maintaining community peace and security in Arusha City Council.

The questionnaires items prepared for this objective had having five point Likert scale ranging from strongly agree (=5) to strongly disagree (=1). Mean and standard deviation were used to determine the

average of respondents' responses. Within the five point ranges, two bisecting scores were used to make the analysis clear as suggested by Gay and Airasian (2013); these scores were (1.00 – 3.00) and (3.01 – 5.00). Thus the challenges faced by ward officers in maintaining community peace and security in Arusha City Council were analysed based on the mean of participants' responses. The remark was reached upon the mean value, where by a mean value between 1.00 and ≤ 3.00 were considered Disagreed and from 3.01 to ≥ 5.00 was considered Agreed. Findings from Ward Health Officers, Ward Security/Police Officers and Ward Chancellors are presented in table 4.6.

Table 4.6: Health Officers, Police Officers and Ward Councilors Responses on the Challenges Faced by Ward Officers in Maintaining Community Peace and Security

Item No.	Challenges Faced by Ward Officers in Maintaining Community Peace and Security in Arusha City Council	M	SD	Remark
E1	lack of adequate tools	4.05	1.12	Agreed
E2	Poor techniques and guidelines	4.03	0.99	Agreed
E3	funding constraints	3.72	1.21	Agreed
E4	lack of community cooperation	4.18	0.97	Agreed
E5	Poor working condition for security guards	4.03	1.06	Agreed
E6	Poor security leadership	4.08	0.98	Agreed
E7	Corruption among security leaders	3.54	1.17	Agreed
E8	Unqualified and undedicated officers	4.21	0.80	Agreed
E9	Shortage of security resources	3.97	0.93	Agreed

Source: Field Data, 2023

Data in Table 4.6 show that there were challenges faced by ward officers in maintaining community peace and security in Arusha City Council. Major challenges faced by ward officers in maintaining community peace and security in the study area were; Unqualified and undedicated officers (M = 4.21, SD = 0.801), lack of community cooperation (M = 4.18, SD = 0.97), Poor security leadership (M = 4.08, SD = 0.984), lack of adequate tools (M = 4.05, SD = 1.123) and Poor techniques and guidelines (M =

4.03, SD = 0.986). These findings are supported by those obtained in Sri Lanka by Chamindi, Dilanthi, & Richard (2016) who found that, the challenges were categorized under eight main themes: legal framework; lack of adequate tools, techniques and guidelines; human resource constraints; funding constraints; weaknesses in the internal systems and processes; weaknesses in the external systems; community engagement; and other challenges. From the study area, the issue of poor security leadership, lack of community cooperation and lack of adequate tools emerged as the main challenges. As it was explained earlier, establishing and maintaining mutual trust between the security officers and the community is the central goal of community partnership in maintaining peace and security. It follows that, the security officers and the community must be collaborators in the quest to encourage and preserve peace and prosperity.

Other challenges were; poor working condition for security guards (M = 4.03, SD = 1.063), shortage of security resources (M = 3.97, SD = 0.932), funding constraints (M = 3.72, SD = 1.213) and corruption among security leaders (M = 3.54, SD = 1.166). These findings are in line with Gabagambi & Wei (2018) who revealed that inadequate funding, poor leadership, corruption, unqualified and undedicated workers, shortage of resources among others as major challenges facing local government leaders in efficient and effective public service delivery especially security services. Similarly, Daniel, et al. (2014) findings revealed that manifestation of unethical behaviour amongst public security officials was the major challenge hindering community peace, as a consequence, corruption has been a serious problem leading to poor performance of security officials.

Findings (as depicted in Table 4.6) from Arusha City has also shown that corruption among security leaders is also a major challenge faced by ward officers in maintaining community peace and security. These findings are supported by Anowar (2018) in Bangladesh, who asserted that, corruption creates conditions in which conflict is more likely to occur by fostering division between different groups and

eating away at the rule of law, and thus it fuels the kind of state capture that generates hostility among excluded groups, providing incentives for opposition factions to violently contest state resources and the regime to aggressively persecute opponents. Corruption weakens the capacity of the ward officers to protect its citizens and respond to peace and security threats.

On this fourth objective, the study also prepared item E10 in the questionnaire guide for Ward Health Officers, Ward Security/Police Officers and Ward Chancellors (appendix I), which was an open-end question item, whereby participants were required to give their opinions on challenges faced by ward officers in maintaining community peace and security in their wards. Similarly, Ward Executive Officers through question Q4 in interview guide (appendix II) participants were required to give their opinions and explain challenges in maintaining community peace and security in in their wards. Qualitative data obtained from both respondents were thematically analysed as in appendix IV and the findings are presented in Table 4.7.

Table 4.7: Participants Opinions on Peace and Security Threats Experienced by Ward Officers

What other challenges are faced by ward officers in maintaining community peace and security in Arusha City Council?	WHOs, WSOs and WCs		Ward Executive Officers		Total	
	X/30	(%)	X/9	(%)	X/39	(%)
Poor community participation	25	83.3	7	77.8	32	82.1
Drunkenness	22	73.3	8	88.9	30	76.9
Corruption by officials	23	76.7	6	66.7	29	74.4
Political violence	20	66.7	5	55.6	25	64.1
Lack of Proper Security plans	20	66.7	3	33.3	23	59.0
Shortage of security resources	18	60.0	4	44.4	22	56.4
lack of enough security personnel	16	53.3	6	66.7	22	56.4
Improper disposal of Hazardous wastes	9	30.0	8	88.9	17	43.6

Source: Field data, 2023

Findings in Table 4.7 show that there were other challenges faced by ward officers in maintaining community peace and security in Arusha City Council. Findings revealed that, poor community participation was commented by 32 (82.1%) of respondents, while 30 respondents equivalent to 76.9% mentioned drunkenness as other challenges faced by ward officers in maintaining community peace and security in the study area. Among the interviewee, one commented that;

“...majority of community members do not cooperate with security officers such as police officers. They do not report security dangers and offences on time or they don't report at all. Other members in our ward exhibit an excessive alcohol drinking habit and they leave their families unprotected and they also endanger themselves going home late, drunkard down the roads. You see it's difficult to maintain peace in such a society...” (Interviewee-3, 17th September, 2023)

These findings are in line with Shema (2020) who argued that, excessive drinking can reduce ones judgment skills and lower inhibitions, leading to poor choices and dangerous situations or behaviours, including: motor vehicle accidents and other types of accidental injury, relationship problems, poor performance at work, Increased likelihood of committing violent crimes or being the victim of a crime, legal problems and engaging in risky, unprotected sex, or experiencing sexual abuse or date rape. Similarly, it can be insisted that, active participation of communities in peace and security agenda setting benefits security officer and other leaders, understand and develop clear objectives that receive support and positive response from communities hence increased public trust between them and members of the public.

Furthermore, findings in table 4.7 show that, corruption by officials and political violence was mentioned by 29 (74.4%) and 25 (64.1%) participants respectively as among other challenges are faced by ward officers in maintaining community peace and security in the study area. Lack of Proper Security plans was commented by 23 (59%) of respondents, while 22 respondents equivalent to 56.4% mentioned

shortage of security resources as other challenges faced by ward officers in maintaining community peace and security in their Wards. During the interview, one participant commented that;

“...There is corruption among public officers especially police officers... When you bring a case to the police, they accept bribe from culprits and leaves them free. ...also, there are no security plans that are structured by our security leaders...they just wait for incidents that is where they show up and sometimes late...there are no enough cars and police officers themselves are few...they can manage be everywhere not just mentioning strategic areas such as banks, petrol stations etc....” (Interviewee-8, 18th September, 2023)

These findings imply that corruption, political violence, lack of Proper Security plans as well as shortage of security resources were the main factors that hinders ward officers in maintaining community peace and security in the study area. These findings are in line with those found by Chamindi, Dilanthi, & Richard (2016) in Sri Lanka, who found that inadequate funding, poor leadership, corruption, unqualified and undedicated workers, shortage of resources among others as major challenges facing local government leaders in efficient and effective public service delivery especially security services. A matter of fact corruption causes are varied and included greed, lack of accountability, dishonest, and ineffective law implementation, poor quality service delivery, citizens' poor standards of living, and poor infrastructure development. Therefore, the existence of corruption at a high status among security officers in the study area severely affect ward officers in maintaining community peace and security.

Similarly, as presented in Table 4.7, lack of enough security personnel and Improper disposal of hazardous wastes was mentioned by 22 (56.4% and 17 (43.6%) participants respectively were also other challenges are faced by ward officers in maintaining community peace and security in the study area. One participant narrated that;

My friend, there are few police compared to the number of people present in our ward, therefore it's difficult for them to ensure security in this big ward... maybe I can also say that, waste disposal also is a challenge to security of people. Some people they through dangerous wastes like glasses, or remains of chemicals from saloons and some even just through poisonous substances anywhere, thus endanger children when they come across such wastes...

(Interviewee-1, 18th September, 2023)

These findings correlate with those of Asiimwe and Steyn (2017) who revealed that the key obstacles to effective security governance by local government leaders in Uganda were internal politics, lack of enough security officers and police, bureaucracy in police procedures, conflicting security values and cultures among communities, inadequate funding and corruption among security officers. Lack of enough security personnel and improper disposal of hazardous wastes are hereby accounting for a limited community peace and security in the study area. The shortage of security personnel can have serious consequences for individuals, businesses, and public spaces. Without enough trained personnel to monitor and secure premises, the risk of crime, theft, and vandalism increases. This not only results in financial losses but also affects the safety and well-being of people who use these spaces.

4.4. Summary of the Key Findings

Findings on the first objective showed that; crime, domestic violence, alcohol abuse, theft, drug addiction of youth, theft and robbery, criminal activities and accidents were the main peace and security threats experienced by Ward Officers in Arusha City Council.

Ward Officers use various strategies in maintaining community peace and security, such strategies are; utilization of neighbourhood watch, neighbourhoods street meetings, civilian education, community-based policing and patrol and supporting private security guards. These strategies were found to effective in maintaining community peace and security in the study area.

Identified challenges faced by ward officers in maintaining community peace and security in Arusha City Council were mainly; lack of adequate tools, lack of community participation and cooperation, corruption among security leaders, shortage of security resources and personnel, lack of proper security plans and improper disposal of hazardous wastes.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter ends the study report that evaluated the role of ward officers in maintaining community peace and security in Arusha City Council, Arusha Tanzania. The chapter starts by drawing out conclusions, it then list policy implications, gives recommendations and lastly it provides critical evaluation of the entire study. For recapitulation, the objective of the study were;

- (i) To find out peace and security threats experienced by ward officers in Arusha City Council
- (ii) To identify strategies used by ward officers in maintaining community peace and security in Arusha City Council
- (iii) To find out the effectiveness of the strategies used by ward officers in maintaining community peace and security in Arusha City Council.
- (iv) To identify challenges faced by ward officers in maintaining community peace and security in Arusha City Council

5.1. Conclusions

On the basis of the findings, analysis and discussions, the researcher made various conclusions that include;

- Various peace and security threats are experienced by ward officers in Arusha City Council, which include crime, domestic violence, alcohol abuse, theft, drug addiction of youth, theft and robbery, criminal activities and accidents. It is also worth to conclude that, these threats on its totality impose peace and security vulnerabilities for communities in Arusha City Council. Local government leaders such as Ward Health Officers, Ward Security Officers,

Ward Chancellors and Ward Executive Officers are at the stake to identify these peace and security threats so that they can mobilize the available resources to ensure communities in their areas attain sustainable peace and safety.

- Ward Officers in the study area were found to use various strategies in maintaining community peace and security, such strategies are; utilization of neighborhood watch, neighborhoods street meetings, civilian education, community-based policing and patrol and supporting private security guards. These strategies served as a tool of ward officers so as to maintain peace and security and secure local government community in Arusha city council from crime and insecurity. According to the study, the usefulness of these strategies to maintaining community peace and security in Arusha City council is not limited to issues of peace and security only, but they also play other critical roles in solving various social problems. This suggests that there is a close follow-up by ward officers in ensuring their community social welfare and security are at good state.
- The study identified challenges faced by ward officers in maintaining community peace and security in Arusha City Council to be lack of adequate tools, lack of community participation and cooperation, corruption among security leaders, shortage of security resources and personnel, lack of proper security plans and improper disposal of hazardous wastes. This study concludes that these challenges can be overcome through formulation of proper security plans to ensure that there is a partnership between ward officers and the community in identifying peace and security needs of the people and then planning together relevant and appropriate strategies for monitoring and ensuring the people are at secured and are at peace.

5.2. Recommendations

In the light to the findings from this study, the study produces the following recommendations:

5.2.1. Recommendations for the Government

The study recommended that;

- (a). The Arusha city council as the local government should set up policies and prepare the blueprint to ensure Wards have appropriate strategies for ensuring peace and security of people at their localities. By making council peace and security strategies to be common and compulsory to be executed in all wards, all the ward officers will implement them, hence improve peace and security practices their wards.
- (b). The Arusha city council should conduct frequent Training, seminars and workshops to the newly appointed ward officers and security officers so as to make them gain more skills and knowledge needed for effective peace and security in wards. This can be done by Training local volunteering security groups, arranging seminars to community policing parties and involving experts in the field community policing to facilitate such seminars.
- (c). The Arusha city council as the local government should provide enough funds to ensure peace and security budget at each ward suffice the need for executing security plans and incidents. Tis has to ensure that, each ward is capable of training its security personnel, have reliable security transport vehicles, infrastructures like offices as well as houses, communication equipment and other supportive resources.
- (d). It is recommended that the Arusha city council jointly with the ward officers at ward level to plan and prepare special education programs for local government leaders and the

community in general on the importance and implementation modalities of initiatives to improve community peace and security.

5.2.2. Recommendation for Ward Officers

- (a). Ward Officers on their side should strive to seek professional development programs so as to update themselves on different aspects of security and peace keeping in the community. This will enable them to acquire new security management skills as the society is changing every day.
- (b). Ward Officers should play part to make sure that they prepare clear instructional guidelines for the security officers and community security guards on how to plan for and operate cooperatively and ensure community policing initiatives.
- (c). Ward Officers should positively interact with council and central government experts such as experienced security officers as well as other local government leaders from other cities so that they could gain more skills and knowledge where they lack about how to ensure peace and security in their wards. This will help them share experiences as well as increase their confidence to the work they are assigned.

5.2.3. Recommendations for Areas for Further Studies

- (a). This study focused on evaluating the role of ward officers in maintaining community peace and security in Arusha City Council, Arusha Tanzania, using a mixed research approach. Therefore, there is need to carry another study of the same topic by employing other research approach especially quantitative and examine this phenomenon in other districts in Tanzania.

(b). The focus of this study was mainly set on Arusha City Council and not in other district.

Therefore, this suggests that there is need for other studies to be conducted in other districts in the country to see if the findings for this study are reliable and can be replicated in other local government areas.

(c). Lastly, the study obtained its data from four main categories of respondents or participants (Ward Health Officers, Ward Police Officers, Ward Chancellors and Ward Executive Officers) who in this study are basically few. In this case, the current study suggest that other studies of the same topic should be conducted by using other participants especially Ward Education Officers, Ward Development Officer and even the District Commissioner (DC) who is the in charge of peace and security at the council level. .

5.3. Policy Implications

The government of Tanzania has formulated policy framework for development and poverty reduction that emphasizes good governance and a growing economy. Such framework includes, firstly the Tanzania Development Vision (TDV) 2025 that was formulated in 1999 and it describes Tanzania of 2025 as a nation imbued with five main attributes: high quality livelihoods; peace, stability and unity; good governance; a well-educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits (Daima Associates , 2019). Secondly, National Framework for Good Governance (NFGG), which was also, founded 1999, where the government formulated a guide to institute good governance in the country that provide peace and security guidelines in local governments (Mdee & Thorley, 2016).

Currently, the establishment and objectives of local government is governed by article 145 of the constitution of the United Republic of Tanzania of 1977 (Mzee, 2018). One of the objectives of the

establishment of local government in Tanzania is to transfer the authority over arrangement and implementation of the development and security plans and programs to the people through local government leaders such as Ward Officers. Based on this reality this study has policy implications on Local Government (Urban Authorities) Act of 1982 (URT, 1982), that policy documents should be prepared to guide local governments on preparing supervision and monitoring modalities for security officers and prepare a befitting community policing curriculum and syllabi for both security officers and selected members of communities to suit prevailing cultural and socioeconomic security challenges as well as political conditions in the local government context. The curricula norms and syllabi should accommodate the needs of different community groups as well as kinds and levels of training to ensure that peace and security is a priority to all community members.

5.4. Critical Evaluation of the Study

This study aimed to evaluate the role of ward officers in maintaining community peace and security in Arusha City Council, Arusha Tanzania by; finding out peace and security threats experienced by ward officers, identifying strategies used by ward officers in maintaining community peace and security, finding out the effectiveness of these strategies and identifying challenges faced by ward officers in maintaining community peace and security in Arusha City Council

The study used mixed research approach and a parallel convergent design to collect data from Ward Health Officers, Ward Police Officers, Ward Chancellors and Ward Executive Officers using questionnaires and interview guide respectively. The study was conducted in Arusha city council and the population ward officers across Arusha city council. It was noted during the study that, the study have to include all the ward officer as it is a fact that they were all involved in peace and security at ward level, but due to time restrictions the study involved only Ward Health Officers, Ward Police Officers, Ward Chancellors and Ward Executive Officers.

Moreover, it was difficult to get all the respondents in an expected time especially Ward Chancellors and Ward Executive Officers as majority of them were so busy with work and are often on transit and the location of their ward offices are so scattered that make the researcher to incur much cost for trips to the field to look for respondents for data collection. The data collection was successful besides the mentioned limitations, the analysis was conducted with help of Microsoft excel and SPSS program for quantitative descriptive statics, and qualitative data were thematically analyzed using the coding techniques to obtain main themes.

Lastly, as the chance arise to re-do this study, there will be changes in the choices of the population to include both ward officers as well as the District Commissioner (DC) and the District Security Officer (DSO), using a qualitative research approach and a case study design to collect data, using telephone to conduct interview to Ward Chancellors and Ward Executive Officers instead of visiting them physically in their scattered offices.

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APPENDICES

Appendix I: Questionnaire for Ward Executive Officers, Ward Health Officers, Ward Security/Police Officers

Dear Respondent,

I am **CHARLES MATHEW MWACHA**, a student from Institute of the **Institute of Accountancy Arusha** carrying out a study on the topic “**The Role of Ward Officers in Maintaining Community Peace and Security: The Case of Arusha City Council**”. I kindly request you to participate in this study by filling in this questionnaire. The information you provide will remain confidential to the researcher. You may not write your name anywhere on this questionnaire. Thank you very much.

PART A: Personal information

Please put a tick (✓) in the space provided for your response on each question asked.

- A1. Gender:** 1. Male 2. Female
- A2. Age (in years)** 1. Between 20 – 30 3. Between 31 – 40
2. Between 41- 50 4. Above 50
- A3. Education level:** 1. Certificate 2. Diploma 3. Bachelor Degree
4. Master Degree. 5. PhD
- A4. Experience as an Officer:** 1. Less than 3 years 2. Between 3-5 years
3. Between 6 – 10 years 4. Above 10 years
- A5. Position as ward Officer**

Position	Response (put a tick (✓) as appropriate)
1. Ward Security Officers(WSO)	
2. Ward Executive Officer (WEO)	
3. Ward Councilor (WC)	
4. Ward Health Officers	

PART B: Peace and Security Threats Experienced by Ward Officers in Arusha City Council

To what extent do you agree or disagree with the following statements about peace and security threats experienced by ward officers in Arusha City Council. Please put (√) in the box you choose. Where: Strongly Agree (SA) =5, Agree (A) =4, Not Sure (NS) =3, Disagree (D) =2, Strongly Disagree (SD) = 1

ITEM	Rate the following peace and security threats experienced by ward officers in Arusha City Council	RESPONSES				
		SA	A	U	D	SD
B1.	Crime					
B2.	Drug production, trafficking, and misuse					
B3.	Domestic violence					
B4.	Fire risks					
B5.	Alcohol Abuse					
B6.	Smoking bhang					
B7.	Theft					
B8.	Rape					
B9.	Trespassing					
B10.	Illegal immigration					

B11: Any other peace and security threats experienced by ward officers in Arusha City Council. Please specify.

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PART C: Strategies Used By Ward Officers in Maintaining Community Peace and Security in Arusha City Council

Please put a tick (√) to the most appropriate answer to indicate strategies used by ward officers in maintaining community peace and security in Arusha City Council where by: Strongly Agree (SA) =5, Agree (A) =4, Not Sure (NS) =3, Disagree (D) =2, Strongly Disagree (SD) = 1

ITEM	Rate the following strategies used by ward officers in maintaining community peace and security in Arusha City Council	RESPONSES				
		SA	A	U	D	SD
C1	Utilization of neighborhood watch,					
C2	Neighborhood street meetings					
C3	Civilian education,					
C4	Community-based policing					
C5	Community emergency					
C6	Security response violence intervention groups					
C7	Placement of TV camera in street areas					
C8	Community patrol					
C9	Supporting private security guards					

PART C: Effectiveness of the Strategies Used By Ward Officers in Maintaining Community Peace and Security in Arusha City Council

Please put a tick (√) to the most appropriate answer to indicate the extent you agree on effectiveness of the strategies used by ward officers in maintaining community peace and security in Arusha City Council where by:

Very Effective (VE) =5, Effective (E) =4, Moderately Effective (ME) =3, Less effective (LE) =2, Not Effective (NE) = 1

ITEM	Rate effectiveness of the strategies used by ward officers in maintaining community peace and security in Arusha City Council	RESPONSES				
		VE	E	ME	LE	NE
D1	Utilization of neighborhood watch,					
D2	Neighborhood street meetings					
D3	Civilian education,					
D4	Community-based policing					
D5	Community emergency					
D6	Security response violence intervention groups					
D7	Placement of TV camera in street areas					
D8	Community patrol					
D9	Supporting private security guards					

PART C: Challenges Faced By Ward Officers in Maintaining Community Peace and Security in Arusha City Council

To what extent do you agree or disagree with the following statements about challenges faced by ward officers in maintaining community peace and security in Arusha City Council. Please put (√) in the box you choose. Where: Strongly Agree (SA) =5, Agree (A) =4, Not Sure (NS) =3, Disagree (D) =2, Strongly Disagree (SD) = 1

ITEM	Rate challenges faced by ward officers in maintaining community peace and security in Arusha City Council	RESPONSES				
		SA	A	U	D	SD
E1.	lack of adequate tools					
E2.	Poor techniques and guidelines					
E3.	funding constraints					
E4.	lack of community cooperation					
E5.	Poor working condition for security guards					
E6.	Poor security leadership					
E7.	Corruption among security leaders					
E8.	Unqualified and undedicated officers					
E9.	Shortage of security resources					

E10. Any other challenge, please specify.

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THANK YOU FOR YOUR COOPERATION

Appendix II: Interview Guide for Ward Councilors

Dear **Ward Councilor**,

I am **CHARLES MATHEW MWACHA**, a student from Institute of the **Institute of Accountancy Arusha** carrying out a study on the topic “**The Role of Ward Officers in Maintaining Community Peace and Security: The Case of Arusha City Council**”. I kindly request you to participate in this study by answering the following questions. The information you provide will remain confidential to the researcher. You may not mention your name anywhere on this interview. Thank you very much.

PART A: Personal information (To be filled by the Researcher)

Please put a tick (✓) in the space provided for your response on each question asked.

- A6. Gender:** 1. Male 2. Female
- A7. Age (in years)** 1. Between 20 – 30 3. Between 31 – 40
2. Between 41- 50 4. Above 50
- A8. Education level:** 1. Bachelor Degree 2. Master Degree 3. Certificate
4. Diploma 5. PhD
- A9. Experience as an Officer:** 1. Less than 3 years 2. Between 3-5 years
3. Between 6 – 10 years 4. Above 10 years

INTERVIEW QUESTIONS

QN.1: What are the peace and security threats you experience in your Ward?

QN.2: What strategies are used in maintaining community peace and security in this ward?

QN.3: To what extent are the strategies used in maintaining community peace and security in your ward are effective?

QN.4: What are the challenges you face in maintaining community peace and security in this ward?

THANK YOU FOR YOUR COOPERATION

Appendix III: Detailed Analysis of Quantitative Data

OBJECTIVE 1: Peace and Security Threats Experienced By Ward Officers in Arusha City Council

Item No.	Peace and Security Threats Experienced By Ward Officers in Arusha City Council	Responses										M	SD	Remark
		Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree				
		f	%	f	%	f	%	f	%	f	%			
1	Crime	2	5.1%	1	2.6%	3	7.7%	15	38.5%	18	46.2%	4.18	1.05	Agreed
2	Drug production, trafficking, and misuse	3	7.7%	4	10.3%	4	10.3%	13	33.3%	15	38.5%	3.85	1.27	Agreed
3	Domestic violence	0	0.0%	2	5.1%	3	7.7%	17	43.6%	17	43.6%	4.26	0.82	Agreed
4	Fire risks	13	33.3%	24	61.5%	0	0.0%	2	5.1%	0	0.0%	1.77	0.71	Disagreed
5	Alcohol Abuse	0	0.0%	3	7.7%	9	23.1%	14	35.9%	13	33.3%	3.95	0.94	Agreed
6	Smoking bhangi	0	0.0%	1	2.6%	4	10.3%	22	56.4%	12	30.8%	4.15	0.71	Agreed
7	Theft	0	0.0%	2	5.1%	4	10.3%	22	56.4%	11	28.2%	4.08	0.77	Agreed
8	Rape	0	0.0%	0	0.0%	3	7.7%	21	53.8%	15	38.5%	4.31	0.61	Agreed
9	Trespassing	0	0.0%	0	0.0%	3	7.7%	18	46.2%	18	46.2%	4.38	0.63	Agreed
10	Illegal immigration	10	25.6%	17	43.6%	6	15.4%	5	12.8%	1	2.6%	2.23	1.06	Disagreed

OBJECTIVE 2: Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

Item No.	Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council	Responses										M	SD	Remark
		Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree				
		f	%	f	%	f	%	f	%	f	%			
C1	Utilization of neighborhood watch,	1	2.6%	0	0.0%	5	12.8%	17	43.6%	16	41.0%	4.21	0.86	Agreed
C2	Neighborhood street meetings	0	0.0%	2	5.1%	7	17.9%	21	53.8%	9	23.1%	3.95	0.79	Agreed
C3	Civilian education,	0	0.0%	1	2.6%	6	15.4%	16	41.0%	16	41.0%	4.21	0.80	Agreed
C4	Community-based policing	1	2.6%	1	2.6%	9	23.1%	15	38.5%	13	33.3%	3.97	0.96	Agreed
C5	Community emergency	0	0.0%	0	0.0%	7	17.9%	17	43.6%	15	38.5%	4.21	0.73	Agreed
C6	Security response violence intervention groups	10	25.6%	17	43.6%	6	15.4%	5	12.8%	1	2.6%	2.23	1.06	Disagreed
C7	Placement of TV camera in street areas	13	33.3%	24	61.5%	0	0.0%	2	5.1%	0	0.0%	1.77	0.71	Disagreed
C8	Community patrol	2	5.1%	0	0.0%	9	23.1%	14	35.9%	14	35.9%	3.97	1.04	Agreed
C9	Supporting private security guards	1	2.6%	3	7.7%	11	28.2%	12	30.8%	12	30.8%	3.79	1.06	Agreed

OBJECTIVE 3: Effectiveness of the Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

Item No.	Effectiveness of the Strategies Used by Ward Officers in Maintaining Community Peace and Security in Arusha City Council	Responses										M	SD	Remark
		Not Effective		Less Effective		Moderately Effective		Very Effective						
		f	%	f	%	f	%	f	%					
D1	Utilization of neighborhood watch,	0	0.0%	1	2.6%	4	10.3%	15	38.5%	19	48.7%	4.33	0.77	Effective
D2	Neighborhood street meetings	0	0.0%	0	0.0%	7	17.9%	16	41.0%	16	41.0%	4.23	0.74	Effective
D3	Civilian education,	1	2.6%	3	7.7%	6	15.4%	9	23.1%	20	51.3%	4.13	1.11	Effective
D4	Community-based policing	1	2.6%	3	7.7%	7	17.9%	17	43.6%	11	28.2%	3.87	1.01	Effective
D5	Community emergency	1	2.6%	4	10.3%	10	25.6%	14	35.9%	10	25.6%	3.72	1.05	Effective
D6	Security response violence intervention groups	30	76.9%	8	20.5%	0	0.0%	1	2.6%	0	0.0%	1.28	0.61	Not Effective
D7	Placement of TV camera in street areas	30	76.9%	7	17.9%	0	0.0%	2	5.1%	0	0.0%	1.33	0.74	Not Effective
D8	Community patrol	1	2.6%	3	7.7%	5	12.8%	12	30.8%	18	46.2%	4.10	1.07	Effective
D9	Supporting private security guards	1	2.6%	4	10.3%	8	20.5%	8	20.5%	18	46.2%	3.97	1.16	Effective

OBJECTIVE 4: Challenges Faced by Ward Officers in Maintaining Community Peace and Security in Arusha City Council

Item No.	Challenges Faced by Ward Officers in Maintaining Community Peace and Security in Arusha City Council	Responses										M	SD	Remark		
		Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree						
		f	%	f	%	f	%	f	%	f	%					
E1	lack of adequate tools	1	2.6%	4	10.3%	5	12.8%	11	28.2%	18	46.2%	4.05	1.12	Agreed		
E2	Poor techniques and guidelines	1	2.6%	3	7.7%	3	7.7%	19	48.7%	13	33.3%	4.03	0.99	Agreed		
E3	funding constraints	4	10.3%	3	7.7%	2	5.1%	21	53.8%	9	23.1%	3.72	1.21	Agreed		
E4	lack of community cooperation	1	2.6%	1	2.6%	6	15.4%	13	33.3%	18	46.2%	4.18	0.97	Agreed		
E5	Poor working condition for security guards	2	5.1%	1	2.6%	6	15.4%	15	38.5%	15	38.5%	4.03	1.06	Agreed		
E6	Poor security leadership	1	2.6%	2	5.1%	5	12.8%	16	41.0%	15	38.5%	4.08	0.98	Agreed		
E7	Corruption among security leaders	2	5.1%	5	12.8%	12	30.8%	10	25.6%	10	25.6%	3.54	1.17	Agreed		
E8	Unqualified and undedicated officers	0	0.0%	2	5.1%	3	7.7%	19	48.7%	15	38.5%	4.21	0.80	Agreed		
E9	Shortage of security resources	1	2.6%	1	2.6%	8	20.5%	17	43.6%	12	30.8%	3.97	0.93	Agreed		

Appendix IV: Detailed Analysis of Qualitative Data

Research Objective 1: Peace and security threats experienced by ward officers in Arusha City Council

Item B11 (Appendix I) and Question 1 (Appendix II): Kindly explain other peace and security threats you experience in this ward				
No	Transcript (verbal quotes)	Code	Theme	Tally
i	<i>“...for me the number one threat to our peace and perhaps to security welfare is drug addiction to most of our youths... when they smoke opium, miraa, and other stuffs like that, they can commit anything that can harm other people ...and as you can see most of these youth are unemployed, so they can do bad things in our community like robbery, theft .. These are threats to most people of this ward...”</i>	A1: Drug addiction to most of our youths... when they smoke opium, miraa, and other stuffs like that.	Drug addiction of youth	WHOs, WSOs and WCs (26) Ward Executive Officers (9)
		B1: Most of these youth are unemployed, so they can do bad things in our community like robbery, theft	Unemployment	WHOs, WSOs and WCs (24) Ward Executive Officers (6)
ii	<i>...We experience a variety of robbery and theft cases in our ward. Our people complain about commercial robbery like robbery of banks and gas stations, pickpocketing, Vehicle-related robbery and even non stranger street robbery like drug-related robberies, robberies by prostitutes and robberies by friends, relatives or spouses and home invasions.... Conflicts among neighbors is also a security threat here... we witness close neighbors having fights due to boundaries between house premises and things like those... you can see we have a lot here...</i>	C1: We experience a variety of robbery and theft cases in our ward	Theft and robbery	WHOs, WSOs and WCs (22) Ward Executive Officers (5)
		D1: Conflicts among neighbors is also a security threat here... we witness close neighbors having fights	Conflicts between Neighbors	WHOs, WSOs and WCs (19) Ward Executive Officers (6)
iii	<i>...People here are so virulent at family level, we see family members' fights here and then...which threatens peace in most families. There are some criminal events which occasionally happen in our ward...some unknown people commits crimes such as hurting other people and even killing ...</i>	E1: We see family members' fights here and then...which threatens peace in most families	Personal disputes Among Family members	WHOs, WSOs and WCs (20) Ward Executive Officers (5)
		G1: Some unknown people commits crimes such as hurting other people and even killing	Criminal activities	WHOs, WSOs and WCs (15) Ward Executive Officers (8)
iv	<i>“...Some tribe here who are residents tend to discriminate the incoming tribes in this place, in terms of using public resources such as transport and even in churches. Some have been complaining that, they have been</i>	H1: Some tribe here who are residents tend to discriminate the incoming tribes in this place	Tribal Discrimination	WHOs, WSOs and WCs (18) Ward Executive Officers (4)

	<p><i>forced to donate for some services such as church or public services like nigh securities. I think this is a big problem as people don't feel a peace or secured... I should not forget to mention road accidents that often occurs in our ward due to fast driving and carelessness..."</i></p>	<p>J1: Some have been complaining that, they have been forced to donate for some services such as church or public services like nigh securities.</p>	<p>Forced donation</p>	<p>WHOs, WSOs and WCs (16)</p> <p>Ward Executive Officers (4)</p>
		<p>J1: Road accidents that often occurs in our ward due to fast driving and carelessness</p>	<p>Road Accidents</p>	<p>WHOs, WSOs and WCs (11)</p> <p>Ward Executive Officers (4)</p>

Key: WHOs – Ward Health Officers, WSOs - Ward Security Officers, WCs – Ward Chancellors

Research Objective 4: Challenges faced by ward officers in maintaining community peace and security in Arusha City Council

Item E10 (Appendix I) and Question 4 (Appendix II): Kindly explain the Challenges faced by ward officers in maintaining community peace and security in Arusha City council				
No	Transcript (verbal quotes)	Code	Theme	Tally
i	<i>“...majority of community members do not cooperate with security officers such as police officers. They do not report security dangers and offences on time or they don't report at all. Other members in our ward exhibit an excessive alcohol drinking habit and they leave their families unprotected and they also endanger themselves going home late, drunkard down the roads. You see it's difficult to maintain peace in such a society...”</i>	A1: Majority of community members do not cooperate with security officers such as police officers	Poor community participation	WHOs, WSOs and WCs (25) Ward Executive Officers (7)
		B1: Other members in our ward exhibit an excessive alcohol drinking habit	Drunkenness	WHOs, WSOs and WCs (22) Ward Executive Officers (8)
ii	<i>“...There is corruption among public officers especially police officers... When you bring a case to the police, they accept bribe from culprits and leaves them free. ...also, there are no security plans that are structured by our security leaders...they just wait for incidents that is where they show up and sometimes late...there are no enough cars and police officers themselves are few...they can manage be everywhere not just mentioning strategic areas such as banks, petrol stations etc...”</i>	C1: There is corruption among public officers especially police officers	Corruption by officials	WHOs, WSOs and WCs (23) Ward Executive Officers (6)
		D1: also, there are no security plans that are structured by our security leaders	Lack of Proper Security plans	WHOs, WSOs and WCs (20) Ward Executive Officers (3)
III	<i>My friend, we have no resources like car, guns and protective gears, and there are few police compared to the number of people present in our ward, therefore it's difficult for them to ensure security in this big ward... maybe I can also say that, waste disposal also is a challenge to security of people. Some people they through dangerous wastes like glasses, or remains of chemicals from saloons and some even just through poisonous substances anywhere, thus endanger children when they come across such wastes... (Interviewee-1, 18th September, 2023)</i>	E1: we have no resources like car, guns and protective gears	Shortage of security resources	WHOs, WSOs and WCs (18) Ward Executive Officers (4)
		F1: There are few police compared to the number of people present in our ward	lack of enough security personnel	WHOs, WSOs and WCs (16) Ward Executive Officers (6)
		G1: waste disposal also is a challenge to security of people, people through dangerous wastes anywhere	Improper disposal of Hazardous wastes	WHOs, WSOs and WCs (9) Ward Executive Officers (8)

Key: WHOs – Ward Health Officers, WSOs - Ward Security Officers, WCs – Ward Chancellors

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Ref. No.: MA-PSS-01-0004-2022

30th August 2023

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P.O.BOX.....
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Dear Sir/Madam,

RE : REQUEST FOR DATA COLLECTION


The purpose of this letter is to introduce to you **Mr. Charles Mathew Mwacha** who is our student pursuing Masters of Peace and Security with registration (MA-PSS-01-0004-2022). Currently, the aforementioned student is conducting a study on **“THE ROLE OF WARD OFFICERS IN MAINTAINING COMMUNITY PEACE AND SECURITY: THE CASE OF ARUSHA CITY 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 him to achieve study objectives. We further request permission for him to see and talk to the staff of your Institution in connection to his study. The period for this request is granted from August to the end of October 2023.

Thank you for your continuing support.

Yours Sincerely,

INSTITUTE OF ACCOUNTANCY ARUSHA


DIRECTOR OF POSTGRADUATE STUDIES, RESEARCH & CONSULTANCY
INSTITUTE OF ACCOUNTANCY ARUSHA
P.O. BOX 2798 ARUSHA, TANZANIA
TEL: 254 9412; FAX: 254 9421

Elias Mbuti
FOR: RECTOR



JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA
HALMASHAURI YA JIJI ARUSHA



Unapojibu tafadhali taja:
Kumb. GA.333/381/01/123

Tarehe: 30 Octoba 2023

Watendaji wa Kata
Kata zote
HALMASHAURI YA JIJI LA ARUSHA

Kuh: KUMTAMBULISHA MR. CHARLES MATHEW MWACHA

Tafadhali husika na somo tajwa hapo juu.

2. Kwa barua hii nakujulisha kwamba kibali kimetolewa kwa mtajwa hapo juu ambaye ni mwanafunzi wa Chuo cha Uhasibu Arusha kwa ajili ya kufanya utafiti kuhusu **"THE ROLE OF WARD OFFICERS IN MAINTAINING COMMUNITY PEACE AND SECURITY"** katika Halmashauri ya Jiji la Arusha. Aidha utafiti huu utafanyika kuanzia August 2023 mpaka Octoba 2023.

3. Tafadhali mpeni ushirikiano


Anna E. Shoo
Kny: **MKURUGENZI WA JIJI,
ARUSHA,**



NAKALA: Mkurugenzi wa Jiji
ARUSHA –Aione kwenye jalada