



**NATIONAL CRIME RESEARCH CENTRE**

*Fighting Crime through Research*



## **The Role of Chiefs in Localized Crime and Security Management in Kenya**



**Dickson Gitonga Njiru**

# NATIONAL CRIME RESEARCH CENTRE



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# TABLE OF CONTENTS

<b>COPY RIGHT</b> .....	<b>iii</b>
<b>TABLE OF CONTENTS</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>vi</b>
<b>LIST OF FIGURES</b> .....	<b>vii</b>
<b>FOREWORD</b> .....	<b>viii</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>ix</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>x</b>
<b>OPERATIONAL DEFINATION OF TERMS</b> .....	<b>xi</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
<b>1.1 Background to the Study</b> .....	<b>1</b>
<b>1.1.1 Evolution and Revolution of Chiefs Globally</b> .....	<b>1</b>
<b>1.1.2 The Wider African Situation</b> .....	<b>1</b>
<b>1.1.3 The Perspective in Kenya</b> .....	<b>3</b>
<b>1.2 Problem Statement</b> .....	<b>6</b>
<b>1.3 Objectives of the Study</b> .....	<b>7</b>
<b>1.3.1 General Objectives</b> .....	<b>7</b>
<b>1.3.2 Specific objectives</b> .....	<b>7</b>
<b>1.4 Justification of the Study</b> .....	<b>7</b>
<b>1.5 Assumption of the Study</b> .....	<b>8</b>
<b>1.6 Scope of the Study</b> .....	<b>8</b>
<b>1.7 Theoretical Framework</b> .....	<b>8</b>
<b>Structural-Functional Theory</b> .....	<b>8</b>
<b>CHAPTER TWO: METHODOLOGY OF THE STUDY</b> .....	<b>10</b>
<b>2.1 Introduction</b> .....	<b>10</b>
<b>2.2 Research Design</b> .....	<b>10</b>
<b>2.3 Methods and Tools of Data Collection</b> .....	<b>17</b>
<b>2.3.1 Data Collection Methods</b> .....	<b>17</b>
<b>2.3.2 Tools of Data Collection</b> .....	<b>17</b>
<b>2.4 Data Collection and Management Procedures</b> .....	<b>17</b>
<b>2.5 Methods of Data Analysis</b> .....	<b>18</b>
<b>2.6 Ethical Considerations</b> .....	<b>18</b>
<b>CHAPTER THREE: RESULTS AND DISCUSSION</b> .....	<b>19</b>
<b>3.1 Introduction</b> .....	<b>19</b>
<b>3.2 Socio-Demographic Characteristics of Respondents</b> .....	<b>19</b>
<b>3.3 Role of Chiefs in Crime and Security Management</b> .....	<b>22</b>
<b>3.4 Public Opinion on Performance of Chiefs/assistant chiefs in Handling their Mandate in Kenya</b> .....	<b>34</b>
<b>3.4.1 Level of Education on Job Performance and Service Delivery</b> .....	<b>34</b>
<b>3.4.2 Opinion on Minimum Education Qualification for the chiefs/assistant chiefs</b> ...	<b>35</b>
<b>3.4.3 Relevant Skills and Abilities for the Administrators</b> .....	<b>37</b>
<b>3.4.4 Areas of Exemplary Performance of Administrators</b> .....	<b>39</b>
<b>3.5 Public Perception on the Institution of the chief/assistant chief</b> .....	<b>40</b>
<b>3.5.1 Services Sought by Members of Public at the chief/assistant chief Office</b> .....	<b>40</b>
<b>3.5.2 Performance Rating Score of the chief/assistant chief Office</b> .....	<b>41</b>

3.5.3 General Perception from Members of Public on the Institution of the chief/assistant chief.....	43
3.5.4 Opinion towards functions of the chief/assistant chief .....	45
3.6 Challenges Associated with the Work of the chiefs/assistant chiefs in Ensuring Safety and Security .....	48
3.7 Recommendations to ensure chiefs deliver on their mandate.....	50
<b>CHAPTER FOUR: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>53</b>
4.1 Introduction.....	53
4.2 Summary of Major Findings.....	53
4.2.1 Role of chiefs/assistant Chiefs in Crime and Security Management in Kenya...	53
4.2.2 Public Opinion on Performance of Chiefs/assistant chiefs in Handling their Mandate in Kenya.....	53
4.2.3 Public Perception on the Institution of the Chief .....	54
4.2.4 Challenges and Recommendation Associated with the Work of the Chiefs in Ensuring Safety and Security.....	55
4.3 Conclusions.....	55
4.4 Recommendations .....	55
4.4.1 Key Policy Recommendations .....	55
4.4.2 Recommendations for Further Research .....	56
<b>REFERENCES.....</b>	<b>57</b>
Appendix 1.....	61
Appendix II.....	65

## LIST OF TABLES

<b>Table 2.1: Sample Population Distribution .....</b>	<b>11</b>
<b>Table 3.1: Social-Demographic Characteristics Chiefs/assistant chiefs and Members of the Public .....</b>	<b>20</b>
<b>Table 3.2: Roles of Chiefs in Crime and Security Management.....</b>	<b>24</b>
<b>Table 3.3: Critical role of chiefs/assistant in Crime and security management as highlighted by Focus Group Discussion participants.....</b>	<b>31</b>
<b>Table 3.4: How level of education influence Job Performance and Service Delivery .....</b>	<b>35</b>
<b>Table 3.5: Opinion on Minimum Qualification for the Office of the Chief/Assistant Chief.....</b>	<b>36</b>
<b>Table 3.6: Minimum Qualification for one to be Appointed as a chief/assistant as Highlighted by Focus Group Discussion Participants .....</b>	<b>36</b>
<b>Table 3.7: Relevant Skills and abilities for the administrators .....</b>	<b>37</b>
<b>Table 3.8: Skills that are most relevant for chiefs/assistant chiefs in carrying out their duties in Crime and Security Management as highlighted by Focus Group Discussion Participants .....</b>	<b>39</b>
<b>Table 3.9: Areas of Exemplary Performance of Administrators .....</b>	<b>40</b>
<b>Table 3.10: Services sought by members of Public at the Chief/assistant chief Office .....</b>	<b>41</b>
<b>Table 3.11: Public perception for the institution of the chief/assistant chief .....</b>	<b>42</b>
<b>Table 3.12: Members of Public Positive and Negative Rating Performance of Administrators .....</b>	<b>44</b>
<b>Table 3.13: Perceptions on the functions of the chief/assistant chief .....</b>	<b>45</b>
<b>Table 3.14: Negative Perception towards chief/assistant chiefs from members of the public .....</b>	<b>46</b>
<b>Table 3.15: Perception of the people towards functions of chiefs/assistant Chiefs as highlighted by Focus Group Discussion participants.....</b>	<b>47</b>
<b>Table 3.16: Challenges Chiefs Experience in Dispensing their Duties.....</b>	<b>49</b>
<b>Table 3.17: Challenges of chiefs/assistant chiefs in carrying out their duties as highlighted by Focus Group Discussion participants.....</b>	<b>50</b>
<b>Table 3.18: Recommendations to ensure chiefs deliver on their mandate .....</b>	<b>51</b>

## LIST OF FIGURES

<b>Figure 1: Substantive Designation of the Public Officials Respondents.....</b>	<b>22</b>
<b>Figure 2: Whether Chiefs have an important role in Crime and Security management as observed by the Respondents.....</b>	<b>23</b>
<b>Figure 3: Chiefs destroy second generation alcohol during a crackdown on illicit brew at Motherland slums in Nairobi’s Eastleigh estate, Kenya, July 14, 2015. (Source: Xinhua/John Okoyo 2015, July 14).....</b>	<b>32</b>
<b>Figure 4: Utawala Chiefs Group at the Githongo Chief Camp (Source: Photo/ Crew).....</b>	<b>33</b>
<b>Figure 5: Responses on how Level of Education Affect Job Performance and Service Delivery.....</b>	<b>34</b>
<b>Figure 6: Respondents who have ever/sought services from the administrators or never sought Service from administrators.....</b>	<b>41</b>
<b>Figure 7: Respondents rating on performance of services from the administrators.....</b>	<b>42</b>

## **FOREWORD**

The office of the chief and assistant chief are important offices in the public administration structure in Kenya. The chief office draws the authority from the Chiefs' Act 1998; revised edition 2012 as read with National Government Co-ordination Act, 2013. Kenya's chiefs offer a unique lens for exploring ways of public administration and execution of government policies. Chiefs form the foundation of National Government Administration, which has remained the last mile cornerstone of the Kenya's administrative structure since independence. However, chief's power has become increasingly fragmented over the years due to over dilution of chiefs' authority in the Chiefs' Act 1998; revised edition 2012 and changing crime dynamics.

The National Crime Research Centre (NCRC) conceptualized this study in order to focus on the contemporary existence of chiefs in Kenya as situated from colonial and post-colonial history, tracing how shifting Kenyan rule has contributed to chiefs changing authority since the promulgation of Constitution 2010.

This study aimed at; evaluating the role of chiefs in crime management in Kenya; examining the performance of chiefs in handling their mandate in Kenya; assessing public perception in the institution of the chief and identifying challenges associated with the work of the chiefs in ensuring safety and security. From the findings of the study, chiefs and assistant chiefs plays a very critical role in crime and security management. They are the first responders at the village level to insecurity issues, this sometimes makes put their life in danger. Additionally, they play an important role in coordination of national government activities at the lowest level and ensure services are offered without interruption and the reason why members of public have a lot of trust with the institution. This study recommends the need to enhance personal security for the chiefs and assistant chiefs that includes reviewing the Standard Operating Procedures (SoPs) of the National Police Service on how to work with local administrators.

It is my belief that the study finding will contribute to the needed policy and legislative reforms in the near future.

**GOVERNING COUNCIL  
NATIONAL CRIME RESEARCH CENTRE**

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**DIRECTOR/CEO  
NATIONAL CRIME RESEARCH CENTRE**

## **ABBREVIATIONS AND ACRONYMS**

**ACC:** Assistant County Commissioner

**ADR:** Alternative Dispute Resolution

**CC:** County Commissioner

**CPAs:** Certified Public Accountants

**CoE:** Councils of Elders

**CoK:** Constitution of Kenya 2010

**DCC:** Deputy County Commissioner

**FGDs:** Focus Group Discussion

**KI:** Key Informant Interviews

**MoICNG:** Ministry of Interior and Coordination of National Government

**NA:** National Administration

**OOP:** Office of the President

**PA:** Provincial administration

**RC:** Regional Commissioner

**CPAs:** Certified Public Accountants

## OPERATIONAL DEFINATION OF TERMS

**Administrators:** this refers to the chiefs or assistant chief;

**Chief**” and “**Assistant Chief**” respectively mean the persons appointed for any area to the offices of chief and assistant chief, respectively, in the public service in Kenya.

**Chiefs:** a plural possessive form of chief

**Localized crime:** means crimes that are specific and unique in a particular area;

**Nature of crimes:** refers to the categories or attributes of crimes prohibited by established laws or customs.

**Security management:** measures taken to be safe or protected from any harm or danger.

**Frequency of security meetings:** how often security meetings are held by the security agencies.

**Joint security operations:** collective and cooperative security activities to crackdown law breakers by the security agencies.

**Restructured Provincial Administration (RPA):** reorganized structure, functions, administrative procedures, policy and legislative frameworks of the Provincial Administration.

**Security agencies:** government departments that deal with the maintenance of law and order.

## EXECUTIVE SUMMARY

This study sought to evaluate the role chiefs in localized crime and security management in Kenya. The study adopted functionalism theory to explain the functions that chiefs play in the society using the chief office as an institution with a system with interrelated parts. According to the functionalist perspective, each aspect of society is interdependent and contributes to the functioning of the entire society.

This study's specific objectives were to: evaluate the role of chiefs in crime and security management in Kenya; examine public opinion on performance of chiefs/assistant chiefs in handling their mandate in Kenya; assess public perception in the institution of the chief/assistant chief and identify challenges associated with the work of the chiefs in ensuring safety and security.

The study employed a descriptive survey design, which targeted 1,393 respondents (447 administrators and 946 members of public). During actual data collection a total number of 346 respondents of chiefs/assistant chiefs were interviewed (which is 77.4% of the target) and a total of 824 members of public (which is 87.1% of the target) were interviewed.

The data was analysed using Statistical Program for Social Sciences (SPSS) and the MS Excel. The findings were interpreted and presented in percentages and frequency graphs and charts.

The Key Findings were:

### **i. Role of chiefs/assistant chiefs in Crime and Security Management in Kenya**

It was established that the administrators have a critical role in security management within their locality though it comes with several operational challenges. However, there was a feeling that since the promulgation of the constitution 2010 and other reviews and repealing of the Chiefs' Act CAP 128 of 1998 (Revised 2012), their work has been difficult.

Majority of the members of public were of the opinion that chiefs have roles to play in crime and security management in Kenya and hence their office is critical. Just a few felt that crime and security management is the role of police officers and therefore, chiefs/assistant chiefs have a minimal role to play.

On specific roles played by the administrators, members of public opined that chiefs and assistant chiefs played a critical role in, security coordination.

In addition, they enforce law and order and resolve community conflict, these emerged to be a critical role done by the administrator. Other critical roles were; facilitate application of identity card and facilitation of application of birth certificates among others.

## **ii. Public Opinion on Performance of chiefs/assistant chiefs in handling their mandate in Kenya**

This study found out that the performance of chiefs/assistant chiefs is highly influenced by level of education. This was the feeling of most of the administrators and also supported by most of the members of public who opined that level of education influence job performance of the chiefs/assistant chiefs. Some of the members of public respondents said that job performance was not influenced by level of education with a few of the administrators arguing that there is more in passion than level of education.

Further, it was important to find out the most relevant skills that are needed by administrators for effective service deliver. It came out that most of the chiefs/assistant chiefs and several members of public sampled said that communication skill is necessary for chiefs to carry out their mandate. Another, significant number of chiefs/assistant chiefs and members of public said that public relation is a skill that chiefs should have in carrying out their duties in crime and security management. Additionally, some of the chiefs/assistant chiefs and members of public added that managerial skills should be adopted by administrators in carrying out their mandate.

A few of chiefs/assistant chiefs and members of public sampled said that critical thinking skills are necessary in crime and security management by chiefs with other chiefs/assistant chiefs and members of public sampled said that for chiefs to carry their mandate in crime and security management they need investigative skills and paramilitary skills.

## **iii. Public Perception on the Institution of the Chief**

The findings were that there is some trust from members of public on the institution of the chief. When members were asked either to rate (Excellent; Good; Better; Bad; and Worse) the performance of the local chief. The results were that 47.9%, of the members of public said they would rate the performance of the chief as good. Another, 25.8% of the interviewed members of public would rate their chief performance as excellent. Also, 14.0% and 8.6% said that they would rate institutions as better and bad simultaneously. A small percentage of 4.4% respondents from the members of public said that they would rate the institution of the chief as worse.

It also emerged that majority of the members of public believe that the chiefs/assistant chiefs are efficient and effective in-service delivery. In addition, others members of public said that chiefs treat people with fairness in carrying out their mandate within their locality and they also meet expectations of the locals in crime and security management. Other members of public said that they provide free guidance and counselling to families and youths, in addition to being able to gather information concerning crime and security despite serving a large population with minimal resources.

There were some of the members of public participants who gave negatively feedback on the performance of administrators. It came out that some of the members of public view the administrators are worse due to corruption. Others said that chiefs mostly are not available in the office and few over-indulge in alcohol making them in-competent to serve the community.

There was also a feeling by some members of public that chiefs cannot resolve any issues conclusively because same issues occur over and again. To some of the members of the public, the administrators are self-centred in distribution of relief food, services and equipment's. However, lack of enough working space for the chiefs/assistant chiefs has affected their performance greatly.

#### **iv. Challenges Associated with the Work of the Chiefs/assistant chiefs in Ensuring Safety and Security**

The major challenge pointed to by chiefs/assistant chiefs and members of the public was lack of personal security. Another challenge raised by chiefs/assistant chiefs and members of public was inadequate transport and communication. It was also established that they face with political interference hindering their service delivery. To the chiefs/assistant chiefs also, lack adequate office budget allocation for office operation emerged as a challenge. It was also noted that chiefs/assistant chiefs work for long hours. Other in the list were; they undergo inadequate training and or not at all and it was noted that a few indulge in alcohol in excess and abuse that affect their work.

### **Policy Recommendations**

- i. The Ministry of Interior and Co-ordination of National Government should:
  - Provide adequate transport and communication facilitation to the chiefs/assistant chiefs due to their critical role in the community.
  - Through the National Police Service should guarantee personal security for the chiefs/assistant. This would require arming the chiefs/assistant chiefs on need basis.
  - Provide police support to enhance enforcement of their duties. This may need review of the Standard Operating Procedures (SoPs) for the National Police Service.
  - Allocate adequate budgetary provisions for the office of the chief/assistant chief; allocate more tools, equipment and adequate working space.

- Organize routine trainings and capacity building for the administrators, specifically on public relations and communication skills, leadership and problem-solving skills including paramilitary skills.
  - Should consider boundary re-alignments due to large coverage to strengthen community networks.
  - Review Chiefs Act CAP 128 (revised 2012) and/or enact a new legislation to allow the administrators discharge their duties effectively.
- ii. The chiefs/assistant chiefs being a local person, there is need to transfers them within a location to enhance service delivery like other public servants. This will bring performance improvement of the work of the chiefs/assistant and competency in service delivery and eliminate malpractices. The area managers (headmen) will be the reference for any needed information within the new areas.
- iii. There is need to avail financial resources for monthly allowances for the headmen as a way of motivation and also consider Nyumba Kumi representatives in location committees.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background to the Study

### 1.1.1 Evolution and Revolution of Chiefs Globally

The history of the establishment of the chief system rule can be traced to the colonial administration in Africa. British, among other European powers, colonized many parts of the world. They used different methods of rule to carry out their plans such as direct rule, indirect rule, and assimilation among others. In order for the British to successfully govern the Kenyan colony, they used the system of indirect rule (Lange, 2004). This was informed by the fact that any attempt by the British to rule directly would have resulted to failure in their governance. The indirect rule involved creation of the chief system, establishment of local native council and native tribunals (Ndege, 2009). Despite the fact that the ethnic communities were ruled by council of elders in the ancient period, the British had to appoint paramount chiefs whom they could manage and control.

The colonial powers created a chief system as an institution that was to act in the interests of the British for economic, political and social development. The effective administration carried out by the colonial chiefs who collaborated with the British, played an important role in enhancing the country's development. Many ethnic communities in ancient Kenya were led by Councils of elders which made decisions regarding its people. However, during the colonization era, the position of Paramount Chief was created by the British administration in order to effectively govern the colonies between the 19th and 20th centuries (Irungu, 2009). Schmitt (2015) revealed that, one of the key factors towards the development of a certain place is availability of high standards of security. On this, it can be argued that chiefs were believed to play a big role to ensure that there was peace and security in their areas of jurisdiction. Deflem (1994) argued that the role of the colonial chiefs were to maintain law and order attributed to development as it eradicated crime crisis. In his work, for example, he reasoned that land dispute which was the major dispute among communities was resolved by the chiefs who made binding orders and final decisions over the matter. Through the demarcation of land boundaries and creation of public meetings the chiefs advocated for peace and unity among conflicting parties. Other than land disputes, the chiefs also played a role in minimizing cattle raiding which also caused insecurity among the civilian population. Finer (2017) said that military units were significant contribution for any political development. Recruitment of men into military units was another important role carried by the colonial chief that enhanced political development. The men were used to construct local administration and military centers thereby improving the domination by the colonial chiefs in the realm of politics.

### 1.1.2 The Wider African Situation

Some scholars of African politics have suggested that the chief system of rule is at odds with the ideals of modern democratic governance and will become increasingly less relevant in future decades. Nyamweru and Chidongo (2018) indicated that many African countries still

retain significant elements of precolonial institutions: That the post-apartheid government of South Africa continues to recognize the status of traditional rulers and provides them with significant financial support; in 2014 the Zulu king received an annual allowance of about US\$6-million.

According to Claassens (2013) the African National Congress (ANC) led parliament continues to support the institution of chieftainship. The South African Parliament introduced a package of new laws since 2003 that centralize power to chiefs and bolster their ability to unilaterally define the content of customary law. Some of these measures, such as the Traditional Courts Bill, have been opposed by a number of institutions and individuals (Nyamweru & Chidongo, 2018).

In Botswana as indicated by Lekorwe (2011) study, traditional institutions play a significant role in the modern nation state. Former two presidents of independent Botswana came from the ruling family of the Bamangwato section of the majority Tswana ethnic group. Molomo (2011) study point out that the role of traditional leadership had not been confined to the highest levels of government, though chiefs and headmen were not allowed to be involved in party politics. The current situation in Botswana is that Chiefs operate as civil servants under the political authority of the ministry of local government. The Botswana constitution includes provision for a House of Chiefs and gives chiefs significant judicial powers. Sharma (2011) has summarized the importance of Botswana's customary courts as follows:

*Recognizing the role played by traditional leaders, Botswana has integrated them into its contemporary machinery of public administration. The role of traditional leaders in Botswana is particularly significant in the administration of justice as Botswana's customary courts co-exist with the modern set-up of judiciary and handle almost 90 per cent of the cases handled by the courts. The people in the rural areas find the justice administered by these customary courts to be comprehensible, inexpensive, speedy, and not too technical. These customary courts have been recognized by law, derive their authority from tradition as well as from statutes, and administer customary as well as statutory law.*

Comparably, in Ghana, the traditional authorities play an important role in the social and political life; in 2006 there were said to be 192 'traditional councils' typically led by paramount chiefs with dozens of chiefs and sub-chiefs below them (Baldwin 2016). Lund (2008) summarizes that, chiefs are gazetted in Ghana, and they have a recognized institution—the Regional and National House of Chiefs. The chiefs recover taxes for the district administration; they appear at every durbar; and they have endorsed land leases. They thus exercise public authority and are endowed with much of the accoutrements of state.

In Sierra Leone, the institution of chieftainship has a long history, surviving centuries of colonial rule and the years of civil war that ended in 2002. There are now 149 administrative divisions in the republic, chiefdoms over which 'paramount chiefs have considerable power

(Day, 2012). According to Day (2012) their duties are outlined thus: as traditional leaders they are the final arbiters in questions of land rights and other aspects of customary practice. As chief executives of the primary administrative units of the national government, they are charged not only with preserving many customary laws but also with enforcing the laws and constitution of the state. In that, they receive government stipends as well as having their own sources of revenue, including the right to a share of proceeds from diamonds mined in their district.

According to Baldwin (2016) in 2004 Malawi had three paramount chiefs, 24 senior chiefs, 121 chiefs, 61 sub-chiefs, 2,360 group headmen and 18,361 village headmen; in 2009 each paramount chief received an annual stipend of over US\$4,000 from the central government. In Zambia there are 286 chiefdoms, each with dozens or hundreds of village headmen. Hammar (2002) has indicated that, in Zimbabwe, since independence in 1980, the government ‘has oscillated between undermining the traditional chiefs and strengthening their authority. Increasingly, however, it has sought to re-establish the position of chiefs, headmen and kraal heads - most recently through the Traditional Leaders Act (1998) and a substantial increase in their salaries.

Therefore, the analysis of these African Countries has shown that, the position of ‘traditional leaders’ in some countries, is defined in the constitution and further supported by Acts of parliament. Furthermore, these leaders and/or their organizations are financially supported by the central government. This is the same case in Kenya, where central government has supported the office of the chief, however, below the chief there is another institution called Council of Elders (CoE) and the headmen that do not receive a direct support but are largely volunteer elders who play an important role in dispute resolution, as we illustrate in the following sections on the chieftaincy in Kenya.

### **1.1.3 The Perspective in Kenya**

For several decades, Kenya was under the British colonial rule until the declaration of independence in 1963. The enactment of the Village Headman Ordinance of 1902 when the country was under the colonial governance introduced the concept of village headman. The initial purpose of the ordinance was to bring Kenyan natives into the money economy, enforce tax payment, control livestock movement, and regulate agriculture and movement of people and various other social and economic regulations. At that time, the village headman relied on village bullies to enforce the often-unpopular policies of the colonial government and to put in place arbitration and other enforceable mechanisms. The position of the village headman has since evolved to the modern days Chief, but the term still remains in informal use in rural Kenya, where it refers to the Chief, Assistant Chief, or the contemporary “headperson” who is appointed by the Chief to help with village governance (Mbuba, 2011).

Kenya became an independent country with a system of Provincial Administration. The system traces its origin back to the colonial era when the colonial administrations in their venture to efficiently administer the East African Protectorate established organizations which characterizes not only the official protocol of government decision-making, but also

means of political influence. Throughout this time, its core roles were to collect levy, upholding law and order and conciliation of the populace in the protectorate. It also offered court services and took part in legislative matters in Local Governments (Nyariki, 2011).

The colonial administration created organizations in an attempt to strengthen among the natives and to ensure that progress and enforcement of guidelines and laws were considered as locally made. This administrative technique was meant to legitimize colonial policies of leadership. The Chief, then regarded as the village headman, was the principal tool of the District Commissioners, then acknowledged as Regional Agents, for enforcing the colonial government business. The Headman depended on ‘village elders’ to exercise his mandate and to enforce colonial administration rules. The elders carried out the functions of the indigenous police by inflicting and adjudicating as directed by the Headman (Nyariki 2011).

In 1924 the Local Native Councils were instituted and carried out an advisory function to the District Commissioners, imposed levy and enacted by-laws for the farming and education areas. There were also the African Tribunal Courts which adjudicated disputes under customary law, but in reality, they governed more by English Law and administrative supervision. The District Administrator acted as the “Court of Appeal” for the tribunals (Provincial Administration and Internal Security; Strategic Plan (Nyariki 2011).

The Constitution of Kenya promulgated in 2010 paved way for decentralization. World Bank (2015) referred to the Kenya devolution system as among the most rapid and ambitious processes going on in the world, the country had to build a new set of county governments from scratch. The Constitution divided the country into 47 county governments, which have jurisdiction over the provision of services in several sectors such as agriculture, health services, cultural activities, transportation, animal control, trade development, disaster management, and local governance, among others. This jurisdiction, however, was not extended to the security service, which remained as at the preserve of the national government (Steeves, 2015).

In order to give effect to Articles 131(1) (b) and 132 (3) (b) of the Constitution and for connected purposes, the National Assembly (parliament) enacted the National Government Co-ordination Act, 2013 to establish an administrative and institutional framework for co-ordination of national government functions at the national and county levels of governance.

This Act, passed in 2013, provided for the establishment of an administrative and institutional framework at the national, county and decentralized units to ensure access to national government services in all parts of the republic. This law also provides for the overall coordination and administration of the national government functions both at national and county levels. This law has not necessarily eased the tension between the national and county governments. Indeed, there have been heated national discourses around the relationship between the two levels of government (Mariru, 2015).

The National Government Co-ordination Act, 2013 made provisions for appointment, roles and responsibilities of national government administrative officers. Section (15) provides that: -

*“In accordance with the national government functions under the Constitution, this Act or any other written law, the Public Service Commission shall, in consultation with the Cabinet Secretary, recruit and appoint national government administrative officers to coordinate national government functions and to perform such other functions as may be assigned to them under this Act or any other law”.*

Section 15(2) as read with (d) (e) and (f) states that, Pursuant to subsection (1)<sup>1</sup>, the Public Service Commission shall appoint: -

- (d) a Chief in respect of every location;
- (e) an Assistant Chief in respect of every sub-location; and
- (f) any other national Government Administrative Officer in respect of a service delivery unit established under section 14.

Since, constitutional change in 2010 the chief’s role has changed, and they no longer have a direct role in mobilization of local security forces such as the Administration Police and the National Police Reserve. This has positive implications for democracy but also negative implications for locally-responsive security. Chiefs operate in an environment where unanimity of purpose, the lines of accountability and the various roles and events of chieftainship have become increasingly blurred.

The creation of county governments has brought a further problem - duplication and tension between chiefs and ward administrators. This has been interpreted as a challenge to the spirit of devolution and its local political primacy, as well as the responsibilities and roles of county government and its elected leadership, adding to inefficiencies, costs and mutual suspicions. Both have a role in crime and violence prevention, albeit indirectly. Other criticisms of chiefs include their link with corruption, especially over land and lack of meritocracy and political interference in appointments and promotion (Mariru, 2015).

The current situation of the chief office in Kenya is that, chiefs have an important role in governance at the local level and are instrumental in implementing public policy at the local community. The Chiefs’ Act 1998; revised edition 2012; defines “chiefs’ to mean the person appointed for any area to the office of chief in the public service. The duty of the chief is to maintain order in the area in respect of which he/she is appointed, and for such purpose he/she shall have and exercise the jurisdiction and powers upon him over persons residing or being within such area (Chief’s Act, 1998). The chief has power to put front-line measures to prevent crime; issue security orders from time to time; order work or service to be done in

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<sup>1</sup> National Government Co-ordination Act No 1 of 2013- Parliament of Kenya

the public interest; act as government trustee and enforce penalty for anyone disobeying lawful orders. The conduct and style of management of the chief underpins the quasi-military, paternalistic role this government agency takes on. This is especially important where the state is thin on the ground “the last mile”. Rural areas are home to a large proportion of the population of Kenya and have particular characteristics and specific security challenges. The first challenge is undoubtedly the lack of capacity in governance, which allows for problems in border controls and illegal arms markets. There is a high rate of inter-communal resource-based conflict over livestock, pasture, water and land. Violent extremist attacks have hit remote areas adjacent to the Kenya-Somali border very hard, and are now hitting interior areas, both rural and urban. Further, rural urban centres are now growing bringing a new set of challenges for county-level administrators and security (Steeves, 2015).

## **1.2 Problem Statement**

The security and safety of every Kenyan and access to justice is essential for social economic development of the country. The chiefs and assistant chiefs have a clear central role to play in improving safety and security, but so do Kenya’s citizens. To achieve this there is need for maximum cooperation between the administrators and members of the public. Chiefs and assistant chiefs in Kenya play a very critical role within the community. Since independence they have played the roles of peacemakers, mediators, negotiators and law enforcers, all rolled into one.

However, the community is the source of crime, the victim of crime and therefore any successful crime prevention and detection depend mostly on a productive and better relationship between the public and the chiefs. In the rapidly changing circumstances of crime management today, the chiefs recognize the need to adopt new approaches to law enforcement. The Chiefs Act CAP 128 of 1998 (Revised 2012) was repealed severally and this could have affected effective service delivery. The chiefs and sub-chiefs manage confidential information and intelligence accruing from the public and any lack of trust can weaken information sharing. In the rapidly changing circumstances of crime management today, there is need to adopt new approaches to crime management and law enforcement.

Moreover, contemporary chiefs face new challenges such as demands for good governance, the introduction of information and communication technologies and change in crime dynamics. In addition, the complexities in the changed devolved structure require them to understand the intergovernmental relations and levels of accountability (between the county level and at the national level). Balancing between local expectations and national obligations is thus a critical task for chiefs and assistant chiefs.

Further, chiefs and assistant chiefs have been accused of involvement in oppression and regime protection and have therefore been both loved and hated in equal measure. This study intends to understand the sensitivities of their roles holistically. The work of the

chief/assistant chief would be difficult especially when trying to implement directives from the national government, which may not easily fit with realities on the ground.

Nevertheless, due to work related constraints, according to Ministry of Interior and Coordination of Government in Kenya (2019, about 60% of chiefs and their assistants are kitted with motor-cycles and AIEs to enable their mobility and response to distress calls. What is not documented is how effective and adequacy are they on meeting their mandate in serving the community. It is important to listen to the administrators themselves and get to know the realities and their daily challenges.

This study may provide answers to questions such as: how are these chiefs recruited and appointed; what duties do they perform; the kind of challenges they encounter and how do they overcome them in terms of preparedness and response especially to security threats. What is the overall impact of their activities to security in the country? On the other hand, what is the rationale behind the use of locally appointed chief viz-a-vis an outsider?

In addition, demand for services closer to the people has necessitated significant increase of locations and Sub-Locations to 3,613 and 8,517 respectively (Ministry of Interior and Coordination of Government, 2019). This therefore means that there is a critical mass of chiefs and assistant chiefs working for the national government.

To get more insights, this study intended to get response from the people that they govern and some of the chiefs themselves. This will bring more understanding on what relevant actors and structures are required by chiefs to secure the 'last mile' of security in Kenya. In this study it was important to inform reforms, policies on crime prevention and capacity-building programs for the chief's cadre in the country.

## **1.3 Objectives of the Study**

### **1.3.1 General Objectives**

This study general objective was to evaluate the role of chiefs in crime and security management in Kenya.

### **1.3.2 Specific objectives**

The specific objectives of this study were to:

- i. Evaluate the role of chiefs in crime and security management in Kenya
- ii. Examine public opinion on performance of chiefs in handling their mandate in Kenya
- iii. Assess public perception in the institution of the chief
- iv. Identify challenges associated with the work of the chiefs in ensuring safety and security

## **1.4 Justification of the Study**

This study is justified on the basis of the fact that it intends to bring more understanding on the chief role in provision of security and examine the capabilities and competency of chiefs

in handling their mandate in their areas of jurisdiction. It also, sought to understand the society perception on the role of the chief and the challenges they are faced with and get their views on how to minimize the challenges that have bedevilled the institutions for many years. This study is justified, because individuals in the community are direct beneficiary of the effort of the institution in terms of security and development and other related functions of the chiefs.

To address insecurity at local level and also mitigate community conflicts, there has been an impression that the Chief as the last unit of National Government Administration in Kenya has a big role to play. It has even been argued that perhaps the Chiefs having been born, raised, recruited and deployed to work in the same village level understand better the community problem than outsider law enforcement officer thus giving the office more responsibility to ensure security. The uniqueness is that every community village has a chief who is expected to offer leadership and protection, peace and security for their people. The outcomes of the study would provide useful information and data for effective intervention, policy and decision making by government and other stakeholders.

### **1.5 Assumption of the Study**

The study makes the following assumptions.

- i. That participants would answer the interview questions in an honest and candid manner.
- ii. That participants had knowledge and/or expertise on the study.
- iii. That participants had a sincere interest in participating in this research.

### **1.6 Scope of the Study**

This study focused to evaluate the role of chiefs in crime and security management in Kenya. The study covered sixteen counties. It examined public opinion on performance of chiefs in handling their mandate, assessed public perception in the institution of the chief and identified challenges associated with the work of the chiefs in ensuring safety and security

### **1.7 Theoretical Framework**

#### **Structural-Functional Theory**

Structural-functional theory, also called functionalism was postulated by an English philosopher and biologist, Hebert Spencer (1820–1903), who saw similarities between society and the human body; he argued that just as the various organs of the body work together to keep the body functioning, the various parts of society work together to keep society functioning. (Spence 1898). The proponent's sees society as a structure with interrelated parts designed to meet the biological and social needs of the individuals in that society. The parts of society that Spence referred to were the social institutions, or patterns of beliefs and behaviours focused on meeting social needs, such as government, education, family, healthcare, religion, and the economy (Walter, 1996).

Functionalists believe that society is held together by consensus, or cohesions, in which members of the society agree upon, and work together for the survival of the society. The different parts are primarily the institutions of society, each of which is organized to fill different needs and each of which has particular consequences for the form and shape of society. The parts all depend on each other. Durkheim (1893, cited in Lentz, 1992) applied Spencer theory to indicate that society is built in two folds thus the modern society and the traditional society. According to him, within the mechanical solidarity there is a form of social cohesion that arises when people in a society maintain similar values and beliefs and engage in similar types of work. Durkheim studied how societies maintain social interaction after traditional bonds were replaced by modern economic relations. Durkheim believed that society exerted a powerful force on individuals. According to him, people's norms, beliefs and values make up a collective consciousness or a shared way of understanding and behaving in the world.

It is very true that in a typical Kenyan society there exist values, norms and beliefs that bind the people together. It is these norms, values and beliefs that create solidarity between the people in society. If the above is true, then in every society leadership is keen. In traditional settings in Kenya leaders are symbols of authority. They have the ability to bind the people together and enforce the norms, values and beliefs as outlined by Durkheim. The leader in this context is referred to as the chief.

The study employed the theory of functionalism to explain the functions that chiefs play in the society using the chief office as an institution with a system with interrelated parts. According to the functionalist perspective, each aspect of society is interdependent and contributes to the functioning of the entire society.

# CHAPTER TWO: METHODOLOGY OF THE STUDY

## 2.1 Introduction

This section discusses the research design, methods and tools for data collection, data management procedures, data analysis approaches and ethical considerations that were applied in the study.

## 2.2 Research Design

This study on the role of Chiefs in localized crime and security management adopted a descriptive survey research design. This research design is useful in drawing information from a large and heterogeneous population (Fowler, 2008). This design helped to understand and analyze the phenomenon of state of crime and security within Chief's jurisdiction. It helped in generating information on the systemic gaps and challenges that will inform relevant policy for securing Kenya.

This study had two categories of the respondents who were the main target populations. The chiefs and assistant chiefs were very key respondents as the study was mainly on their roles on how they can enhance their contribution to security management in the country. In order to appraise and evaluate their performance, members of the public were also picked as the respondents.

Key informant interviews (KII) and focus group discussion (FGDs) participants were drawn from representatives of various agencies, (Nyumba Kumi, Peace Committees, County Government ward level administrators, community members (some of retired civil servants), religious institutions representatives and civil societies representatives working within criminal justice system. This is because they are expected to provide an in-depth and comprehensive information on issues relating to the research topic.

This study adopted both non-probability and probability sampling techniques. Cluster sampling was used as Stage one of the sampling where the existing 8 administrative regional boundaries were adopted as clusters. Then simple random sampling followed to select counties in each region as indicated in Table 2.1 arriving at 16 counties<sup>2</sup>. This was informed by available resources for the completion of this study. Further, purposive sampling was used to arrive at sub-counties, divisions and locations. The locations or sub-locations in existence serves as national government service delivery units and sample respondents were drawn from there. Correspondingly, each chief or sub-chief was interviewed in those service delivery units.

In addition, within the 8 existing administrative regions, one county was purposively sampled for focus groups discussion, each with a maximum of 12 members. The focus group discussion participants comprised of the supervisors of chiefs and assistant chiefs who are

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<sup>2</sup> <https://commentpicker.com/random-number-generator.php>

Assistant County Commissioners (ACC) or Deputy County Commissioners (DCC). Other actors in criminal justice system and also public administration including county governments and civil societies were included in the focus group discussion.

Stage two involved convenience and availability sampling to identify chiefs and or assistant chiefs available during data collection. The members of public sample size was determined using Slovin's (1972) formula as follows. The desired sample was arrived by controlling the confidence level and error of margin calculated as:

$$n = N / (1 + Ne^2) \dots\dots\dots \text{equation 1}$$

Where **n**: is sample size to be determined, **N**: total population size of households ( $N_1 + N_2 + \dots$ ) **e**: significance level, where in this study the researchers intend to use a confidence level of 98% for better accuracy which will give a margin error of 2% (0.02).

The sampling list from KNBS (2019) household data frame was used and using probability proportional to size (PPS) techniques with a calculation formula;  $N_1/N$  (n) arrived at county household sample. The desired sample population is indicated in Table 2.1 which also includes achieved sample during actual data collection.

**Table 2.1: Sample Population Distribution**

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved			
Coast	1	Mombasa	Kisauni	Kisauni	49	3				
				Bamburi	32	3				
				<b>Total</b>	<b>6</b>	<b>6</b>				
			Nyali	Frere Town	15	3				
				Kongowea	20	3				
				Maweni	14	3				
			<b>Total</b>	<b>9</b>	<b>9</b>					
								<b>130</b>	<b>15</b>	<b>145</b>
			2	Kilifi	Kilifi South	Junju		9	3	
	Mtwapa	34				3				
	Mavueni/Takaungu	6				3				
	<b>Total</b>	<b>9</b>				<b>9</b>				
	Magarini	Gongoni			6	3				
		Magarini			8	3				
		Adu			2	3				
<b>Total</b>		<b>9</b>			<b>9</b>					
Malindi	Malindi	39			3					
	Goshi	3			3					
	Watamu	7			3					

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved
					<b>Total</b>	<b>9</b>	
					<b>114</b>	<b>27</b>	<b>141</b>
Nyanza	3	Kisii	Etago	Chitago	3	3	
				Kabiero	2	3	
				Otendo	2	3	
					<b>Total</b>	<b>9</b>	
			Gucha	Boochi Chache	4	3	
				Sengera	4	3	
				Machoge Chache	3	3	
					<b>Total</b>	<b>9</b>	
			Kisii Central	Bobaracho	1	3	
				Bosongo	4	3	
				Keumbu	13	3	
					<b>Total</b>	<b>9</b>	
	Marani	Kionganyo	1	3			
		Kegogi	5	3			
		Metembe	2	3			
			<b>Total</b>	<b>9</b>			
					<b>44</b>	<b>36</b>	<b>80</b>
	4	Kisumu	Kisumu East	Kajulu East	4	3	
				Kolwa West	18	3	
				Kolwa East	7	3	
					<b>Total</b>	<b>9</b>	
			Seme	North Central Seme	4	3	
				East Seme	4	3	
Otwenya				4	3		
					<b>9</b>		
Nyando			Awasi	5	3		
			Kakola	6	3		
			Katho	1	3		
				<b>Total</b>	<b>9</b>		
				<b>53</b>	<b>27</b>	<b>80</b>	
Rift-Valley	5	Nakuru	Kuresoi North	Kamara	3	3	
				Mau-Summit	6	3	

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved		
				Nyota	5	3			
					<b>Total</b>	<b>9</b>			
			Naivasha	Naivasha Town	19	3			
				Karati	3	3			
				Malewa	4	3			
					<b>Total</b>	<b>9</b>			
			Nakuru North	Bahati	3	3			
				Kirima	1	3			
				Dundori	2	3			
					<b>Total</b>	<b>9</b>			
			Subukia	Arash	1	3			
				Subukia Central	2	3			
				Subukia East	3	3			
					<b>Total</b>	<b>9</b>			
							<b>52</b>	<b>36</b>	<b>88</b>
			<b>6</b>	<b>Bomet</b>	Chepalungu	Kongasis	3	3	
						Kamaget	1	3	
						Sigor	3	3	
							<b>Total</b>	<b>9</b>	
					Bomet Central	Township	11	3	
Sibaiyan	4	3							
Ndaraweta	5	3							
	<b>Total</b>	<b>9</b>							
				<b>27</b>	<b>18</b>	<b>45</b>			
<b>7</b>	<b>Uasin-Gishu</b>	Kapseret	Kapseret	6	3				
			Ngeria	6	3				
			Pioneer	39	3				
					<b>9</b>				
		Soy	Soy	4	3				
			Sirikwa	2	3				
			Ziwa	3	3				
	<b>Total</b>	<b>9</b>							
				<b>60</b>	<b>18</b>	<b>78</b>			
Central	<b>8</b>	<b>Muranga</b>	Murang'a South	Kamahuha	1	3			
				Kiambiti	4	3			
				Kirimiri	3	3			
					<b>Total</b>	<b>9</b>			
			Gatanga	Gatanga	4	3			

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved		
				Kigio	2	3			
				Kiria-Ini	2	3			
				<b>Total</b>	<b>9</b>				
				Kigumo	Kigumo	1	3		
					Kirere	3	3		
					Githima	3	3		
			<b>Total</b>	<b>9</b>					
			<b>23</b>	<b>27</b>	<b>50</b>				
			<b>9</b>	<b>Nyeri</b>	Mathira East	Karatina	2	3	
						Muthua	3	3	
						Ragati	2	3	
						<b>Total</b>	<b>9</b>		
					Nyeri Central	Kamakwa	15	3	
						Kiganjo	5	3	
Mukaro	14	3							
<b>Total</b>	<b>9</b>								
Tetu East	Karundu	5			3				
	Gaaki	4			3				
	Aguthi	4			3				
	<b>Total</b>	<b>9</b>							
<b>54</b>	<b>27</b>	<b>81</b>							
Nairobi	<b>10</b>	<b>Nairobi</b>	Kamukunji	Airbase	10	3			
				Pumwani	7	3			
				Shaurimoyo	9	3			
				<b>Total</b>	<b>9</b>				
			Kibra	Kibera	21	3			
				Sarang'ombe	16	3			
				Woodley	11	3			
				<b>9</b>					
			Lang'ata	Lang'ata	6	3			
				Mugomoini	16	3			
				Nairobi West	46	3			
				<b>Total</b>	<b>9</b>				
			Makadara	Makadara	14	3			
				Bahati	11	3			
				Makongeni	10	3			
				<b>Total</b>	<b>9</b>				
<b>177</b>	<b>36</b>	<b>213</b>							

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved	
Western	11	Bungoma	Bumula	Bumula	3	3		
				South Bukusu	5	3		
				Kabula	5	3		
				<b>Total</b>	<b>9</b>	<b>9</b>		
			Bungoma Central	Mukuyuni	3	3		
				Kuywa	3	3		
				Chwele	5	3		
				<b>Total</b>	<b>9</b>	<b>9</b>		
			Kimilili	Chebukwabi	6	3		
				Kimilili Township	4	3		
				Maeni	2	3		
	<b>Total</b>	<b>9</b>		<b>9</b>				
	Cheptais	Cheptais	4	3				
		Chepkube	3	3				
		Chepyuk	3	3				
		<b>Total</b>	<b>9</b>	<b>9</b>				
					<b>46</b>	<b>36</b>	<b>82</b>	
	12	Vihiga	Emuhaya	Central Maragoli	6	3		
				South Maragoli	4	3		
				Mungoma	4	3		
				<b>Total</b>	<b>9</b>	<b>9</b>		
			Luanda	Luanda Township	4	3		
				Maseno	3	3		
				Emasaba	3	3		
<b>Total</b>				<b>9</b>	<b>9</b>			
						<b>24</b>	<b>18</b>	<b>42</b>
Eastern			13	Machakos	Athi River	Githunguri	8	3
	Katani	3				3		
	Mlolongo	42				3		
	<b>Total</b>	<b>9</b>				<b>9</b>		
	Matungulu	Matungulu			3	3		
		Matheini			3	3		
		Komarock			7	3		
		<b>Total</b>			<b>9</b>	<b>9</b>		
	Yatta	Matuu			3	3		

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved
				Ndalani	8	3	
				Kithimani	1	3	
					<b>Total</b>	<b>9</b>	
					<b>78</b>	<b>27</b>	<b>105</b>
	<b>14</b>	<b>Kitui</b>	Kitui West	Mutini	0	3	
				Mutanda	1	3	
				Kauwi	3	3	
					<b>Total</b>	<b>9</b>	
			Kitui Central	Mulundi	2	3	
				Mutune	3	3	
				Township	2	3	
					<b>Total</b>	<b>9</b>	
			Matinyani	Matinyani	6	3	
				Kauma	1	3	
				Kalimani	1	3	
					<b>Total</b>	<b>9</b>	
			Migwani	Itoloni	1	3	
				Kyome	1	3	
				Migwani	7	3	
					<b>Total</b>	<b>9</b>	
			Mutomomo	Mutomomo	3	3	
				Kibwea	3	3	
				Ndakani	2	3	
					<b>Total</b>	<b>9</b>	
			Nzambani	Kyanika	3	3	
				Maluma	3	3	
				Kanduti	1	3	
					<b>Total</b>	<b>9</b>	
					<b>43</b>	<b>54</b>	<b>97</b>
	<b>15</b>	<b>Tharaka-Nithi</b>	Tharaka North	Gikingo	3	3	
				Ntoroni	1	3	
				Thiiti	1	3	
					<b>Total</b>	<b>9</b>	
			Meru South	Karingani	3	3	
				Kiangondu	6	3	
				Gitareni	1	3	
					<b>Total</b>	<b>9</b>	
					<b>15</b>	<b>18</b>	<b>33</b>
North Eastern	<b>16</b>	<b>Wajir</b>	Wajir North	Bute	1	3	
				Godoma	0	3	

Region	No	County	Sub-County	Location	N= Sample Per Location	= 1 Chief + 2 Asst-Chiefs = 3	Totals Achieved
				Hote	0	3	
					<b>Total</b>	<b>9</b>	
			Habaswein	Abakore	2	3	
				Dilmanyale	1	3	
				Dalsan	1	3	
					<b>Total</b>	<b>9</b>	
			Wajir East	Lagdima	0	3	
				Adan Awele	1	3	
				Boa	0	3	
					<b>Total</b>	<b>9</b>	
					<b>6</b>	<b>27</b>	<b>33</b>
					<b>946</b>	<b>447</b>	<b>1,393</b>

## 2.3 Methods and Tools of Data Collection

### 2.3.1 Data Collection Methods

Qualitative data was collected using key informant interview guide and focus group discussions. Quantitative data was collected using closed-ended questionnaires (Creswell, 2009). The possible response in the questionnaire were generated after the pilot study. These pre-test sites were not part of the study sites for the actual data collection. The purpose was to identify any bias and ambiguities in the tools so as to point out if the questions would be able to measure the key issues of the study hence reliability and validity of the study.

### 2.3.2 Tools of Data Collection

Primary data was collected through closed ended questionnaires, FGD guides and Key Informant Interview (KII) guides. Secondary data was retrieved from official government reports and other publications on the subject.

## 2.4 Data Collection and Management Procedures

The National Crime Research Centre (NCRC) worked closely with other relevant institutions for support in realizing the objective of the study especially in securing authority for the study and general co-ordination within participating counties. Data collected from the field was organized in preparation for further processing.

## **2.5 Methods of Data Analysis**

Quantitative data from questionnaires was coded and analysed using the Statistical Package for Social Sciences (SPSS) data analysis software version 16.0. Qualitative data was analysed through content analysis on the various thematic themes.

## **2.6 Ethical Considerations**

- i. Participants were informed on their voluntary consent to participate in the study
- ii. Authority to collect data was sought from the relevant institutions before commencement of interviews.
- iii. Researchers explained research objectives and tasks to all participants in the research in a way that is understandable to them.
- iv. Confidentiality and the respondent's voluntary participation in the study was observed.
- v. The identity and privacy of each respondent participating was adhered to as per ethics code.
- vi. Researchers - respected the culture and tradition of each respondent.
- vii. Training of researchers and their assistants on professional ethical conduct was done to maximize value from respondents.

## **CHAPTER THREE: RESULTS AND DISCUSSION**

### **3.1 Introduction**

This chapter outlines the socio-demographic information of sampled respondents and also presents the results and discussion of the data collected thematically from the study on the role of chiefs in localized crime and security management in Kenya.

### **3.2 Socio-Demographic Characteristics of Respondents**

In this study a total number of 346 respondents of chiefs/assistant chiefs were interviewed as indicated in Table 3.1 comprising 275 males (79.5%) and 70 females (20.2 %). Additionally, a total of 824 members of public were interviewed comprising 493 males (59.7%) and 331 females (40.1%) from the study, majority of the members of public respondents were men. In regards to age for the chiefs/assistant chiefs, 69.1% were aged 44 years and above; 26.6% were aged between 35-43 years; 4.0% of the respondents were aged 26-34 years while 0.3% were aged between 18-25 years. The study findings indicate that the majority of the chiefs and assistant chiefs respondents were older people above 44 years of age hence more experienced in their work.

For the members of the public, 37.5% were aged 44 years and above, 30.1% were aged between 35-43years; 21.9% of the respondents were aged 26-34 years; whereas 10.4% were aged between 18-25 years. The study findings indicate that the majority of the members of public were older people above 44 years of age and could answers the questions.

Majority (95.4%) of the chiefs/assistant chiefs were married; 9.0% separated or divorced; 2.6% were single or never married; while, 1.2% were windowed. These findings indicate that majority of the respondents were married. Also, as shown in Table 3.1, majority (72.5%) of the members of public were married; 18.7% were single or never married; 3.6% separated; 0.7% divorced; while, 4.5% were windowed and it is concluded that majority of the respondents were in a family set-up and married.

On the level of education of the chiefs and assistant chiefs, the findings indicate that, 45.7% of the respondents had middle level college education; 40.2% had secondary education level of form 1-4; while 9.8% of the respondents had university education; 4.0% had acquired primary education level while 0.3% of the interviewed had adult literacy education level. This finding in Table 3.1 indicates that the majority of the sampled population was generally literate and could give informed opinions on the subject matter of the study.

The findings from members of public is that, 43.2% had secondary education level of form 1-4; 30.1% had acquire primary education level and 17.1% of the respondents had middle level college education; 5.8% of the respondents had university education while 0.2% of the interviewed population had adult literacy education level. This finding indicates that the majority of the sampled members of public population was generally literate and could give informed opinions on the subject matter of the study.

With regard to the length of service as shown in Table 3.1, majority (53.5%) of the respondents had worked in the position of chief/assistant chief for 11 years and above; 21.4% of the respondents had served for 6-10 years; 19.7% of the sampled population said they had served for 1-5 years as chief/assistant chief; Whereas 5.5% of the respondents had served for 1 year and below. These findings imply that a significant number of the respondents had served in the position of chief/assistant chief therefore they are aware of their role in localized crime and security management in Kenya.

Concerning employment status of the members of public as indicated in Table 3.1, 44.1% of the members of public said they were business persons; 19.7% of the members of public were in casual employment; 15.8% were venturing into agriculture as subsistence farmers; 9.2% of the respondents were unemployed; 5.5% of the respondents said they were permanently employed by private sectors and 4.8% employed permanently employed by public sectors.

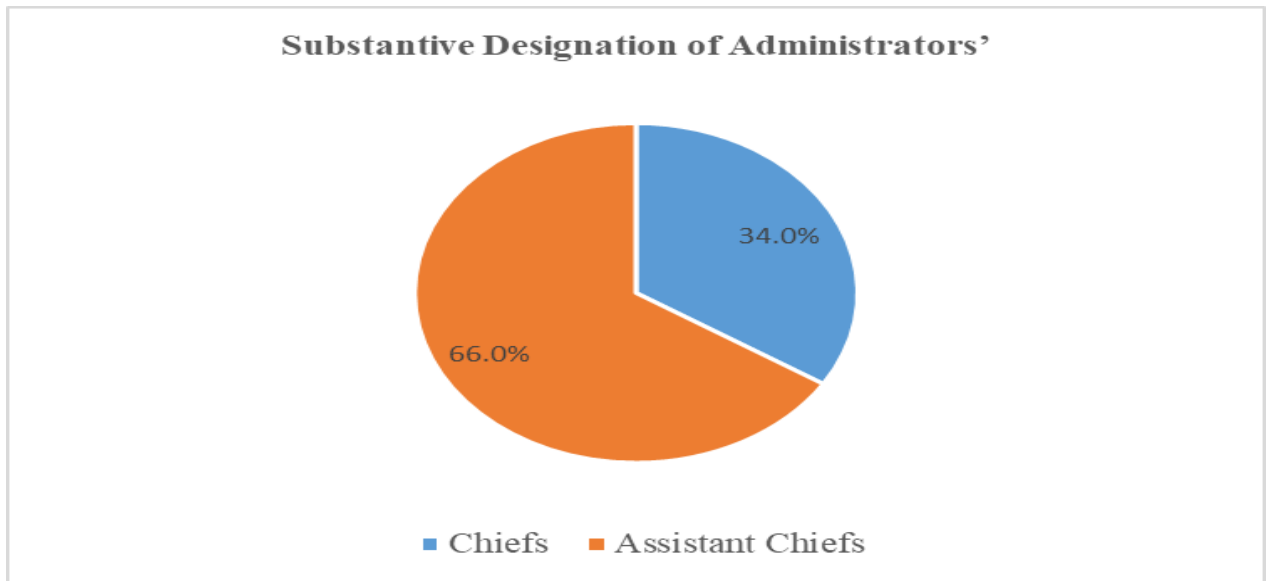
**Table 3.1: Social-Demographic Characteristics Chiefs/assistant chiefs and Members of the Public**

Chiefs and Assistant Chiefs			Members of Public		
Demographic Characteristics		Frequency	Valid percent	Frequency	Valid percent
<b>Gender</b>	Male	275	79.5%	493	59.7%
	Female	70	20.2%	331	40.1%
	Total	346	100%	824	100%
<b>Age of respondents in years</b>	18-25	1	0.3%	86	10.4%
	26-34	14	4.0%	181	21.9%
	35-43	92	26.6%	249	30.1%
	44 and above	239	69.1%	310	37.5%
	Total	346	100%	826	100%
<b>Marital status</b>	Single/never married	9	2.6%	154	18.7%
	Married	330	95.4%	598	72.5%
	Separated	3	9.0%	30	3.6%
	Divorced	-	-	6	0.7%
	Widowed	4	1.2%	37	4.5%
	Total	346	100%	825	100%
<b>Highest level of education</b>	None			28	3.4%
	Primary	14	4.0%	248	30.1%
	Secondary	139	40.2%	356	43.2%
	College	158	45.7%	141	17.1%

Chiefs and Assistant Chiefs			Members of Public		
Demographic Characteristics	Frequency	Valid percent	Frequency	Valid percent	
	University	34	9.8%	48	5.8%
	Adult literacy	1	0.3%	2	0.2%
	Total	346	100%	823	100%
<b>Length of service</b>	11 years above	185	53.5%		
	6-10 years	74	21.4%		
	1-5 years	68	19.7%		
	Below 1 year	19	5.5%		
	Total	346	100%		
<b>Employment Status</b>	Permanent employment – Private Sector			45	5.5%
	Permanent employment – Public Sector			39	4.8%
	Casual, temporary employment			161	19.7%
	Business person			360	44.1%
	Subsistence Farming			129	15.8%
	Unemployed			75	9.2%
	Total			809	100%
<b>Length of Stay in the locality</b>	Below 1 Year			17	2.1%
	1-5 Years			92	11.2%
	6-10 Years			168	20.4%

In Table 3.1, on length of stay in the locality of the members of public: Majority (65.9%) of the respondents had stayed in the locality for 11 years and above; 20.4% of the respondents had stayed for 6-10 years; 11.2% of the sampled population said they had stayed for 1-5 years; Whereas 2.1% of the respondents had stayed for 1 year and below. These findings imply that a significant number of the respondents had stayed long enough in the locality therefore they could give informed opinion on role of chiefs in localized crime and security management in Kenya.

In the administration of the questionnaires as part of socio-demographic information, it emerged that 34.0% were chiefs while 66.0% were assistant chiefs as shown on Figure 1.

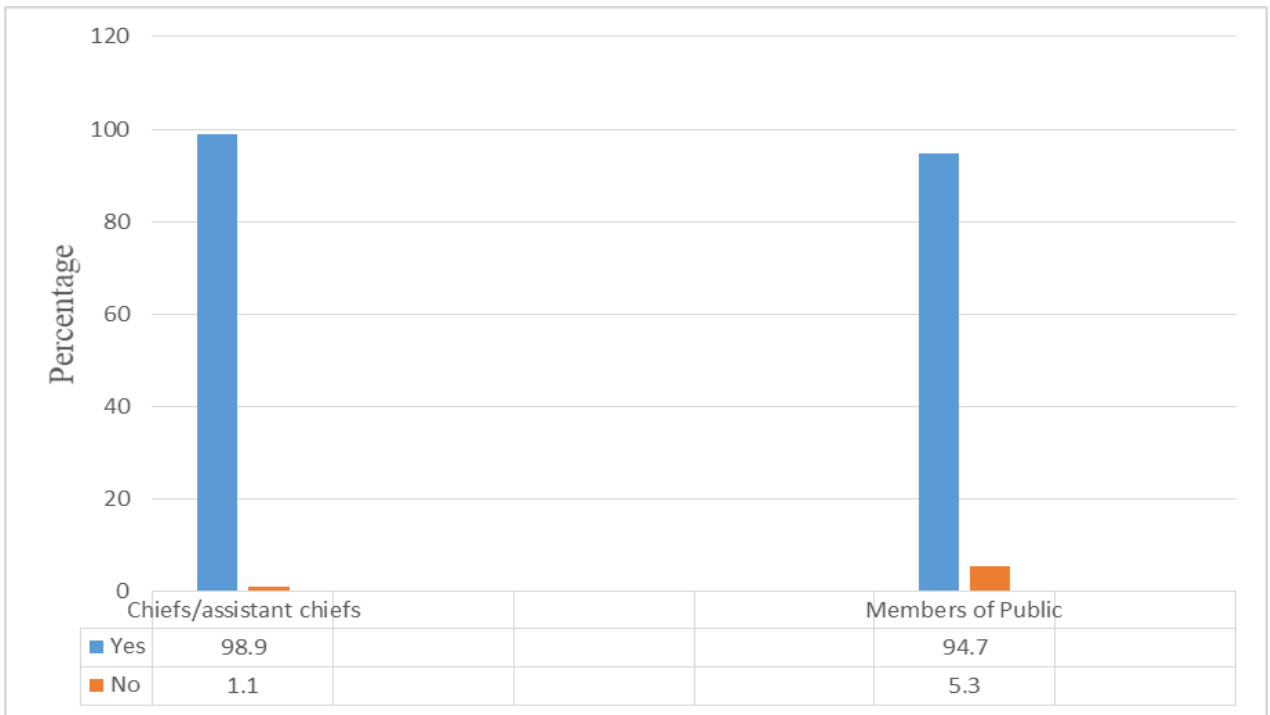


**Figure 1: Substantive Designation of the Public Officials Respondents**

### **3.3 Role of Chiefs in Crime and Security Management**

In the study, the members of public were asked if the chiefs/assistant chiefs had a critical role in crime and security management in the community. The same question was asked to the chiefs/assistant chiefs to give their opinion on how important is their role in crime and security management in Kenya.

The findings were that 98.9% of the administrators argued that they have a critical role in security management and it is well understood, however, there are several operational challenges. This was also reinforced by 94.7% of the members of the public as shown on Figure 2 who argued that chief have roles to play in crime and security management in Kenya and hence their office is critical. On the other hand, 1.1 % of the administrators had a feeling that since the promulgation of the constitution of Kenya 2010 and other reviews and repealing of the Chiefs Act of 1998, their work has been difficult. The same was the feeling of 5.3% of the members of public interviewed who said that the chief have no roles to play in crime and security management. To them, National Police Service is the institution mandate to provide security in the community.



**Figure 2: Whether Chiefs have an important role in Crime and Security management as observed by the Respondents**

Further, the study sought the opinion of the respondents on what the critical role chiefs/assistant chiefs played in crime and security management. From the results, 50.6% of chief /assistant chiefs and 32.7 % of members of public argued that, security matters coordination role within the community was a critical role played by the administrators as shown in Table 3.2. Also, 49.4% of the chiefs/assistant chiefs said that they play a big role is enforcement of law and order in crime and security management. This was also supported by 31.0% of members of the public. Another role played by chiefs and assistant chiefs was resolving community conflicts as affirmed by 32.1% of the administrators and 35.8% of members of the public. Additionally, 3.8% of the administrators said that they facilitate application of identity card, while 1.8% of the public viewed this as a critical role by administrators. The results showed that 3.8% of administrators argued that facilitation of application of birth certificate was critical while 1.3% of members of public having a similar opinion as shown in Table 3.2.

**Table 2.2: Roles of Chiefs in Crime and Security Management**

Roles of Chiefs in Crime and security management	Responses from Chiefs/Assistant Chiefs		Responses from Members of Public		The Powers of Chief under CAP 128 Revised 2012 [1998]	The Powers of Chief under CAP 128 Revised 2012 [1998]	Fourth Schedule [Articles 185(2), 186(1) and 187(2).] Distribution of Functions Between The National Government and The County Governments
	Frequency	Percent of Cases	Frequency	Percent of Cases	Section 10 Sub-section <sup>3</sup> (j)(k)(m)(p)	Section 11 Sub-section <sup>4</sup> (a)(b)(e)(g)(k)(i)	Part 1 – National Government
Security matters coordination	175	50.6%	252	32.7%	(a) prohibiting or restricting the consumption or possession of intoxicating liquor by, and the supply of such liquor to, young persons;	(c)requiring persons to report the presence within the local limits of his jurisdiction of any property stolen or believed to have been stolen outside such local limits;	1. Foreign affairs, foreign policy and international trade 2. The use of international waters and water resources 3. Immigration and citizenship 4. The relationship between religion and state
Enforcement of law and order	171	49.4%	239	31.0%	(b) prohibiting or restricting the holding of drinking bouts;	(d)suppressing or controlling animal or insect pests or plant pests, noxious weeds or	5. Language policy and the promotion of official and local languages

<sup>3</sup>See [L.N. 362/1956, Sch., L.N. 172/1960, Sch., L.N. 461/1963, Sch., L.N. 101/1964, Sch., Act No. 10 of 1997, Sch.]

<sup>4</sup>See [Act No. 43 of 1952, Sch., L.N. 362/1956, Sch., L.N. 172/1960, Sch., L.N. 461/1963, Sch., L.N. 101/1964, Sch., Act No. 10 of 1997, Sch.]

Roles of Chiefs in Crime and security management	Responses from Chiefs/Assistant Chiefs		Responses from Members of Public		The Powers of Chief under CAP 128 Revised 2012 [1998]	The Powers of Chief under CAP 128 Revised 2012 [1998]	Fourth Schedule [Articles 185(2), 186(1) and 187(2).] Distribution of Functions Between The National Government and The County Governments
	Frequency	Percent of Cases	Frequency	Percent of Cases	Section 10 Sub-section <sup>3</sup> (j)(k)(m)(p)	Section 11 Sub-section <sup>4</sup> (a)(b)(e)(g)(k)(i)	Part 1 – National Government
						diseases;	
Conflict resolution role in the community	111	32.1%	276	35.8%	(e) prohibiting or restricting the cultivation of poisonous or noxious plants, and the manufacture, transfer, sale and possession of noxious drugs or poisons;	(f) requiring any person to report to his chief without delay the arrival in or the passage through his location from without of any cattle;	6. National defense and the use of the national defense services
Maintenance of peace	101	29.2%	137	17.8%	(d) prohibiting or restricting the carrying of arms;	(h) requiring the proper burial of deceased persons in cemeteries or otherwise;	7. Police services, including— (a) the setting of standards of recruitment, training of police and use of police services; (b) criminal law; and (c) correctional services
Disseminate	66	19.1%	86	11.2%	(e) prohibiting any	(i) forbidding the	8. Courts

Roles of Chiefs in Crime and security management	Responses from Chiefs/Assistant Chiefs		Responses from Members of Public		The Powers of Chief under CAP 128 Revised 2012 [1998]	The Powers of Chief under CAP 128 Revised 2012 [1998]	Fourth Schedule [Articles 185(2), 186(1) and 187(2).] Distribution of Functions Between The National Government and The County Governments
	Frequency	Percent of Cases	Frequency	Percent of Cases	Section 10 Sub-section <sup>3</sup> (j)(k)(m)(p)	Section 11 Sub-section <sup>4</sup> (a)(b)(e)(g)(k)(i)	Part 1 – National Government
important information of need to public					act or conduct which in the opinion of the chief might cause a riot or a disturbance or a breach of the peace;	deliberate exposure of persons supposed to be dying;	
Detect and prevent crimes	63	18.2%	97	12.6%	(f) preventing the pollution of the water in any stream, watercourse or water-hole, and preventing the obstruction of any stream or watercourse;	(j) restricting or prohibiting the use of grazing by any form of stock in any area which has been set apart for the purpose of reconditioning or which has been planted with any fodder-producing plants or grass;	9. National economic policy and planning. 10. Monetary policy, currency, banking (including central banking), the incorporation and regulation of banking, insurance and financial corporations 11. National statistics and data on population, the economy and society generally 12. Intellectual property rights. 13. Labour standards. 14. Consumer protection, including standards for social security and professional pension plans 15. Education policy, standards, curricula, examinations and the granting of university charters
Sensitize community on matters of national	59	17.1%	94	12.2%	(g) regulating the cutting of timber and		16. Universities, tertiary educational institutions and other

Roles of Chiefs in Crime and security management	Responses from Chiefs/Assistant Chiefs		Responses from Members of Public		The Powers of Chief under CAP 128 Revised 2012 [1998]	The Powers of Chief under CAP 128 Revised 2012 [1998]	Fourth Schedule [Articles 185(2), 186(1) and 187(2).] Distribution of Functions Between The National Government and The County Governments
	Frequency	Percent of Cases	Frequency	Percent of Cases	Section 10 Sub-section <sup>3</sup> (j)(k)(m)(p)	Section 11 Sub-section <sup>4</sup> (a)(b)(e)(g)(k)(i)	Part 1 – National Government
important					prohibiting the wasteful destruction of trees;		institutions of research and higher learning and primary schools, special education, secondary schools and special education institutions
							17. Promotion of sports and sports education
							18. Transport and communications, including, in particular— (a) road traffic; (b) the construction and operation of national trunk roads; (c) standards for the construction and maintenance of other roads by counties; (d) railways; (e) pipelines; (f) marine navigation; (g) civil aviation; (h) space travel; (i) postal services; (j) telecommunications; and (k) radio and television broadcasting.
First point of contact with the community in times of need and implement	45	13.0%	78	10.1%	(h) preventing the spread of disease, whether of human beings or		(k) radio and television broadcasting.
							19. National public works.

Roles of Chiefs in Crime and security management	Responses from Chiefs/Assistant Chiefs		Responses from Members of Public		The Powers of Chief under CAP 128 Revised 2012 [1998]	The Powers of Chief under CAP 128 Revised 2012 [1998]	Fourth Schedule [Articles 185(2), 186(1) and 187(2).] Distribution of Functions Between The National Government and The County Governments
	Frequency	Percent of Cases	Frequency	Percent of Cases	Section 10 Sub-section <sup>3</sup> (j)(k)(m)(p)	Section 11 Sub-section <sup>4</sup> (a)(b)(e)(g)(k)(i)	Part 1 – National Government
community policing					animals;		20. Housing policy.
Coordinate government projects at local level	33	9.5%	4	0.5%	(i) prohibiting any act or thing which may cause damage to any public road or to any work constructed or maintained for the benefit of the community;		21. General principles of land planning and the co-ordination of planning by the counties. 22. Protection of the environment and natural resources with a view to establishing a durable and sustainable system of development, including, in particular— (a) fishing, hunting and gathering; (b) protection of animals and wildlife; (c) water protection, securing sufficient residual water, hydraulic engineering and the safety of dams; and (d) energy policy. 23. National referral health facilities
Facilitate application of death certificate	17	4.9%	3	0.4%	(l) destroying locusts in any stage of		24. Disaster management 25. Ancient and historical monuments of national importance

Roles of Chiefs in Crime and security management	Responses from Chiefs/Assistant Chiefs		Responses from Members of Public		The Powers of Chief under CAP 128 Revised 2012 [1998]	The Powers of Chief under CAP 128 Revised 2012 [1998]	Fourth Schedule [Articles 185(2), 186(1) and 187(2).] Distribution of Functions Between The National Government and The County Governments
	Frequency	Percent of Cases	Frequency	Percent of Cases	Section 10 Sub-section <sup>3</sup> (j)(k)(m)(p)	Section 11 Sub-section <sup>4</sup> (a)(b)(e)(g)(k)(i)	Part 1 – National Government
					development;		26. National elections 27XXX
Facilitate applications of birth certificate	13	3.8%	10	1.3%	(n) controlling grass fires;		28. Health policy
Facilitate application of Identity card	13	3.8%	14	1.8%	(o) regulating the use of artificial water supplies constructed from public funds;		29. Agricultural policy 30. Veterinary policy
Make recommendation letters for the locals as a referee	3	0.9%	4	0.5%			31. Energy policy including electricity and gas reticulation and energy regulation 32. Capacity building and technical assistance to the counties 33. Public investment 34. National betting, casinos and other forms of gambling 35. Tourism policy and development

Comparatively, as shown in Table 3.2 on powers of the chiefs, as per Chiefs' Act Chapter 128 Laws of Kenya, Revised Edition 2012 [1998] section 10, sub-section [j,k,m and (p)] and also Section 11 sub-section [a,b,e,g,k and (i)] were amended after it was felt that the administrators abused the powers which was a violation of basic fundamental rights of individuals.

On the other hand, Cap 128, section 6 provides that, it is the duty of every chief and assistant chief to maintain order in the area in respect of which he/she is appointed and for such purpose he/she shall have and exercise the jurisdiction and powers conferred on him/her over persons residing in within his area. Section 7 states that the chief or the assistant chief may employ any person or persons subject to his jurisdiction to assist in carrying out lawful orders in the jurisdiction. However, Chapter 85 of the Laws of Kenya of the Administration Police Act was repealed with the enactment of National Police Service Act No. 11 of 2011 that gave effect to Chapter 14, Articles 243,244 and 245 of Constitution of Kenya 2010.

The struggle for Constitutional reforms and institutional reforms can be traced before the promulgation of Constitution of Kenya 2010. There was pressure from civil societies and international community to Kenya government on its commitment on democratic reform process arising from pre-elections and post-election violence of 1992-1997. This led to several colonial-era legislation that were viewed to restrict freedom of association and violation of the right of free movement to be amended. The Chief's Act Cap 128 was amended in the Statute Law (Repeals and Miscellaneous Amendments) Act, No. 10 of 1997 as part of some statutory reforms negotiated between the Executive and Inter-Party Parliamentary Group (IPPG), thus making the functions of the holder of office people friendly, as it reduced the oppressive powers (Kennedy, 1998).

Moreover, Chapter 85 of the Laws of Kenya of the Administration Police Act had provided for the duties of the administration police namely; when called upon by any chief or sub-chief to assist him in the exercise of his lawful duties, obey and execute promptly all orders and warrants lawfully issued to him by any competent authority and preservation of public peace, prevent the commission of offences and apprehend all persons in respect of whom he holds a valid warrant of arrest. District Commissioner of any district within which a Minister has by notice in gazette approved the appointments would appoints the Administration Police (Section 4 of the Administration Police Act Cap 85 of the Laws of Kenya had provided for this before the Kenya Constitution 2010).

Nevertheless, the enactment of National Government Co-ordination Act, 2013 to establish an administrative and institutional framework for co-ordination of national government functions at the national and county levels of governance -giving effect to Articles 131(1) (b) and 132 (3) (b) of the Constitution brought about expanded mandate of the administrators. Section 14 of National Government Co-ordination Act, of 2013 provides for service delivery units for co-ordination of national government functions headed by national government administrative officers. Section 17 of the Act provides that National government administrative officers shall be responsible for the co-ordination of national government

functions as set out in the Constitution, this Act and any other written law at the county level and other decentralised units as far as may be necessary.

From Table 3.2 as indicated on the distribution of functions between National and County government, there are 35 key national government functions that the administrators are supposed to co-ordinate as representatives of national government at the lowest service delivery unit. The finding of this study clearly shows that the chiefs and assistant chiefs multi-task in many fields and their competency and effectiveness becomes a concern.

On the other hand, the finding from the focus group discussions which were conducted in 8 counties as shown in Table 3.3 indicated that, the critical roles played by the chiefs/assistant chiefs includes: conflict resolution in the community and dissemination of important information to the public. Others mentioned were enforcement of law and order in their respective jurisdictions; receiving information on crimes; the administrators are first point of contact with community in times of need; facilitation of application of birth certificates, identity cards and deaths certificates as shown in Table 3.3.

**Table 3.3: Critical role of chiefs/assistant in Crime and security management as highlighted by Focus Group Discussion participants**

Critical role of chiefs in crime and security management	Critical role of chiefs in crime and security management in the counties (Marked by a tick (✓))								Total tally
	Kisii	Bomet	Vihiga	Kitui	Machakos	Nairobi	Kilifi	Murang'a	
Conflict resolution role in the community	✓	✓	✓	✓	✓	✓	✓		7
Disseminate important information of need to the public	✓		✓	✓	✓	✓	✓	✓	7
Coordination of Security matters	✓	✓	✓	✓			✓	✓	6
Enforcement of law and order	✓		✓	✓		✓	✓	✓	6
Detecting and preventing crimes	✓		✓	✓	✓	✓	✓		6
The first point of contact with the community and implementing community policing programs		✓	✓		✓		✓	✓	5
Facilitate application of birth certificates		✓	✓		✓	✓			4
They facilitate application of Identity cards		✓	✓	✓		✓			3
They facilitate application of death certificates		✓	✓	✓		✓			3

Critical role of chiefs in crime and security management	Critical role of chiefs in crime and security management in the counties (Marked by a tick (✓))								Total tally
	Kisii	Bomet	Vihiga	Kitui	Machakos	Nairobi	Kilifi	Murang'a	
Disseminate important information of need to the government security agencies		✓			✓			✓	3
Sensitize community on matters of National importance	✓			✓			✓	✓	3
Apprehend criminals					✓		✓		2

To complement the FGDs and quantitate data findings on the role of chiefs in crime and security management, an Assistant County Commissioner in Machakos County during a key informant interview noted that;

*“On the grass root, the police stations are very few, chiefs are the first people who know when and how crime happens.*

On the same, a Probation Officer in Vihiga County had this to say;

*“Chiefs receive intelligence reports as members of the public have confidence and feel free to share sensitive crime information with them chiefs operate at the grass root hence listen to the needs of the people.....”*



**Figure 3: Chiefs destroy second generation alcohol during a crackdown on illicit brew at Motherland slums in Nairobi’s Eastleigh estate, Kenya, July 14, 2015. (Source: Xinhua/John Okoyo 2015, July 14)**

On the other hand, to demonstrate how the chiefs have a critical role in community, which maybe beyond the call of duty, in 2020, February 4, the Centre for Rights Education and Awareness (CREW) made a report of how chiefs and assistant chiefs in Imenti Central, Meru County came together to establish a 14 members *Utawala Chiefs Group* with an aim to better provide coordinated response to Gender Based Violence (GBV) matters in their localities. The chiefs/assistant chiefs derive passion from a violence free society where women and girls live in dignity, are better protected and able to move freely and thrive and thus their continued conversations and coordinated response to the ills that bedevil their community (CREW, 2020).

Regarding their activities a chief at Kathurune West Location and also a member of the Utawala Chiefs Group had this to say;

*“.....I was privileged to be part of the Chiefs’ training that taught us how to handle and support survivors when they report violations.....”*

This finding on services sought from Chiefs office in this study can be echoed by sentiment put forward by the Chairperson of the Utawala Chief Group who said that;

*“...not a day goes, without widows flocking my office puzzled, confused and bewildered when their in-laws take away their matrimonial lands. Inequalities related to access and control of matrimonial land particularly in the agricultural rich region of Meru disenfranchises women....”*

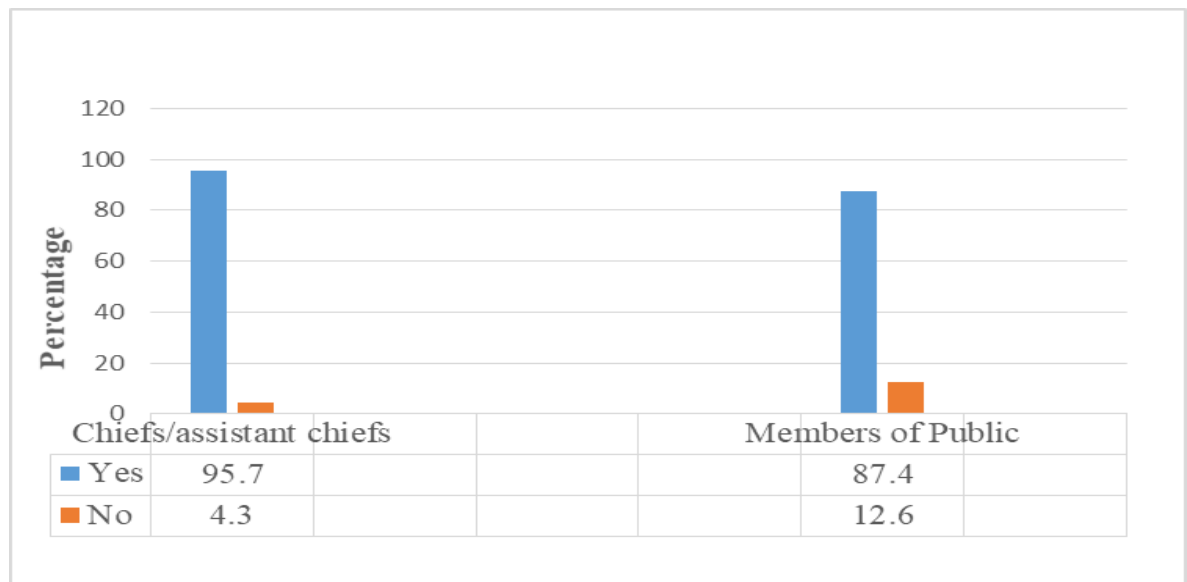


**Figure 4: Utawala Chiefs Group at the Githongo Chief Camp (Source: Photo/ Crew)**

### 3.4 Public Opinion on Performance of Chiefs/assistant chiefs in Handling their Mandate in Kenya

#### 3.4.1 Level of Education on Job Performance and Service Delivery

This study sought to know whether job performance by the chiefs/assistant chiefs is influenced by level of education. This was a (Yes or No) question and the findings in Figure 5 indicate that 95.7% of the administrators felt that their job performance is highly influenced by level of education. Similarly, 87.4% of members of public had the same opinion that level of education influence job performance of the chiefs/assistant chiefs. On the other hand, 12.6% of the members of public respondents said job performance was not influenced by level of education with 4.3% of the administrators arguing that there is more in passion than level of education.



**Figure 5: Responses on how Level of Education Affect Job Performance and Service Delivery**

Further, the study aimed at establishing how education influence the performance of the administrators. This question was specific to the chiefs/assistant chiefs. The findings in Table 3.4 indicate that 46.0% of the administrators felt that education has impacted them with knowledge and understanding; 39.6% mentioned effective communication and 38.4% said it makes them understand roles, duties and responsibilities. Also, 9.8% of the administrators mentioned that education has made them keep up with current technology, 7.0% said education instils public relations skills while 1.5% said that it is through education that they are able to offer guidance and counselling in the community.

**Table 3.4: How level of education influence Job Performance and Service Delivery**

How level of education influence Job Performance	Responses from Chiefs/Assistant Chief	
	Frequency	Percent of Cases
Knowledge and understanding of the law	151	46.0%
Effective Communication skills	130	39.6%
Understanding of roles duties and responsibilities	126	38.4%
Comprehension and critical thinking	50	15.2%
Directing and planning	39	11.9%
Assist in dispute resolution	37	11.3%
Keep-up with current technology	32	9.8%
Instills public relations skills	23	7.0%
Enables provision of guiding and Counselling skills	5	1.5%

Connected to the findings of this study, a research survey by Feldman and Thomas (2009) on how broadly education contribute to job performance - found out that in addition to positively influencing core task performance, education level is also positively related to creativity and citizenship behaviours.

Scholars have argued that education also promotes core task performance by providing individuals with more declarative and procedural knowledge with which they can complete their tasks successfully. For example, more education in accounting helps students acquire the expertise needed to become Certified Public Accountants (CPAs) and advancements in the accounting profession. The underlying premise is that, by equipping students with greater declarative and procedural knowledge, schools help students develop deeper competence in their chosen vocations and help them move up organizational and occupational career ladders more quickly (Feldman & Thomas, 2009). Taking these findings together, then, it is expected that education will be positively related to core task performance of the chiefs /assistant chiefs as elaborated above by the study findings.

### **3.4.2 Opinion on Minimum Education Qualification for the chiefs/assistant chiefs**

Both administrators and members of the public were asked to give opinion on minimum qualification for the office of the chief/assistant chief. A majority (62.2%) of response from chiefs/assistant chiefs and 43.0% of the members of public affirmed that secondary education certificate should be the minimum qualification for one to be appointed as the chief/assistant chief as shown in Table 3.5. Additionally, 33.7% of the chiefs/assistant chiefs and 37.6% of the members of public said that college level education should be the minimum qualification. On the other hand, 3.2% of the chiefs/assistant chiefs and 15.5% of the members of public said the minimum qualification should be a university graduate level. Also, 0.6% of the chiefs/assistant chiefs and 3.2% of the members of public said that primary education level

certificate is adequate whereas 0.3% of the chiefs/assistant chiefs and 6.0% of the members of public said that post graduate level of education should be adequate as shown in Table 3.5.

**Table 3.5: Opinion on Minimum Qualification for the Office of the Chief/Assistant Chief**

Minimum Qualification for Appointment	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
Secondary education certificate	216	62.2%	346	43.0%
College level education	117	33.7%	303	37.6%
Graduate level University	11	3.2%	125	15.5%
Primary education certificate	2	0.6%	26	3.2%
Post graduate level education	1	0.3%	5	6.0%

Similarly, participants in the focus group discussion in 7 counties out of 8 counties had a strong feeling that secondary level education was adequate for an individual to perform the duties of a chief or assistant chief. In 5 counties as indicated on Table 3.6 the opinions were that college level education would be more appropriate for a prospective candidate to perform duties of a chief or assistant chief.

**Table 4.6: Minimum Qualification for one to be Appointed as a chief/assistant as Highlighted by Focus Group Discussion Participants**

Minimum qualification for one to be appointed to the office of the chief/assistant chief	Minimum qualification for one to be appointed to the office to the chief /assistant chief as highlighted in the counties (Marked by a tick (✓))								
	Kisii	Bomet	Vihiga	Kitui	Machakos	Nairobi	Kilifi	Murang'a	Total tally
Secondary education certificate	✓	✓	✓	✓	✓		✓	✓	7
College level education (Diploma)	✓	✓			✓	✓		✓	5

Studies have found that years of education were positively related to conscientiousness, even when controlling for other socio-demographic variables (Dudley, Orvis, Lebiecki, & Cortina, 2006; Goldberg, Sweeney, Merenda, & Hughes, 1998 as cited in Feldman & Thomas 2009). Similarly, Brenner (1982 as cited in Feldman & Thomas 2009) compared individuals with different levels of education of 8 years or less, 9–11 years, 12 years, 1–3 years of college, 4 years of college, some graduate work, master degree, and PhD in terms of their achievement

motivation. Their study found out that, as level of education increased, achievement orientation increased as well.

Likewise, as argued by scholars, values acquired through education (such as responsibility and moral integrity) should be negatively related to counterproductive performance. For example, college-educated individuals tend to display a greater adherence to rules regarding attendance and protection of organizational property (Konovsky & Organ, 1996 as cited in Feldman & Thomas 2009). Workers with more years of education are also less likely to impose danger on co-workers or customers by ignoring safety instructions (Oh & Shin, 2003; Taylor & Thompson, 1976 as cited in Feldman & Thomas 2009).

### 3.4.3 Relevant Skills and Abilities for the Administrators

The study also sought to find out skills and abilities that are relevant to the chiefs in carrying their mandate. The results were that, 54.1% of the chiefs/assistant chiefs and 42.1% members of public sampled said that communication skill is necessary for chiefs to carry out their mandate. Equally, 43.1% of chiefs/assistant chiefs and 40.5% of members of public said that public relation is a skill that chief should have in carrying out their duties in crime and security management. Pointedly, 30.9% of chiefs/assistant chiefs and 22.5% members of public added that leadership skills should be adopted by administrators in carrying out their mandate. Additionally, 10.6% % of chiefs/assistant chiefs and 12.6% members of public sampled said that critical thinking skills are necessary in crime and security management by chiefs. Another, 10.0% of chiefs/assistant chiefs and 5.2% members of public sampled said that for chiefs to carry their mandate in crime and security management they need investigative skills. Also, 6.6% of chiefs/assistant chiefs and 7.0% members of public said that paramilitary skill is important that a chief should acquire to help in crime and security management. These findings are indicated in Table 3.7.

**Table 3.7: Relevant Skills and abilities for the administrators**

Relevant Skills and abilities for the administrators	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
Communication skills	173	54.1%	318	42.1%
Public relations skills	138	43.1%	306	40.5%
Leadership skills	99	30.9%	170	22.5%
Problem solving skills	89	27.8%	172	22.8%
General law Knowledge	67	20.9%	68	9.0%
Public administration	62	19.4%	32	4.2%
Counselling skills	49	15.3%	65	8.6%
Disaster management	43	13.4%	2	3.0%
Critical thinking	34	10.6%	95	12.6%
Investigative skills	32	10.0%	39	5.2%
Paramilitary Skills	21	6.6%	5	7.0%

The findings from the quantitative data were reinforced by some key informants respondents. For instance, in Kisii County a representative from Office of the Director of Public Prosecution had this to say;

*“..... chiefs and assistant chiefs require good interpersonal skills, conflict resolution skills, information technology skills because of the technological advancement and alternative dispute resolution skills in a broader sense which include: mediation, reconciling and arbitration and excellent listening skills .....”*

A deputy County Commissioner in Murang'a contributed on skills and abilities and argued that,

*“..... for a chief or assistant chief to serve the community diligently, they will need to be quick in problem solving, be active listeners, eloquent and work in a friendly manner in community and with confidence....”*

A representative from National Police Service in Vihiga County as a key informant respondent also confirmed the above findings and said that;

*“.....critical skills required by the chiefs are public relations, paralegal, dispute resolution, investigations and analytical skills and communication public administration skills, crime scene management as the first point of contact and social relations skills am sure with some of this though not exhaustive chiefs and assistant chiefs will deliver their mandate very effectively...”*

Connected to this study and as a way of capacity building for the chiefs and assistant chiefs, in January 2015, Landmark International College offered training to 24 administrators in Kiambu County on public private partnership (Star Newspaper digital 2015, January 29). One of the chiefs who participated in the training had this to say after graduating with computer package skills.

*“....this will ease our work as one will not be required to travel to his senior offices to take letters. They will only email them...”*

Further, during the focus group discussion the participants were asked their opinion on most relevant skills for the chiefs and assistant chiefs to perform their duties effectively. In all the 8 counties as indicated in Table 3.8, communications skills, paramilitary skills and counselling skills came out as core skills for the administrators. It also emerged that information communication technology skills, conflict resolution skills and mediation skills are very useful skills needed by the administrators in their work.

**Table 5.8: Skills that are most relevant for chiefs/assistant chiefs in carrying out their duties in Crime and Security Management as highlighted by Focus Group Discussion Participants**

Skills that are most relevant for chiefs in carrying out their duties	Skills that are most relevant for chiefs in carrying out their duties in the counties (Marked by a tick(✓))								
	Kisii	Bomet	Vihiga	Kitui	Machakos	Nairobi	Kilifi	Murang'a	Total tally
Communication skill	✓	✓	✓	✓	✓	✓	✓	✓	8
Paramilitary skills	✓	✓	✓	✓	✓	✓	✓	✓	8
Counselling skills	✓	✓	✓	✓	✓	✓	✓	✓	8
General law knowledge	✓	✓	✓	✓	✓		✓	✓	7
Public relation skills	✓	✓	✓		✓		✓		5
Public administration		✓	✓	✓		✓	✓		5
Disaster management skills		✓	✓		✓	✓	✓		5
Investigative skills		✓		✓	✓		✓	✓	5
Management skills			✓		✓				4
Problem solving skills			✓	✓		✓	✓		4
Leadership skills		✓		✓	✓			✓	4
Customer care skills		✓	✓			✓	✓		4
Interpersonal skills	✓	✓				✓		✓	4
ICT skills	✓		✓			✓	✓		4
Conflict resolution skills	✓	✓			✓	✓			4
Mediation skills				✓			✓		2

#### 3.4.4 Areas of Exemplary Performance of Administrators

The survey sought to understand the exemplary performance of chiefs/assistant chiefs in crime and security management as indicated in Table 3.9. From the findings, 28.3% of chiefs/assistant chiefs said that chiefs are effective in law enforcement which is an exemplary performance. Most of the members (37.2%) of public said that chiefs/assistant chiefs are problem solvers in the community. From the findings, 28.0% of chiefs/assistant chiefs compared to 19.9% members of public said that administrators are effective and efficient in management of crime and security.

Further, as indicated in Table 3.9, the findings were that, 6.3% of chiefs/assistant chiefs compared to 8.4% members of public sampled respondents said that chiefs share prompt information to the public to ensure timely response on crime and security management needs. In addition, 2.7% of chiefs/assistant chiefs compared to 14.3% members of public said that chiefs demonstrate respect to the community and government when carrying their duties.

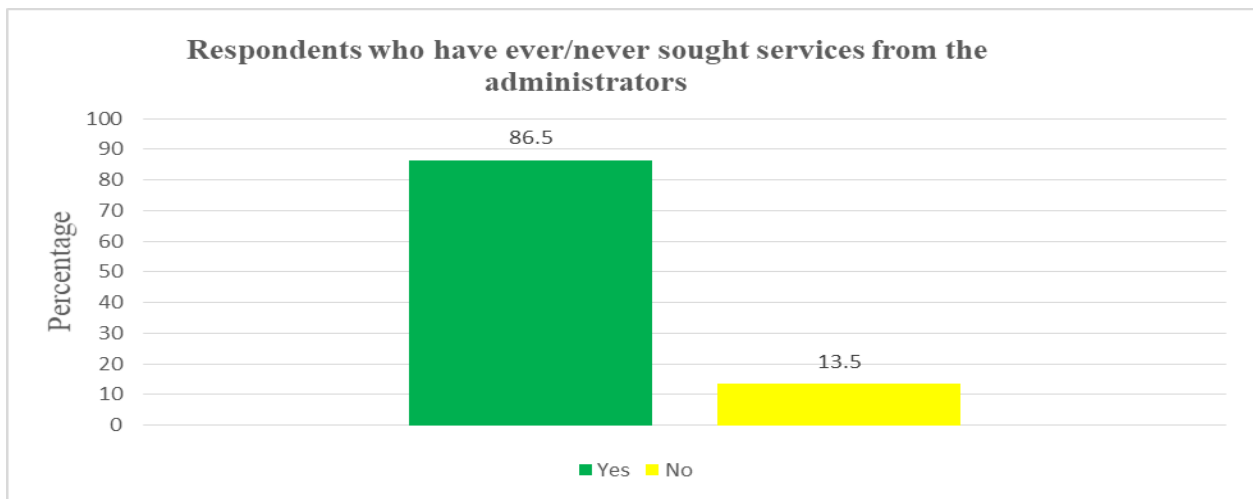
**Table 3.9: Areas of Exemplary Performance of Administrators**

Areas of Exemplary Performance of Administrators	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
Effective in law enforcement	94	28.3%	1	1.0%
Effective and efficient in actions	93	28.0%	133	19.9%
Problem solver	84	25.3%	149	37.2%
Resource Mobilization Skills	83	25.0%	11	1.6%
Guiding and Counselling of dysfunctional families	72	21.7%	13	1.9%
Promote public confidence	35	10.5%	114	17.0%
Able to conduct community civic education	29	8.7%	15	2.2%
Prompt sharing of information	21	6.3%	56	8.4%

### 3.5 Public Perception on the Institution of the chief/assistant chief

#### 3.5.1 Services Sought by Members of Public at the chief/assistant chief Office

The study also aimed at finding out if the respondents had sought any service at chief/assistant chief's office or they have never sought any service. The findings were that 86.5% of the respondents had visited the administrator's office to seek services while 13.5 % had never been to chief/assistant chief office as indicated in Figure 6.



**Figure 6: Respondents who have ever/sought services from the administrators or never sought Service from administrators**

Also, the members of public were asked to name the services sought at chief/assistant chief office as shown in Table 3.10. The findings were that 37.3% of the members of public said that they had sought arbitration services; 35.7% of the members of public said application for identity card/replacement was another service. Also 14.2% few said that they had visited chief/assistant chief office to seek community social support while 11.1% said they reported criminal incidence that happen in the community at the chief offices.

**Table 3.10: Services sought by members of Public at the Chief/assistant chief Office**

Services sought by members of Public at Chief Office	Responses	Percent of Cases
	Frequency	
Arbitration	253	37.3%
Application of Identity card/replacement	242	35.7%
Application for birth certificate	137	20.2%
Application of school bursary and recommendation	110	16.2%
To seek community social support welfare	96	14.2%
Reported criminal incidence	75	11.1%
Job application	48	7.1%

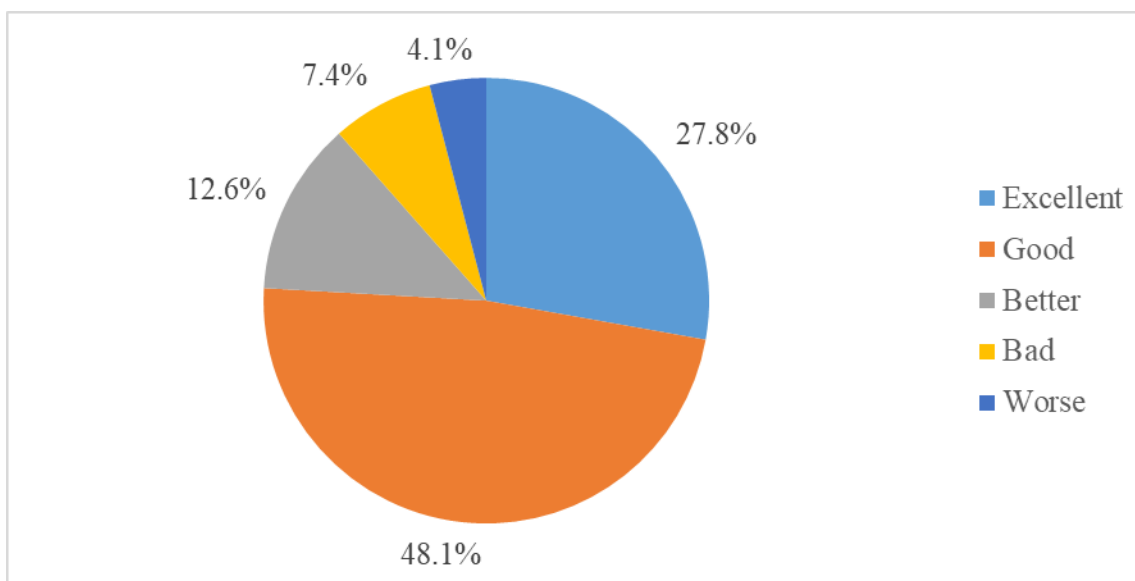
### 3.5.2 Performance Rating Score of the chief/assistant chief Office

This study also aimed at assessing public opinion towards the performance of chiefs/assistant chiefs in handling their mandate in Kenya. From the findings as shown in Table 3.11 below, 47.9% members of the public rated the institution of the chief/assistant chief as good; 25.8% excellent; 14.0% better; while 8.6% rated it bad and 4.4% rated it worse in terms of performance of the institution.

**Table 3.11: Public perception for the institution of the chief/assistant chief**

Performance Rating Score of the Chief Office	Responses	Percent of Cases
	Frequency	
Excellent	209	25.8%
Good	388	47.9%
Better	113	14.0%
Bad	70	8.6%
Worse	36	4.4%

Further, a cross tabulation was done on members of the public who had sought services from the chief/assistant chief office and their satisfaction on the services offered is shown in Figure 7. The findings were that 48.1% of those who had visited administrator’s office rated their performance good while 4.1% of those who had visited rated the services worse. The explanation given for good performance include efficiency and effectiveness in service delivery (50.1%) and being able treat with fairness (15.0%) and being able to meet expectations of the locals (12.5%). The worst performance of the administrators would be linked to operational challenges that include, lack of personal security, transport challenges and negative reasons given on perception on chief/assistant chief office as contained in this report where 42.6% and 25.6% of the respondents feel that the administrators are corrupt and not available in office respectively.



**Figure 7: Respondents rating on performance of services from the administrators**

Gumbihi (2016) in his article published in the Standard Newspaper (2016, March, 19) on why Chiefs have many enemies in Kenya noted that:

*“.....A chief has so many enemies.in case of disputes, parties dissatisfied with a chief’s ruling can pose a risk “we are vulnerable and exposed, as such, most of us don’t socialise due to fear of being attacked,” summed up an assistant chief. When not being ordered by*

*their respective bosses, they are at the mercy of politicians and influence peddlers who are fond of employing intimidating tactics.....”*

Therefore, it can be argued that most members of public rely on the services of the chiefs/assistant chiefs and feel the office is very approachable in listening and making efforts in solving the problems of the community. However, the administrators do experience operational challenges, threats and intimidations in their line of duty. There is thus an imperative to adequately facilitate the officers for effective service delivery.

### **3.5.3 General Perception from Members of Public on the Institution of the chief/assistant chief**

The survey sought to understand how members of the public perceive the chief institution within their locality. Majority (50.1%) of the members of public respondents said that the chiefs/assistant chiefs are efficient and effective in-service delivery. Also, 15.0% said chiefs are able to treat people with fairness in carrying out their mandate within their locality. Additionally, 12.5% members of public respondents said that the administrators meet expectations of the locals in crime and security management. Another, 4.8% of the members of public respondents said that they provide free guidance and counselling to families and youths. A small percentage of 2.0% of the members of public respondents said chiefs are intelligent in getting information concerning crime and security, while 1.7% said that they are able to serves a large population with minimal resources as shown in Table 3.12.

On the other hand, some of the participants gave negative feedback on the performance of administrators. The results were, 42.6% of members of public as indicated in Table 3.12 said administrators are worse due to corruption. Also, 25.5% of members of the public said that chiefs are mostly not available in the office while 11, 7% said that some administrators over-indulge in alcohol.

Further, 8.5% of the members of public respondents said chiefs cannot resolve any issues conclusively because same issues occur over and again. Additionally, 4.3% of members of the public said that administrators are self-centred in distribution of relief food, services and equipment's, while 3.2% of members of public said that administrators lack adequate office space which affect their performance greatly.

**Table 3.12: Members of Public Positive and Negative Rating Performance of Administrators**

Positive responses			Negative responses		
Positive rating performance (Excellent, Good, Better)	Frequency	Percentage	Negative rating of performance (Bad, worse)	Frequency	Percentage
Efficient and effective service delivery	345	50.1%	Worse due to corruption	40	42.6%
Treat with fairness	103	15.0%	Mostly not available in the office	24	25.5%
Able to meet expectations of the locals	86	12.5%	Some over-indulge in alcohol	13	11.7%
The services are transparent with the public	62	9.0%	Over-react and hostile to issues without second thought	8	9.6%
Most have helped in solving family land disputes	45	6.5%	Some will not support outsiders living within the indigenous community	8	9.6%
Familiar with locals and address issues directly	45	6.5%	Some protect drug peddlers and illicit brewers	6	8.5%
They are capable of fighting crimes	39	5.7%	They cannot resolve any issues conclusively- Same issues occur over and again	6	8.5%
Provides free guidance and counselling to families and youths	33	4.8%	They are self-centred in distribution of relief food, services and equipment's	5	4.3%
Intelligent in getting information	14	2.0%	Lack of adequate office affect their performance	4	3.2%
Able to serves a large population with minimal resources	12	1.7%			

Gumbihi, (2016) in another article published in the Standard Newspaper (2016, March, 19) titled *“Love or hate them, chiefs are a necessary evil”* argued that many Kenyans hate

provincial administrators due to the colonial background of their positions. Chiefs, for instance, were the eyes and ears of the colonialists.

The negative feedback on the office of the chief clearly demonstrate how public officers may use position of the office to impose power and control over others. The Public Officers Ethic Act, No. 4 Of 2003 Section 9<sup>5</sup> on professionalism provides that public officers shall carry out their duties in a way that maintains public confidence in the integrity of his office and treat the public and his fellow public officers with courtesy and respect.

### 3.5.4 Opinion towards functions of the chief/assistant chief

The study sought to find out opinion of members of the public towards functions of the administrators. The findings as shown in Table 3.13 were that, 38.4% of the chiefs/assistant chiefs and 19.4% members of the public view chiefs/assistant chiefs as the main dispute resolvers in the community. Another, 27.8% of the response from chiefs/assistant chiefs and 3.4% members of the public opined that communities have a trust on their work in crime and security management. Additionally, 21.9% of the chiefs/assistant chiefs and 21.5% members of the public had a feeling that chiefs are always available on need basis which enhance crime and security management in the locality.

**Table 3.13: Perceptions on the functions of the chief/assistant chief**

Positive perception of members of Public towards administrators	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
<b>Dispute resolvers</b>	123	38.4%	126	19.4%
<b>Trusted</b>	89	27.8%	22	3.4%
<b>Always available on need basis</b>	70	21.9%	140	21.5%
<b>Adviser to the public</b>	68	21.2%	45	6.9%
<b>Efficient and effective in the service delivery</b>	64	20.0%	170	26.1%
<b>Relate well with the community</b>	60	18.8%	120	18.4%
<b>Source of meaningful information</b>	38	11.9%	34	5.2%
<b>Security managers and coordinators</b>	28	8.8%	82	12.6%
<b>Plays a critical role in public education</b>	16	5.0%	14	2.2%
<b>Treat with fairness</b>	15	4.7%	55	8.4%

Further, 8.8% of the administrators and 12.6% members of the public said that administrators are security managers and coordinators with 5.0% of the chiefs/assistant chiefs and 2.2% from members of public said that they play a critical role in public education and community

<sup>5</sup> The Public Officers Ethic Act No. 4 Of 2003

sensitization t. In addition, 4.7% of the chiefs/assistant chiefs and 8.4% of members of public said that the administrators treat people with fairness when carrying out their mandate. Contrary to the above, some of the members of public had negative perception towards the functions of chiefs/assistant chiefs as indicated in Table 3.14. The chiefs/assistant chiefs had an opportunity to comment on how the public view their functions. It emerged that, 27.7% of chiefs/assistant chiefs and a majority (70.0%) of the members of public sampled said that administrators are seen as corrupt hence cannot be trusted in carrying their mandate. Pointedly, 25.5% of the chiefs/assistant chiefs said the community see them as abusive and arrogant with 15.3% members of public having a similar opinion.

Moreover, the finding in Table 3.14 also show that 21.9% of the chiefs/assistant chiefs and 7.4% members of public sampled said that administrators are seen as uncooperative at some point in crime and security management. Additionally, 19.7% of the chiefs/assistant chiefs and 5.9% members of public had an opinion that the administrators cannot critically solve a problem which hinders crime and security management.

**Table 3.14: Negative Perception towards chief/assistant chiefs from members of the public**

Negative perception from members of public	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
<b>Corrupt</b>	38	27.7%	238	70.2%
<b>Abusive and disrespectful to some people</b>	35	25.5%	52	15.3%
<b>Uncooperative</b>	30	21.9%	25	7.4%
<b>They cannot critically solve a problem</b>	27	19.7%	20	5.9%
<b>Complacent</b>	16	11.7%	48	14.2%

On the other hand, participants in the focus group discussion as indicated in Table 3.15 in 8 counties were asked in general about the perception of members of public towards chief and assistant chief work and the outcome was that; some felt they are trusted and always available on need basis to help the community in their locality; it also emerged that they are engaged in dispute resolutions, Also, they are adviser to the public, source of meaningful information because they relate well with the community and play a critical role in public education and work towards security management and coordination.

However, some of the participants felt that the chiefs and assistant chiefs are not problem solvers because they cannot handle a matter to conclusion. Others felt that they are complacent and corrupt, some use abusive language and are disrespectful to some people and totally uncooperative.

**Table 6.15: Perception of the people towards functions of chiefs/assistant Chiefs as highlighted by Focus Group Discussion participants**

Perception of the people towards chief function	Perception of the people towards chiefs functions in the counties (Marked by a tick (✓))							
	Kisii	Bomet	Vihiga	Kitui	Machakos	Nairobi	Kilifi	Murang'a
Trusted	✓			✓				
Always available on need basis	✓			✓	✓			
Dispute resolutions					✓	✓	✓	✓
Adviser to the public			✓			✓		✓
Source of meaningful information			✓				✓	
Relate well with the community		✓	✓		✓	✓		
Plays a critical role in public education							✓	
Security management and coordination						✓	✓	✓
They are not problem solver	✓							
Complacency/corruption	✓	✓		✓	✓			✓
Abusive and disrespectful to some people							✓	
Uncooperative	✓			✓				

As argued by Gumbihi, (2016), chiefs and assistant chiefs play the roles of peacemakers, mediators, negotiators and law enforcers, all rolled into one. However, they remain vulnerable to harm, the constitution 2010 had created a perception that the provincial administration was to be removed in the structures of governance. For some time, the local administration would work with Administration Police (AP) and the Chief's Act gave them immense powers. However, the new structure of the National Police Service as it is has placed all the Administration Police that used to work in the chiefs camp in the command of National Police Service. Before promulgation of Constitution 2010, chiefs summoned AP officers to accompany them to all assignments.

Currently, the grassroots administrators work without the security back-up necessary when conducting raids, gathering intelligence, responding to distress calls or pursuing bandits, rustlers and robbers. When not in the field, chiefs also listen to spouse's conflict issues, land

inheritance disputes, attend funeral arrangement and issue burial permits. As cited in Gumbihi, (2016), an assistant of chief Lower Kakwajuok sub-location in Rachuonyo North Sub-county had this to say concerning their work-related risks;

*“.... recently, a colleague was stabbed as he pursued a suspected thief this job is risky, we deserve to be armed or provided with security at home, it is very easy to be attacked, also we are not corrupt, but invest prudently through loans, businesses and farming...”*

In another interview as reported by Gumbihi, (2016), an assistant chief of Kasarani sub-location had this to say

*“..... we are always overwhelmed with phone calls even during odd hours. “We are woken up late at night by phone calls from those seeking help. In fact, if your spouse is not understanding, being woken up at such odd hours can strain the marriage. It is not easy for wananchi to obtain the mobile number of the OCPD or OCS, but it is easy to have access to the number of their chief or assistant chief. I serve 15 clients a day on different issues...”*

From all these chiefs/assistant chiefs needs to be supported to effectively deliver on their mandate for better security at community level.

### **3.6 Challenges Associated with the Work of the chiefs/assistant chiefs in Ensuring Safety and Security**

The finding of the research in Table 3.16 show the most challenges faced by chiefs and assistant chiefs in executing their duties effectively was lack of personal security (reported by 48.5% and 33.3% of chiefs/assistant chiefs and members of the public respectively); inadequate transport and communication was another major challenge that emerged during the survey as mentioned by 40.0% chiefs/assistant chiefs and 31.1% of members of public, lack of budgetary provision for the office operations was another challenge reported by 23.2% and 8.0% of the chiefs/assistant chiefs and members of public interviewed. Additionally, as shown in Table 3.16, it emerged that 11.8% and 13.6% of the chiefs/assistant chiefs and members of public respectively argued that the administrators work for long hours hence burn-out. Further, it emerged that political interference was a hindrance on their job performance as mentioned by both administrators and members of the public at 9.1% and 5.6% respectively. Also, interpersonal communication between the chiefs and assistant chief would affect their service deliver (this was noted by 2.6 % and 7.0% of the chiefs/assistant chiefs and members of the public), 2.4% of the chiefs/assistant chiefs interviewed said that they lack adequate trainings, this was echoed by 2.6% of the members of public respondents.

**Table 3.16: Challenges Chiefs Experience in Dispensing their Duties**

Challenges	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
Lack of personal security	165	48.5%	255	33.3%
Inadequate transport and communication	136	40.0%	238	31.1%
Lack of office budget allocation	79	23.2%	6	8.0%
Community resistance to change	65	19.1%	215	28.1%
Conflicts of interest	63	18.5%	38	5.0%
Lack public trust and support	54	15.9%	67	8.8%
Inadequate office space	51	15.0%	113	14.8%
Poor remunerations	44	12.9%	49	6.4%
Working long hours	40	11.8%	104	13.6%
Political interference	31	9.1%	43	5.6%
Dilution of their powers in the Act to execute their mandate	23	6.8%	10	1.3%
Incompetency in handling difficult assignments	18	5.3%	32	4.2%
Poor working environment	14	4.1%	40	5.2%
Level of literacy in the community	14	4.1%	1	1.0%
Inadequate personal kitting (Uniforms)	13	3.8%	3	4.0%
Dealing with retrogressive cultures	10	2.9%	6	8.0%
Interpersonal communication	9	2.6%	5	7.0%
Inadequate trainings	8	2.4%	20	2.6%
A few indulge in alcohol abuse	6	1.8%	5	7.0%

Comparatively, participants in the focus group discussions also gave their opinions on the challenges of the administrators. As shown in Table 3.17, it emerged that; inadequate office space and inadequate transport and communication facilitation was the most hindrance for the chiefs in their job performance. The discussants in the focus group discussion also mentioned that political interference has negatively affected the work of the administrators as mentioned in 6 Counties listed in Table 3.17. In some counties it was reported that some administrators are incompetent in handling difficult assignments and there is inadequate personal kitting and lack of public trust and support to the chiefs and assistant chiefs to effectively deliver on their mandate.

**Table 7.17: Challenges of chiefs/assistant chiefs in carrying out their duties as highlighted by Focus Group Discussion participants**

Challenges of chiefs/assistant chief in carrying out their duties	Challenges chiefs experience while carrying out their duties in counties (marked by a tick (✓))								Total tally
	Kisii	Bomet	Vihiga	Kitui	Machakos	Nairobi	Kilifi	Murang'a	
Inadequate office space	✓	✓	✓	✓	✓	✓	✓	✓	8
Lack of personal security	✓	✓	✓	✓	✓	✓	✓	✓	8
Inadequate transport and communication	✓	✓	✓	✓	✓	✓	✓	✓	8
Conflict of interest	✓	✓	✓		✓	✓	✓	✓	7
Political interference	✓	✓	✓	✓			✓	✓	6
Incompetency in handling difficult assignments			✓		✓		✓	✓	4
Inadequate personal kitting (uniforms)			✓		✓				2
Lack of public trust and support	✓		✓						2

This study has found out that chiefs/assistant chiefs are greatly faced with insecurity issues. They face risks of being physically attacked, psychological disturbances due to work related issues and therefore there is need to adequately support them.

### **3.7 Recommendations to ensure chiefs deliver on their mandate**

The study participants recommended as summarized in Table 3.18 that there is need to increase the field allowance given to the chiefs and assistant chiefs which will be a motivation (this was reported by 43.8% and 18.2% chiefs/assistant chiefs and members of public sampled), 37.0% and 25.6% of chiefs/assistant chiefs and members of public said that there is need for adequate transport and communication facilitation for the administrators.

**Table 3.18: Recommendations to ensure chiefs deliver on their mandate**

Recommendations	Responses from Chiefs/Assistant Chief		Responses from Members of Public	
	Frequency	Percent of Cases	Frequency	Percent of Cases
Increase field service allowances	148	43.8%	140	18.2%
Adequate transport and communication facilitation	125	37.0%	197	25.6%
Enhance personal security	94	27.8%	193	25.1%
Provide office budget for chiefs	90	26.6%	77	10.0%
Provide police support to enhance chiefs duties enforcement	87	25.7%	112	14.5%
Routine trainings and capacity building	81	24.0%	116	15.1%
Improve office space conditions	65	19.2%	62	8.1%
They should strengthen Community networks	30	8.9%	54	7.0%
Need more powers to command respect from other authorities	29	8.6%	87	11.3%
Review of chiefs Act	21	6.2%	48	6.2%
Provide them with adequate uniforms	9	2.7%	7	9.0%
Boundary re-alignments due to large coverage areas	9	2.7%	8	1.0%
Locals to elect their chiefs/Assistant chiefs	8	2.4%	25	3.2%
They need to be transferred to enhance service delivery like other public servants	8	2.4%	31	4.0%
Need for routine performance review and evaluation of the work	5	1.5%	23	3.0%
Corruption prevention measures	4	1.2%	25	3.2%

Additionally, 27.8% of the chiefs/assistant chiefs and 25.1% of members of public sampled said that for chiefs to realize better crime and security management, their personal security should be enhanced. Further, 2.4% and 4.0% of the chiefs/assistant chiefs and members of the public respectively said that there is need to have regular transfers of the administrators within the location to enhance service delivery like other public servants. On the other hand,

1.5% of the chiefs/assistant chiefs and 3.0% of the members of public sampled said that chief and assistant chiefs need routine performance appraisal and evaluation of their work. Another, 1.2% and 3.2% of the chiefs/assistant chiefs and members of public respectively said that there is need for corruption prevention measures to be adopted to eliminate the vice at the administrators' offices.

## **CHAPTER FOUR: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **4.1 Introduction**

This study was aimed at assessing the role of chiefs in localized crime and security management in Kenya. The section that follows highlights the summary, gives conclusion and recommendations based on the study objectives.

### **4.2 Summary of Major Findings**

#### **4.2.1 Role of chiefs/assistant Chiefs in Crime and Security Management in Kenya**

This study established that 98.9% of the administrators affirmed that they have a critical role in security management within their locality though it comes with several operational challenges. On this, 1.1 % had a feeling that since the promulgation of the constitution 2010 and on further reviews and repealing of the on the Chiefs Act CAP 128 of 1998 (Revised 2012), their work has been difficult.

The finding was that, 94.7% of the members of public were of a similar opinion that chief have roles to play in crime and security management in Kenya and hence their office is critical. A small percent of 5.3% felt that crime and security management is the role of police officers and minimal role have the chiefs/assistant chiefs to play.

On specific roles played by the administrators, it was established that, 50.6% of chiefs/assistant chiefs and 32.7 % of members of public argued that, security matters coordination is a critical role played by the administrators. Another role played was enforcement of law and order in crime and security management (reported by 49.4% of the chiefs/assistant chiefs and also supported by 31.0% of members of the public). Resolving community conflict emerged to be a critical role done by the administrators are supported by 32.1% of the administrators and 35.8% of members of the public. Other critical roles were; facilitate application of identity card (3.8% of administrators reported as critical role and a dismal 1.8% of the public with similar opinion); facilitation of application of birth certificates (3.8% of administrators and 1.3% of members of public having similar opinions).

#### **4.2.2 Public Opinion on Performance of Chiefs/assistant chiefs in Handling their Mandate in Kenya**

The study findings were that the performance of chiefs/assistant chiefs is highly influenced by level of education. It emerged that 95.7% of the administrators were of that opinion. This was also supported by 87.4% of members of public who opined that level of education influence job performance of the chiefs/assistant chiefs. However, 12.6% of the members of public respondents said job performance was not influenced by level of education with 4.3% of the administrators arguing that there is more in passion than level of education.

On the other hand, it was important to find out the most relevant skills that are needed by administrators for effective service deliver. It came out that, 54.1% of the chiefs/assistant chiefs and 42.1% members of public sampled said that communication skill is necessary for chiefs to carry out their mandate. Also, 43.1% of chiefs/assistant chiefs and 40.5% of members of public said that public relation is a skill that chief should have in carrying out their duties in crime and security management. Additionally, 30.9% of chiefs/assistant chiefs and 22.5% members of public added that managerial skills should be adopted by administrators in carrying out their mandate.

Further, 10.6% % of chiefs/assistant chiefs and 12.6% members of public sampled said that critical thinking skills are necessary in crime and security management by chiefs. Another, 10.0% of chiefs/assistant chiefs and 5.2% members of public sampled said that for chiefs to carry their mandate in crime and security management they need investigative skills. Also, 6.6% of chiefs/assistant chiefs and 7.0% members of public said that paramilitary skills are important that a chief should acquire them to help in crime and security management.

#### **4.2.3 Public Perception on the Institution of the Chief**

From the findings, it emerged that 47.9% of the respondents from members of the public said that they would rate good when asked about performance of chief office as an institution. Additionally, 25.8% of the interviewed members of public said that they would rate job performance of chief office as excellent. Also, 14.0% and 8.6% said that they would rate institutions as better and bad simultaneously. Also, 14.0% and 8.6% said that they would rate institutions as better and bad simultaneously. A fraction of 4.4% respondents from the members of public said that they would rate the institution of the chief as worse.

From this study, it also emerged that majority (50.1%) of the members of public believe that the chiefs/assistant chiefs are efficient and effective in-service delivery. In addition, 15.0% said chiefs treat people with fairness in carrying out their mandate within their locality. Also, 12.5% of the members of public said that the administrators meet expectations of the locals in crime and security management. Additionally, 4.8% of the members of public said that they provide free guidance and counselling to families and youths. Another, 2.0% of the members of public said chiefs are intelligent in getting information concerning crime and security while, 1.7% said that they able to serves a large population with minimal resources.

There were some of the members of public participants who gave negatively feedback on the performance of administrators. It came out that 42.6% of the members of public said administrators are worse due to corruption. Another, 25.5% of the members of public said that chiefs mostly are not available in the office while 11, 7% said that some administrators over-indulge in alcohol.

Additionally, 8.5% of the members of public said chiefs cannot resolve any issues conclusively because same issues occur over and again. Also, 4.3% of the members of the public said that administrators are self-centred in distribution of relief food, services and

equipment's while, 3.2% of the interviewed members of public said that administrators lack adequate office space which affect their performance greatly.

#### **4.2.4 Challenges and Recommendation Associated with the Work of the Chiefs in Ensuring Safety and Security**

The study aimed at determining challenges chiefs/assistant chiefs experience in dispensing their duties. The outcome was that 48.5% of the chiefs/assistant chiefs and 33.3% of members of public pointed that the major challenge is lack of personal security. Additionally, 40.0% of chiefs/assistant chiefs and 31.1% of members of public said that inadequate transport and communication was another major challenge. Another 23.1% of chiefs/assistant chiefs and 8.0% of members of public said that administrators lack an office budget allocation. Also, 11.8% of chiefs/assistant chiefs and 13.6% of members of public said that administrators work for long hours. It was also reported by 5.6 % of the administrators that they faced with political interference hindering their service delivery. Further, 2.4% of response from chiefs/assistant chiefs and 2.6% of members of public said that administrators undergo inadequate training. While 1.8% of chiefs/assistant chiefs and 7.0% of members of public said that a few indulge in alcohol abuse

### **4.3 Conclusions**

This study concludes that the chiefs/assistant chiefs have a big role to play in crime and security management in Kenya. They draw a lot of respect from the community and can be trusted on their work, they are always available in times of need and are first responder to emergency security needs

However, the chiefs/assistant chiefs are faced with structural and operational challenges to effectively and efficiently deliver on their mandate. There is need to equip and empower them with leadership skills on how to relate with county government as representatives of national government in order to command authority and attract respect. The current law that govern the conduct of chiefs/assistant was diluted so much due to past experience of the Kenyan colonial chiefs.

### **4.4 Recommendations**

From the study findings and discussion, the following policy recommendation and areas for further research are suggested.

#### **4.4.1 Key Policy Recommendations**

- i. The Ministry of Interior and Co-ordination of National Government should:
  - Provide adequate transport and communication facilitation to the chiefs/assistant chiefs due to their critical role in the community.
  - Through the National Police Service should guarantee personal security for the chiefs/assistant. This would require arming the chiefs/assistant chiefs on need basis.

- Through the National Police Service should provide police support to enhance enforcement of their duties. This may need review of the Standard Operating Procedures (Sops) for the National Police Service.
  - Allocate adequate budgetary provisions for the office of the chief/assistant chief.
  - Allocate more office equipment (computers, photocopy machines and printers) provide adequate working space.
  - Organize routine trainings and capacity building for the administrators, specifically on public relations and communication skills, leadership and problem-solving skills including paramilitary skills to the chiefs who are yet to under the training.
  - Consider boundary re-alignments due to large coverage to strengthen community networks.
- ii. There is need to avail financial resources for monthly allowances for the headmen as a way of motivation and also consider Nyumba Kumi representatives Location committees.

#### **4.4.2 Recommendations for Further Research**

This chiefs/assistant chiefs as respondents mentioned operational challenges on their day to day work. However, the members of public trust them despite all these challenges. Therefore, there would be need to have a study on how community policing has impacted on the service delivery of the chiefs/assistant chiefs.

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# Appendix 1

## CHIEF/ASSISTANT CHIEF

### Sample Respondent Questionnaire



## NATIONAL CRIME RESEARCH CENTRE STUDY

### The Role of Chiefs in Localized Crime and Security Management in Kenya: A Case of Last Mile Security

County: \_\_\_\_\_

Sub-County: \_\_\_\_\_

Division: \_\_\_\_\_

Location: \_\_\_\_\_

Sub-Location: \_\_\_\_\_

Date of the Interview: \_\_\_\_\_

Start time: \_\_\_\_\_ End Time: \_\_\_\_\_

Name of the Research Assistant: \_\_\_\_\_

The **National Crime Research Centre (NCRC)** is a State Corporation established by the National Crime Research Centre Act (CAP, 62 L.O.K). The Centre is conducting a study on **‘The Role of Chiefs in Localized Crime and Security Management in Kenya: A case of Last Mile Security’**

The findings of the study will help in generating information on the systemic gaps and challenges that will inform relevant policy for securing Kenya. All the information that you give will be treated in utmost confidentiality and your identity will not be revealed. We would highly appreciate if you spared some time to respond to the following questions.

Respondent consent                      Yes    (    )                      No    (    )

**PART A: Respondent's Social Demographic Information:**

1. Gender:
  1. Male
  2. Female
  
2. Age of Respondent in years\_\_\_\_(**Categories**)
  1. 18-25
  2. 26-34
  3. 35-43
  4. 44 and above
  
3. Marital Status:
  1. Single/Never Married
  2. Married
  3. Separated
  4. Divorced
  5. Widowed
  
4. Highest Level of education:
  1. None
  2. Primary
  3. Secondary
  4. College
  5. University
  6. Adult Literacy
  7. Others (specify)\_\_\_\_\_
  
5. What is your substantive designation
  1. Chief
  2. Assistant Chief
  
6. Length of service
  1. Below 1 Year
  2. 1-5 Years
  3. 6-10 Years
  4. 11 Years and above

**PART B:**

**Objective 1: Examine the role of chiefs in crime and security management**

7. (a) In your opinion do you think you have a critical role in crime and security management in this locality?

1. Yes 2. No 3. I don't Know

(b) If yes, what are the roles?

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**Objective 2: Examine the performance of chiefs in handling their mandate in Kenya**

8. (a) Do you think that the level of education has an influence in service delivery for the office of the chief?

1. Yes 2. No 3. I don't Know

(b) How does the level of education influence your roles and responsibilities as a chief

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(c) What do you think should be the minimum qualifications for one to be appointed a chief/ assistant chief?

1. Primary education certificate
2. Secondary education certificate
3. College level education
4. Graduate level University
5. Post graduate level education
6. Others (specify)\_\_\_\_\_

9. What skills and abilities are relevant for the chiefs in carrying out their mandate?

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10. What have you identified as your exemplary performance as a chief?

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**Objective 3: Assess public perception in the institution of the chief**

11. (a) What is the general perception of the people towards your functions?

Positive (List and Explain)	Negative (List and Explain)

**Objective 4: Challenges associated with the work of the chiefs in crime and security management**

12. What challenges do you experience while carrying out your duties?

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**Recommendations**

13. What do you recommend to ensure chiefs deliver on their mandate?

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14. Please give any other relevant comment?

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## Appendix II

### Members of Public Interview Schedule



#### NATIONAL CRIME RESEARCH CENTRE STUDY

### The Role of Chiefs in Localized Crime and Security Management in Kenya: A Case of Last Mile Security

County: \_\_\_\_\_

Sub-County: \_\_\_\_\_

Division: \_\_\_\_\_

Location: \_\_\_\_\_

Sub-Location: \_\_\_\_\_

Date of the Interview: \_\_\_\_\_

Start time: \_\_\_\_\_ End Time: \_\_\_\_\_

Name of the Research Assistant: \_\_\_\_\_

The **National Crime Research Centre (NCRC)** is a State Corporation established by the National Crime Research Centre Act (CAP, 62 L.O.K). The Centre is conducting a study on **‘The Role of Chiefs in Localized Crime and Security Management in Kenya: A Case of Last Mile Security’**

The findings of the study will help in generating information on the systemic gaps and challenges that will inform relevant policy for securing Kenya. All the information that you give will be treated in utmost confidentiality and your identity will not be revealed. We would highly appreciate if you spared some time to respond to the following questions.

Respondent consent                      Yes (     )                      No (     )

**PART A: Respondent's Social Demographic Information:**

6. Gender:
  1. Male
  2. Female
  
7. Age of Respondent in years\_\_\_\_(**Categories**)
  1. 18-25
  2. 26-34
  3. 35-43
  4. 44 and above
  
8. Marital Status:
  1. Single/Never Married
  2. Married
  3. Separated
  4. Divorced
  5. Widowed
  
9. Highest Level of education:
  1. None
  2. Primary
  3. Secondary
  4. College
  5. University
  6. Adult Literacy
  7. Others (specify)\_\_\_\_\_
  
10. What is your occupation
  1. Permanent employment – Private Sector
  2. Permanent employment – Public Sector
  3. Casual, temporary employment
  4. Business person
  5. Subsistence Farming
  6. Other (specify) \_\_\_\_\_
  
6. Length of stay in the locality (**study site**)
  1. Below 1 Year
  2. 1-5 Years
  3. 6-10 Years
  4. 11 Years and above

**PART B:**

**Objective 1: Public perception on the institution of the Chief**

7. (a) In your opinion do you think chiefs have an important role in crime and security management in this locality?

2. Yes 2. No 3. I don't Know

(b) If yes, what are the roles?

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8. (a) Have you ever sought services from the chief office?

1. Yes 2. No

(b) If yes, please list the service?

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(c) How would you rate the performance of the chief in a scale of 1-5? (Tick on the appropriate scale)

1=Excellent 2=Good 3= Better 4= Bad 5= Worse

1. Excellent	2. Good	3. Better	4. Bad	5. Worse

Please explain your answer:

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9. What is your general perception to the institution of the chief?

Positive (List and Explain)	Negative (List and Explain)

**Objective 2: Examine the performance of Chiefs in handling their mandate in Kenya**

10. (a) Do you think that chiefs' level of education has an influence on their service delivery?

1. Yes 2. No 3. I don't Know

(b) What do you think should be the minimum qualifications for one to be appointed a chief/assistant chief?

1. Primary education certificate
2. Secondary education certificate
3. College level education
4. Graduate level University
5. Post graduate level education
6. Others (specify)\_\_\_\_\_

Please explain \_\_\_\_\_

11. What skills and abilities do you think are relevant to the chiefs' in dispensing their mandate?

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12. What have you identified as exemplary performance of the chief in this locality? \_\_\_\_\_

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**Objective 3: Challenges associated with the work of the Chiefs in Crime and Security Management**

13. What challenges do chiefs experience while dispensing their duties?

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**Recommendations**

14. What do you recommend to ensure chiefs deliver on their mandate?

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15. Please give any other relevant comment?

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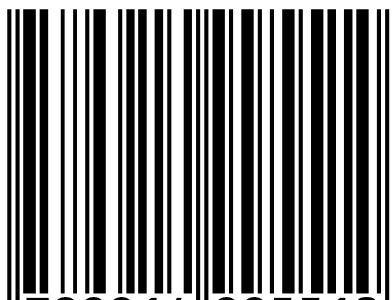
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