



**MIDRIFT  
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Haki Kwa Wote

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**The Nakuru Model**

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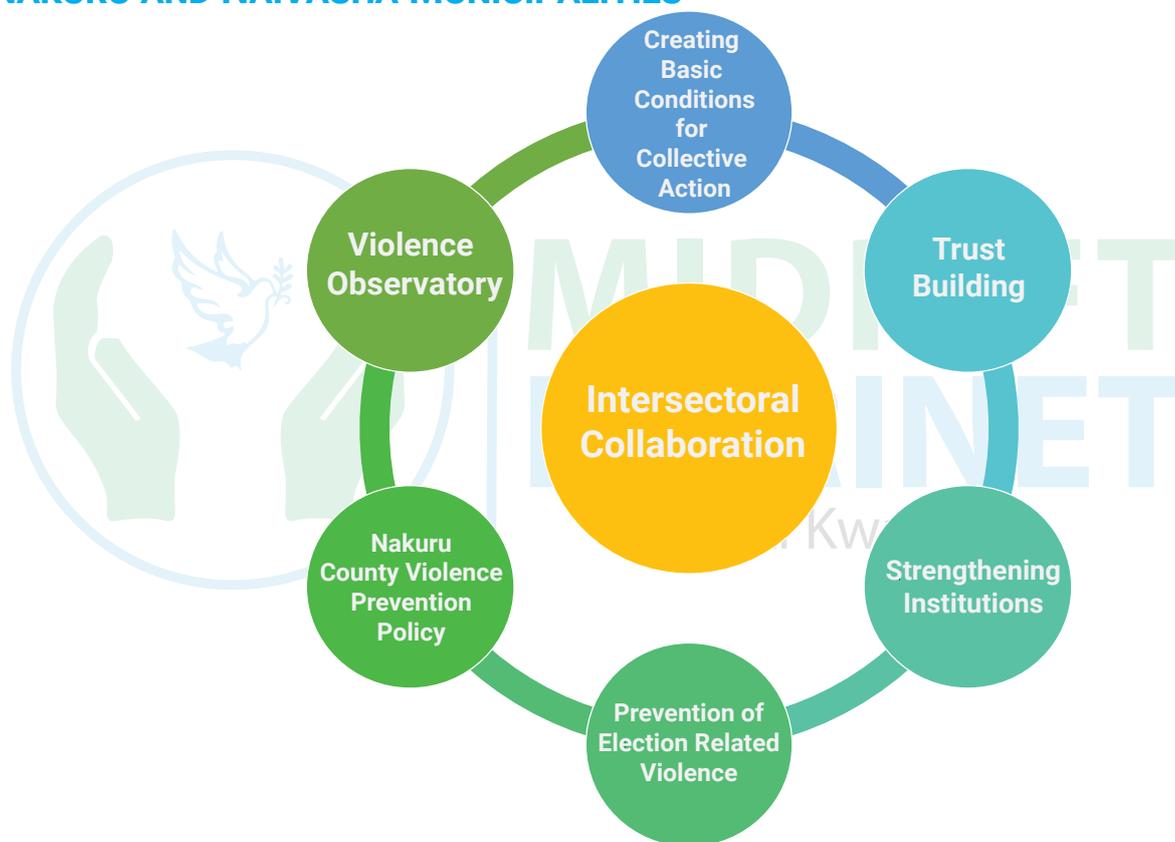
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## INTRODUCTION

MidRift Human Rights Network (MidRift Hurinet) is a not-for profit organization that was established in 2008 to work for the promotion of Human Rights Based Approaches in programming and Development; Advancement of Democracy and Good Governance; Institution of Policing and Police Reforms; Peace Building and Conflict Management.

Midrift Hurinet in partnership with the Danish Institute Against Torture (DIGNITY) has been implementing a program titled Intersectoral Urban Violence Prevention (IUVP) programme which was dubbed 'USALAMA BORA.' The program focuses on addressing Urban Violence Prevention in Nakuru and Naivasha Municipalities and runs from 2017 to 2019

### 1 THE INTER-SECTORAL URBAN VIOLENCE PREVENTION (IUVP) PROJECT FOR NAKURU AND NAIVASHA MUNICIPALITIES



**Fig :Intersectoral Collaboration**

The Danish Institute Against Torture (DIGNITY) collaborates with partner organisations in the South to develop their capacity and knowledge on how torture and organised violence can be reduced in large urban areas, and how to create safer living conditions without threats and fear. Through its wealth of knowledge in prevention of violence in over 10 countries, DIGNITY partnered with MidRift Human Rights Network (MidRift Hurinet) to pilot an Urban Violence Prevention Project in Nakuru Municipality from July 2015 to December 2016. A longer-term intervention for Nakuru and Naivasha Municipalities in the period January 2017 to December 2019 was developed, informed by the pilot phase.

The pilot goal was to establish mechanisms for urban violence prevention in Nakuru and Naivasha municipalities. It sought to:

(a). Create the basic conditions for collective action among stakeholders; (b). Rebuild community trust between the police and the communities they serve; (c). Focus on building better relationships between state institutions, especially the police, and the communities they serve through holding dialogue forums; (d). Address trends towards extra-legal, private security solutions; (e). Address the relationships among different forms of violence namely; Criminal violence, Violence against Women and Girls (VAWG) and Intercommunal violence; (f). Improvements in data collection, sharing and analysis to inform evidence-based violence prevention interventions.

The IUVP longer-term project sought to deepen inter-sectoral collaboration and coordination in the prevention of violence in the two municipalities. Many actors in their sectors are in one way or another working on violence prevention. Some people and institutions, for instance, hire private security guards while communities organize to ward off criminals. Yet these actors and sectors hardly come together to share information on violence and scarcely collaborate or coordinate efforts for evidence-based violence prevention. The only sector which is properly organized in coordinating violence prevention is the National Government Administrative Officers (NGAO). NGAO at the County level comprises of the County Commissioner, Deputy County Commissioners, Assistant County Commissioners and the Chiefs and their assistants. They coordinate closely with the National Police Service (NPS) and at all levels with the County Commissioners chairing weekly County Security Intelligence Committees (CSIC) meetings. Other stakeholders including the County Governments, Hospitals, Business community and Civil Society Organisations (CSOs) are not members of the CSIC hence the CSIC misses out on crucial violence data in the hands of these other stakeholders and is never reported to the Police.

The Inter-Sectoral Urban Violence Prevention (IUVP) Project engaged stakeholders from the national level to the grassroots level. Activities that touched on building capacities for police within Nakuru and Naivasha Municipalities caused MidRift to seek authorisation from the Office of the Inspector General of Police. MidRift Hurinet wrote to the Inspector General of Police and got a response to proceed. MidRift has also received several such authorizations from the Inspector General of Police to undertake research.

Consequently, the project also engaged stakeholders at the county level. Ward dialogue forums were held and later, the forums were convened as Community Policing Forums (CPF) following new Inspector General Guidelines on community policing. Issues raised during these forums which weren't fully answered were presented to Senior County officials and were well responded to. It emerged that there were issues that were beyond the security sector response and required strengthened inter-sectoral collaboration and coordination.

## 2. CREATING BASIC CONDITIONS FOR COLLECTIVE ACTION

### 2.1 Initial Police-CSO capacity building

Stakeholders individually put in place mechanisms for violence prevention but hardly collaborate and coordinate their efforts with other sectors. There was animosity between communities and the police (previously named as Kenya Police Force but changed to National Police Service) because of years of police brutality, fear, suspicion, impunity, leakage of information shared; and corruption in the service strained their relationships. This is similarly so among other stakeholders including the Civil Society Organisations (CSOs), Health institutions, county government, the private sector and religious institutions. Hence, collective action in violence prevention among stakeholders was weak.

We then sought to address this challenge by separately holding an initial two-day capacity-building forum for the police on Inter-Sectoral Urban Violence Prevention (IUVP). Similarly, a two-day capacity building for the Civil Society Organizations (CSOs) on IUVP was done. Then the Police and the CSOs were brought together for a one-day forum to dialogue on the issues that hinder effective collaboration and coordination in violence prevention workshops.

The areas for capacity building were: Policing reforms – linking national and local processes; Public health approaches to urban violence prevention; Violence observatory; leadership and conflict resolution; and introduction to violence prevention approaches and strategies. Issues mentioned above were cited as some of the leading concerns of the CSOs against the Police. The police also noted that the CSOs and communities behave as though the police have no rights and that many citizens are ignorant of the law and the rights and obligations thus necessitating the need to have more police-community interactions towards minimizing fear and suspicion to build confidence. During the joint Police-CSO sessions, one participant remarked: *“I couldn’t imagine that one day the police and CSOs could sit down and joke, eat and work together.”* (Mary Busses, National Police Service).

## 2.2 TRUST BUILDING



Fig :Trust building

### 2.2.1 Ward Dialogue Forums

During the roll-out of the Intersectoral Urban Violence Prevention pilot phase (July 2015 to December 2016) the Inspector General of Police had not issued guidelines on community policing to operationalise the National Police Service Act (2011). Hence, the pilot project sought to hold ward dialogue and coordination forum meetings targeting stakeholders at the lowest administrative unit. The ward dialogue and coordination forum meetings targeted: Low-rank Police officers, Village elders, Chiefs, local Community Policing platforms, Community Based Organizations (CBOs), Religious Leaders, and the local business community. Localized stakeholder mechanisms on urban violence prevention were discussed and operationalized at the ward level. This helped in learning essential lessons, sharing of best practices and success stories in laying a foundation for a longer time project design. The '101 Things You Wanted to Know about the Police but Were Afraid to Ask' publication content was used to spur dialogue around violence prevention. Copies of the booklet were also disseminated. Ward dialogue sessions also informed the content of the Nakuru County Violence Prevention Policy whose views were continually validated at the municipality dialogue forums.

### 2.2.2 Municipality Dialogue Forums

Stakeholders from the Nakuru and Naivasha municipalities including senior police officers, Deputy County Commissioners, CSOs, Religious leaders, Media and key community representatives were brought together at the municipality level. Municipality level forums were held to promote dialogue and coordination on violence prevention while responding to issues raised at the ward dialogue forums. From an initial violence study report, these forum meetings discussed the need for and developed an urban violence prevention draft policy and an implementation draft plan. Stakeholders also put in place collective institutional mechanisms to address urban violence. The '101 Things You Wanted to Know about the Police but Were Afraid to Ask' booklet content was used to spur dialogue around violence prevention. We also disseminated copies of the booklet.

### 2.2.3 Community Policing Committees (CPCs)

The National Police Service Community Policing Information Booklet aimed at 'Building Safer Communities Together' established the CPCs. The composition of the CPC include: Civilians, Officer Commanding Police Station (OCS); Directorate of Criminal Investigations (DCI); Assistant county commissioner – representing national government; Representatives from learning Institutions; Women representative; Youth representative; Persons with Disability representative; Business Community representatives; Ward Administration – representing County Government; Kenya Wildlife Service (KWS), Kenya Forest Service (KFS), Immigration and National Youth Service (NYS) – where applicable; religious leaders, professional representatives; medical practitioners; lawyers; children's department and the probation and aftercare services representatives, among others. The civilians are elected by members of the public into the CPC.

The CPCs meet monthly and write minutes of their proceedings that are passed on to the Inspector General of Police through the Sub County and County police Commanders.

### 2.2.4 Community Policing Forums (CPFs)

The CPCs are then mandated to hold periodic and need-based Community Policing Forums (CPFs) to continually engage the members of the public in Violence Prevention. This is the forum whereby dialogue among stakeholders occurs.

MidRift Hurinet has facilitated several of these CPFs and this has helped to improve stakeholder trust, sharing of information and reporting of violence. Notably, 18 County Police Commanders from across Kenya visited Kaptembwo and Bondeni Police Stations in April 2019 and Naivasha Police Station in May 2019 to learn how community policing has worked in Nakuru County.

They interacted with the CPC members. This, we believe reinforces the reality of a 'Nakuru Model' that we are hereby documenting.

## 2.2.5 Place-Based Leadership Development Programme (PBLD) and its role in violence prevention

This programme focuses on leader and leadership development. It is premised on the need to have an individual leader's leadership developed to represent their sector to drive change and influence others towards collective action with leaders from other sectors (leadership development) on IUVP. It aims at transforming places, transforming people and minds to achieve a shared appreciation of the role of place-based leadership development in improving violence prevention outcomes across the place. The program enables leaders to have an understanding of the tensions of leading within a place-based context and the need for identifying and confronting those tensions.

The programme with a total of 10 modules involves a cohort of 25 leaders in Nakuru Municipality and another cohort of 25 leaders from Naivasha municipality. These leaders are drawn from the National Police Service (NPS), Civil Society Organizations (CSOs), County Government Officers, The prisons department, business community, religious leaders, youth and women representatives. The sessions roll out involve presentations by a facilitator, Dr Robert Worall and lots of practical exercises to contextualize the learning.

Research findings are applied with pre and post sessions questionnaires administered and analyzed to continually assess learning. Out of the programme learning, an academic paper has been published<sup>1</sup> to contribute to knowledge.

## 2.2.6 Collaboration with schools to build trust between youth and the police

Students-Police forums have been held in several primary, secondary and tertiary institutions in the project areas. These forums are aimed at: (i). To build basic conditions for collective action in violence prevention through targeting police and students (awareness of mechanisms for violence prevention and reporting), (ii). To change perceptions of violence and reduce violence within family relations and within the community (identifying and challenging normalized violence); and (iii). To promote knowledge on rights among students using the '101 Things You Wanted to Know about the Police but Were Afraid to Ask' publication.

From the forums, we have noted that cases of criminal gangs and drug peddlers recruiting students, drug use, defilement, child neglect and abuse, domestic violence with negative effect on the students, incest, early and forced marriages, abortion and underage sex are the most experienced and normalized forms of violence among the students.

Towards addressing these challenges, MidRift Hurinet entered into a partnership with Wakili Mashinani, a Community Based Organization led by lawyers, to enlighten communities on the rule of law and help survivors access to justice.



Corporal Beth Kamau with Pupils at Koinange Primary

<sup>1</sup> *Building collaborative capability between law enforcement and civil society leaders to prevent urban violence, at <<https://link.springer.com/article/10.1007/s00038-018-1153-z>>*

## 3 STRENGTHENING INSTITUTIONS ON VIOLENCE PREVENTION:

### 3.1 Sensitizing Police officers on their mandate

This was done using the following NPS guidelines: customer service charter and the revised Standing Operating Procedures.

MidRift Hurinet engaged a trainer from Rift Valley Region Police Training Centre to facilitate a one-day session for police officers on customer care relations. Police Officers were drawn from Kaptembwo, Nakuru Central, Naivasha and Bondeni Police stations in Nakuru municipality and police officers at Naivasha Police station. The forum outcome was that there would be improved service delivery and customer care in the police stations leading to enhanced trust and cooperation between citizen and the police in violence prevention. MidRift Hurinet will administer the NPS Scorecard in the target police station to assess the status of service delivery.

### 3.2 Training CPCs on their mandate

MidRift Hurinet has facilitated several capacity building forums for the CPCs on their mandate using the NPS Community Policing Information Booklet; the NPS Customer Service Charter and the '101 Things You Wanted to Know about the Police but Were Afraid to Ask'

## 4 PREVENTION OF ELECTION VIOLENCE IN 2017

Elections in Kenya are emotive and politically charged because leadership is largely perceived as a 'blank check' to access state opportunities and resources by one community to the disadvantage of the rest. Hence political contest is largely a zero-sum game.

In the run-up to the August 2017 general elections and the repeat presidential election that ensued, there were tensions in Nakuru and Naivasha municipalities that inter-communal violence would erupt. Around this time, MidRift Hurinet had engaged the Nakuru County Commissioner to moderate Council of Elders forums in Nakuru, Naivasha and Molo to help mitigate the inter-communal tensions under IUVP. The County Commissioner then asked MidRift Hurinet to participate in a multi-agency forum bringing together the CSIC and other stakeholders in the safety and security sector for collective planning and response to tensions around the elections.

MidRift Hurinet participated in these forums and facilitated Community Policing Forums (CPFs) aimed at preventing electoral related inter-communal violence in 2017. Similarly, we held live radio programs to sensitize the communities on the need for peace and its interrelationship with development. Additionally, pre-recorded radio snapshots messages on electoral related violence prevention were continually aired in a local FM Radio station. The messages were recorded from Deputy County Commissioner (DCC), Council of elders, the private sector and Civil Society Organization leaders.

## 5 NAKURU COUNTY VIOLENCE PREVENTION POLICY

Many community-police forums were held in Nakuru and Naivasha municipalities which informed the development of Nakuru County Violence Prevention policy. The policy was subjected to several levels of validation by stakeholders including the police, CSOs, private sector, Community Policing Committees (CPCs), county government, and chiefs. The policy seeks to address seven thematic areas: Culture, values and norms to address normalized violence; demobilizing organized gangs; strengthening institutions for violence prevention; Rebuilding community trust; addressing political influence and incitements; entrenching land reforms and addressing resource-based conflicts; improving violence reporting and data sharing for evidence-based violence prevention through setting up a violence observatory.



The launch of Nakuru County violence prevention policy

The policy was adopted by the County Assembly of Nakuru in 2019. It will continually inform the county efforts in violence prevention.

The launch of

## 6 VIOLENCE OBSERVATORY

MidRift Hurinet has set up a violence observatory under the IUVPP. During the implementation of the Urban Violence Prevention Project, it was established that there was a gap in the sharing of data amongst stakeholders especially the police, health institutions and chiefs. It was noted that this gap denied stakeholders' full knowledge of the magnitude of violence hence affecting effective evidence-based violence prevention interventions.

Towards this end, MidRift Hurinet has set up a violence observatory to improve on data sharing among stakeholders, data analysis and collective response to violence prevention. A consolidated data collection tool was developed after analyzing existing data collection tools in different institutions. The consolidated data collection tool was subjected to three different levels of validation. Firstly, with the CSIC comprising County Police Commanders – Kenya Police Service, Administration Police Service, Criminal Investigations, National Intelligence and the County Commissioner who is also the chair of peace and security at the county; Secondly, with the county government officials, health facility administrators, CSOs; and thirdly, with select technical persons drawn from the above stakeholders.

An inter-sectoral response team is set up. This is the team that will validate quarterly and yearly reports before they can be published. Monthly briefs will be produced as well and quarterly and yearly reports. Sector-specific recommendations will be made in the quarterly and yearly reports. The inter-sectoral response team will also be the key consumers of the data to respond to the report findings. Stakeholders in it include the CSIC, Nakuru County Ministry of Health, CSOs, Office of the Governor and the private sector.

## 7 INTER-SECTORAL COLLABORATION

Police operate under strict command. Once MidRift Hurinet met the Nakuru county police commander on the need for collaboration, he agreed on the condition that we get a signal from the Inspector General of Police (IGP). We then wrote to the IGP and we got a signal which eased our working relations with the police. The County Police commander in person went with us to the communities to strengthen CPCs and to set up CPFs. He asked his officers to support the project, to embrace police reforms and abide by the rule of law.

MidRift Hurinet also made a courtesy visit to the Independent Policing Oversight Authority (IPOA) head office. This visit was necessary because we were already sensitizing the citizens on legal mechanisms for holding police officers accountable and IPOA is a leading independent government body doing so. We also wanted to access Information, Education and Communication (IEC) Materials for use in raising awareness on IPOA. MidRift Hurinet also appealed for IPOA to decentralise to Nakuru. IPOA finally decentralised to Nakuru and MidRift Hurinet was invited to join the County Security Intelligence Committee (CSIC), Regional Police Commander and the Regional Coordinator – representing the presidency - to the launch and opening of IPOA offices in Nakuru. MidRift Hurinet made remarks during the forum on behalf of the CSOs working on peace and security.

MidRift Hurinet has been lobbying Nakuru County Governor and the county executive; the Speaker of the County Assembly and the Members of County Assembly (MCAs) to adopt the Nakuru Violence Prevention Policy. This has been one-to-one lobbying engagements as well during Governor's – CSO roundtable forums and Speaker's – CSO forums. MidRift Hurinet continues with the lobbying.

## 8 LINKAGES BETWEEN IUVP AND REHABILITATION

In the process of implementing the IUVP project, we noted gaps that need to be addressed for the project to be more effective. The gaps were identified in the criminal justice system and the health sector. Many survivors of violence were not getting psycho-social support to help them heal and recover. These survivors of violence are likely to end up as perpetrators of violence since they never recovered from the effects of violence on them. Also, the court requires survivors of violence to take the witness stand and recount what transpired especially in violence against women and girls. This traumatizes the survivors of violence who have not recovered fully and many such victims no longer attend court sessions leading to the dropping/collapsing of their cases.

This limited access to rehabilitation has led MidRift Hurinet and DIGNITY to set up a collaboration with the health sector to increase access to counselling at the community level.

## 9 PROJECT RIPPLE EFFECTS

The lessons learnt in Nakuru on violence prevention enabled MidRift Hurinet to implement a project in Baringo County with ease. MidRift Hurinet is also seeking funding to set up a violence prevention project in Marigat on pastoral conflicts in the hinterland with spill-over effect to Marigat town, the second main trading site in the county, affecting the economy.

MidRift Hurinet is also seeking funding for setting up a violence prevention project in Kisumu City (the third-largest city in Kenya) focusing on prevention of election-related violence and criminal-related violence. From the lessons learnt in Nakuru and Naivasha municipalities, we held interventions in Elementaita, Gilgil. Inspired by our work on collaboration between schools and police, Elementaita CPC has gone to schools with police to hold trust-building activities.

Rongai Deputy County Commissioner (DCC) requested MidRift Hurinet to undertake a capacity building session for Rongai CPC. The DCC had learnt about our work during a CSIC in Nakuru.

## PICTORIALS



**Mental Health - Pupils at Kaptembwo Primary School being taught about Five Signs of emotional Suffering.**



**Student Police Forums at Nakuru National Library**



**Participant going through Urban Violence report and Police 101**



**Community policing forum members committing to maintain peace and harmony**

## KEY IUVP ACHIEVEMENTS UP TO DATE

### CREATING THE BASIC CONDITIONS FOR COLLECTIVE ACTION

All stakeholders in Nakuru agree on the need for collective action among different sectors in violence prevention. The Police and Communities agree on the need for holding dialogue meetings/ forums to address issues as opposed to demonstrations and protests. Police have significantly reformed and there is a mindset shift on how they view and interact with the citizens. The intersectoral approach to violence prevention enhanced the ability of the IUVP programme to address the linkages among all forms of violence including Criminal Violence, Gender-Based Violence, and Political (Inter-communal violence).

### NAKURU COUNTY VIOLENCE PREVENTION POLICY

The IUVP project led to the development of a stakeholder-driven policy to inform violence prevention mechanisms in Nakuru County. The policy focuses on addressing the following forms of violence; Criminal Violence, Gender-Based Violence, Political Violence, and Violent Extremism. The policy was adopted by the County Assembly of Nakuru and is domiciled in the Department of Public Service Management in the County Government of Nakuru.

### ADDRESSING THE TREND TOWARD EXTRA-LEGAL, PRIVATE SECURITY SOLUTIONS

Promoting citizen awareness on their rights and obligations and those of the police through institutionalised structures like Community Policing Forums (CPFs) has put a demand on the police for better services. Improvements in police customer care and their promptness in responding to violence have assured the citizens that they need not take the law into their hands. The citizens are sensitised on ways to hold police officers accountable through the Independent Policing Oversight Authority (IPOA) and this has helped ensure police operate within the law.

### REBUILDING COMMUNITY TRUST

There is an improvement in trust between the communities and government institutions, especially the police which has led to an increase in the reporting of all forms of violence. The communities are no longer afraid of the police, and many are willing to report and pursue the reported cases as witnesses in the courts. Promotion of public awareness and knowledge on the constitution of Kenya, rights and duties of both the police and the citizens have been instrumental in improving trust. Students are more knowledgeable of their rights which has contributed to increased reporting of violence cases by the students to the teachers and consequently to the police. Teachers have gained an understanding of different forms of violence and their role in violence prevention such as putting up suggestion boxes in the schools. This has been made possible by the use of Information Education and Communication (IEC) materials including the "101 Things You Wanted to Know About the Police But Were Too Afraid to Ask" booklet and posters

### STRENGTHENING INSTITUTIONS FOR VIOLENCE PREVENTION

Police in Nakuru and Naivasha Municipalities have been sensitised on the constitution to enable them to safeguard citizen rights in their work. They have also been sensitised on the customer service charter, customer care relations and in Community Policing using National Police Service guidelines. The citizens in the two municipalities have also been sensitised on the above and especially to understand that police also have rights and obligations to safeguard the law. This has been through the Community Policing Committee (CPC) structures which are institutionalised in the National Police Service (Amendment) Act (2014). Place-Based Leadership Programme (PBLD) has also built capacities for leaders within different sectors on the need to lead their sectors towards inter-sectoral collaborations in violence prevention. A Nakuru County Violence Prevention Policy was adopted by the County Assembly of Nakuru and is aimed at informing violence prevention strategies in the County.

### IMPROVEMENTS IN DATA COLLECTION AND MECHANISMS.

The IUVP Programme has set up a functional Nakuru violence observatory. Stakeholders noted that there were gaps in the way data on violence is collected and shared to inform collective action in violence prevention planning and response. Trust issues hindered sharing of data but through lobbying, stakeholders agreed to share this data. To date the observatory continues to receive data from the Department of Health Services of Nakuru County Government; the Nairobi Women's Hospital, Nakuru; and from Nakuru Central Police Station.