

**POLICING STRATEGIES AND THEIR EFFECTIVENESS IN COMBATING  
ORGANIZED CRIMES IN MURANG'A COUNTY, KENYA**

**BY**

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## DECLARATION

This research thesis is my original work except for the citations and has not been submitted for a degree or any academic award in any institution.

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## **DEDICATION**

To all police officers who without fear have dedicated themselves to serve all the people in Kenya to ensure their safety and security.

## LIST OF ACRONYMS AND ABBREVIATIONS

<b>APS</b>	Administration Police Service
<b>CAP</b>	Chapter.
<b>CBOS</b>	Community-Based Organisations
<b>CBP</b>	Community based Policing
<b>CP</b>	Community Policing
<b>CPA</b>	County Policing Authorities
<b>CPC</b>	Community Policing Committees
<b>CSOS</b>	Civil Society Organisations
<b>DIG</b>	Deputy Inspector General
<b>ERS</b>	Economic Recovery Strategy for Wealth and Employment Creation
<b>FBI</b>	United States Federal Bureau of Investigation
<b>FBOS</b>	Faith Based Organisations
<b>GIS</b>	Geographical Information System
<b>GOK</b>	Government of Kenya
<b>IAU</b>	Internal Affairs Unit
<b>IPOA</b>	Independent Police Oversight Authority
<b>KPS</b>	Kenya Police Service
<b>LOK</b>	Laws of Kenya
<b>NARC</b>	National Rainbow Coalitions
<b>NIJ</b>	National Institute of Justice
<b>NIS</b>	National Intelligence Service
<b>NPS</b>	National Police Service
<b>NPSC</b>	National Police Service Commission

<b>NYC</b>	New York City
<b>OC</b>	Organized Crimes
<b>UN</b>	United Nations
<b>UNTOC</b>	United Nations Convention against Transnational Organized Crime
<b>US</b>	United States

## DEFINITION OF TERMS

- Crime** Is the breach of the rule of law of a society punishable by the legislation of that particular society.
- Gangs** Refers to a structured group of three or more persons, who exist for a period of time and act with the aim of committing one or more serious crimes and offenses, to gain, directly or indirectly, financial or another material benefit.
- Police** Refers to agents or agencies of the state responsible for enforcement of the laws of a state through legitimizing use of powers and authority vested upon them by the law of the state. The agencies include police departments or any other agents recognized by statute to exercise police powers of that state within a given jurisdiction
- Policing** Refers to the art of ensuring public safety and security of their property and includes all measures taken by the police agents in enforcing the rule of law.
- Organized crime** Refers to premeditated and a carefully planned crime committed by a structured group of three or more persons and includes all offences perpetrated by gangs.

## ABSTRACT

Crime is a fluid and influential factor that affects all sphere of development in human society. Modern technological advancement and progress in communication have led to sophistication of criminal activities around the globe. Today, the world faces the intractable problem of illicit drug trafficking, smuggling, organized gangs, hijacking, kidnapping, and terrorism. These crimes are highly dynamic and have adversely affected our societies by disabling the quality of life, threatening human rights and fundamental freedom. Dealing with organized crimes in legal terms has proved to be a delicate task and no community has remained unaffected, although the level and intensity of the problem might vary from one community to another. In Kenya gangs and organized crimes are rapidly taking shape despite the vigorous and vehement national and international efforts towards combating such crimes. The main objective of the study was to investigate the policing strategies used in Murang'a County-Kenya and their effectiveness in combating organized crimes, while the specific objectives were to examine the causes of organized crimes, assess the effect of the standard policing strategies on organized crimes and to analyze the impact of proactive policing innovations and alternative strategies on organized crimes. The study was conducted in Murang'a County and adopted a descriptive cross-sectional design. The target population were members of community policing committee and security agencies with a sample of two hundred and thirty (230) respondents. Cluster sampling was used to distinguish the police from the public while proportional stratified sampling allowed drawing of representative sample from the clusters and purposive sampling enabled selection of key informants. The instruments were pilot tested and analyzed for reliability and validity using Cronbach's Alpha formula. SPSS version 21 was used as the statistical tool for analysis all through the study. The data was analyzed using descriptive and inferential statistics: correlation and regression models. The findings in the study shows that organized crimes were prevalent in Murang'a County in the forms of burglaries, robberies, extortion, homicide, gang and violence and pockets of kidnapping. The outcome of the study indicates that the independent variables: policing strategies (standard and proactive), and causes (biological, economical and sociological factors) have an effect on organized crime. The study underscores the importance of addressing the socio-economic and political factors that aggravate crimes, suggesting that, proactive policing strategies are more effective in addressing organized crimes. Similarly, the study also identifies the social crime prevention approaches as well as developmental crime prevention strategies as key tools of managing organized crimes. This notwithstanding, it intimates that, standard policing strategies forms the basis of policing and are the basic models that inform development in policing strategies. Since crime is not the result of any solitary factor but an amalgamation of factors, crime control should not be addressed by single strategy or set of strategies but by mixing of tactics as appropriate with a focus on the specific threat. Therefore, to effectively control organized crimes, policing strategies should be dynamic, tailored to address the nature and changing trends of organized crimes, adopt a multi-sector and strategy approach that are more proactive than reactive.



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter presents the background of the study of organized crimes and their interventions. It also outlines the problem statement and the rationale of the study. Further it identifies the objectives of the study, research questions, the scope as well as the limitation of the study

#### **1.2 Background of the study**

Crime is a fluid and influential factor that affects all sphere of development in human society. It attacks the rights of individuals and therefore interests everybody in society. Organized crime is commonly assumed to have begun in Italy in the late 19th Century. The Sicilian Mafia, and the secretive Sicilian group La Cosa Nostra remained very powerful up to the early 20th Century.

Asian structured criminal enterprises have also been flourishing not only in Asia but also in various parts of the world. Asian criminal enterprises have been working in the US since the early 1900s. The first of these groups advanced from Chinese tongs, which, refers to social establishments designed by early Chinese-American immigrants. Federal Bureau of Investigation (FBI) notes that, these enterprises rely on far-reaching networks of national and international criminal associates that are fluid and exceptionally mobile. They easily get used to the changes around them, have bilingual capabilities, can be

extremely refined in their criminal maneuvers and actions, and contain widespread financial aptitudes (UNODC, 2002).

UNODC, (2002), also notes that, since the 1980s, African criminal gangs have developed due to the great advances in communications and globalization of the world's economies. Expanded world trade, easier international travel, and financial transactions that cross national borders enable them to go beyond local as well as regional boundaries and target international people in addition to developing criminal networks within more affluent countries and regions. The unsteady political, social, and economic conditions in Africa countries like Ghana, Nigeria, Liberia, and Somalia also have helped some gangs expand globally (UNODC, 2002).

The crime state in Kenya is not exceptional within itself; several other countries in East Africa face similar criminological problems that Kenya experiences. This situation is exuberated by the rapid progressions in global technology (UNODC, 2002).

In Kenya, organized criminal gangs are connected with their instinctive communities, thus acquiring protection and making them complex. In October 2010, the Minister of State for Provincial Administration and Internal Security following the enactment of the Prevention of Organized Crimes Act in August 2010 issued a Gazette Notice banning 33 organized unlawful groups on October 18, 2010. These were Al Shabaab, Coast Housing Land Network, Jeshi la King'ole, Angola, Dallas Muslim Youth, Mumbai, Amachuma, Banyamulenge, Jeshi La Embakasi, Baghdad Boys, and Chinkororo, Kaya Bombo Youth, Congo by Force, Forty Brothers and Forty-Two Brothers. Others are Japo Group, Kamjesh, Kamukunji Youth Group, Republican Revolutionary Council, Kuzacha,



Makande Army, Mombasa Republican Council, Kenya Youth Alliance Mungiki Movement, Mungiki Organization, Mungiki Sect, Kosovo Boys, Sabout land Defence Force, (SLDF), Sakina Youth, Siafu, SunguSungu, Jeshi La Mzee, and Taliban. The 2010 study commissioned by the Panel of Eminent Persons conducted in Nairobi, Central and Nyanza regions of Kenya recognized 32 illegal groups, of which 27 were unlisted in the 33 debarred criminal groups. Additionally, the study specified that the illegal groups usually assume a role public profile and leaders of the illegal groups shed their negative images by seeking candidacy in public offices. the groups are concentrated in urban environments of Nairobi's mostly large slum areas. In central Kenya, Mungiki has been one of the most fierce and extensively talked about the systematized felonious gang in Kenya (The Kenya Gazette, October 18, 2010.)

Notably, from the 1920s to date, organized crime has either been organized within ethnic groups or across ethnic lines. According to the United Nations office on drugs and crime (UNODC, 2002) in many countries across the world, there exist organized criminal groups which vary in activities, and maybe comparable in their consequences. Common to all countries is that these groups are a threat to peace, stability, and development. Organized criminal gangs are characterized by vehemence. The criminal gangs are violent, live aggressively, and presume violence. The gangs are violent since tough, hardened criminals compose these gangs, and they are not hesitant to use ferocity to realize their purpose. Abadinsky (2010) suggested that the groups use criminal and violent force like shootings, beatings, and threats of violence to settle disputes brought to their attention. They are mobile and equipped with the latest deadly weapons, are well

disciplined, efficient, and dangerous. Subsequently, there is a need to control and eradicate their activities.

The safety of persons and the security of their property are largely viewed as elementary human rights and are necessary to the society's whole worth. To this extent, provision of safety (public security and reduction of crime) tops the list of governments' policies with the police recognized as the key security and safety provider agency. Policing is thus assumed as the backbone of security. In an attempt of achieving their various objectives, police use diverse of diplomacies and strategies.

In 1970, the government of USA passed the (organized crime control Act) whose drive was to destroy organized crime by intensifying evidence-gathering practices for law enforcement, providing for the forfeiture of property owned by criminal groups, law enforcement, and intensifying the rate of crimes.

In the 1990s, the United States recorded a major decline in crimes that many police executives and scholars attributed to the new policing practices then. They, however, identified the dominant policing practices of earlier decades as wasteful and ineffective. (Kelling and Bratton, 1998; Eck and Maguire,2000; Kelling and Sousa, 2001). Several studies suggested that Standard practices such as random patrol across all parts of the community, increasing the size of police agencies, rapid response to calls for service including generally applied intensive enforcement, generally applied follow-up investigations and arrest policies has little impact on crime and fear of crime in American communities. Since the standard model aims at providing a generalized level of police service, it is frequently criticized as it focused more on the means of policing or the

resources that police bring to bear and its reliance on the traditional law enforcement powers of police than on the efficiency of policing in minimizing crime, disorder, and fear (Goldstein, 1987). As a result, such approaches as community policing, problem-oriented policing, hot spots policing, and broken-windows policing either emerged or came to be widely adopted by police agencies at that time.

In her Economic Recovery Strategy for Wealth and Employment Creation (ERS), the government of Kenya recognized that ‘better governance, improved security, and restoration of the rule of law’ are the starting point for economic recovery and improvement of the life of Kenya (GOK 2003).

The Government has therefore undertaken some activities to support the transformation of the National Police Service into a vibrant and modern organization that is highly trained, professional, and resourced to address 21st-century policing challenges. The functions of the NPS is underpinned by a commitment to the fundamentals of human rights and freedoms, gender concerns and promotion of positive relations with the broader society all cited under the Constitution of Kenya 2010. In this vein, Kenyan government has committed to develop and enforce an effective framework for policing, collaborative security management. Increase the overall police to population ratio from current 1:850 to 1:450, develop and implement a public education program to build trust between the police and the public. Enhancing police effectiveness and service coverage through recruitment and retaining of modern technology and emphasizing the respect of the rule of law, professionalism and community partnerships among others suggestions (The National Police Service Strategic Plan, 2013-2017).

Felia and Renate, (2003) aptly state that, the consequences of organized crime for democracy, explicitly in weak and developing states, are most damaging where criminal organizations penetrate the political domain to consolidate better or expand their economic opportunities and to (or “intending to”) limit competition. The impact is one that follows a path of a gradual expansion of power and influence, initially as only a communal criminal gang, which later transform itself into a market driven force, infiltrating the legitimate government at all levels which eventually renders the government powerless.

A long-standing history of gang violence and organized crimes are essential characteristics of crimes in Murang’a County, which has accustomed the County to insecurity and the residents to a perpetual fear of crimes of violence. The County is also infamously known as one of the Counties that harbored most members of the outlawed Mungiki group. Despite the police reforms and experimentation with new policing innovations such Community Policing the crime trends in Murang’a County is becoming sophisticated with organized criminal activities taking root in the form of rampant kidnapping, extortions, carjacking and mushrooming of Mungiki. It is from this background that, the study will assess the effectiveness of the Policing strategies in combating organized crimes in Murang’ a County.

### **1.3 Problem Statement**

Organized crime is not a preserve of a particular group or societies. In the current world, organized crimes have become a transnational problem since they are not confined to the borders of any one country. Crime affects all spheres of development and therefore, a

key concern to researchers. Today, due to the sophistication of crime, there is a growing interest in organized crimes. More research is therefore required to address organized crimes in our community effectively. The UN Special Rapporteur (2009), observed that: “Kenyans are subjected to substantial levels of both indiscriminate and organized violent criminality. Armed robbery, carjacking, and violent street crimes are all common. Moreover, criminal organizations exercise vicious control over significant geographical areas and infrastructure in Nairobi’s slums and Central Region.” Generally, organized criminal groups have evolved throughout time, and the emerging groups are posing an even more greater threat than in the previous years. Today, the main challenge facing law enforcement agencies is the emergence and rise in the number of dangerous organized criminal gangs. Despite vigorous and vehement government efforts (amendment of security laws in 2014, development of *Nyumba Kumi Initiative* and special crime prevention units) towards combating such crimes, it is noteworthy that, organized crimes are rapidly growing. In Murang’a County, organized crime poses a serious challenge to social and economic development. The threats and subsequent fear of organized crimes restrain people to their homes, undermines their trust in their neighbors, undermines informal and organized efforts by the community to control crime and delinquency and the value of the residential property and thus the willingness of owners to maintain it properly.

#### **1.4 Objective of the study.**

The main objective of this research is to investigate the policing strategies used in Murang'a County-Kenya and their effectiveness in combating organized crimes. Specific objectives are:

- i. To examine the causes of organized crimes in Murang'a County.
- ii. To assess the effect of the standard policing strategies used by the National Police services in Murang'a on organized crimes.
- iii. To analyze the impact of proactive policing innovations and alternative strategies on organized crimes.

#### **1.5 Research Questions.**

The study attempts to respond to the ensuing study questions:

- i. What are the main causes of organized crimes in Murang'a County?
- ii. How do the standard policing strategies used by the police in Murang'a impact on organized crimes?
- iii. Do new police innovations hold greater promise of increasing community safety in Murang'a?

#### **1.6 Rationale of the study.**

The study has both theoretical and practical significance to the Security policy analysts in Kenya, especially within the National Police service, to scholars in both Public policy and criminal justice studies as well as other related areas. Firstly, the study enhances knowledge on the emerging policing strategies, how they are or should be implemented

to address crime, public order, and safety, and eventually the changing public expectation and security needs. Secondly, the study also addresses comprehensively policing strategies, that is, the traditional approaches and the modern strategies, their strengths, and limitations in Kenyan context as it appreciates other dynamics that affect policing in the country. Thirdly, the findings of the study will be useful to Policy formulators for developing policies that will spur reforms in the police service and enhance service delivery in the security sector. Last and most importantly, the study stimulates further research in police and public security-related areas.

### **1.7 Limitation and Scope of the study**

The study focuses on Policing strategies and their effectiveness in combating organized crimes in Murang'a County. The County has eight sub-counties. Therefore, the review was limited to all the sub-counties. The target population was restricted to the locational community policing committees, sampled community-based organizations, and a few sampled police officers in the respective locations. It was also limited to a descriptive cross sectional research design. The study sorted consent and ensured the respondents of confidentiality by guaranteeing that respondents did not give their names. To ensure the correctness and superiority of data collected, the researcher explained to the respondents the significance of volunteering accurate information and honesty in research.

### **1.8 Conclusion**

Crime is a fluid and influential factor that affects all spheres of development in human society and therefore interest everybody in the society. Organized crime is commonly assumed to have originated in Italy in the 19th Century. Pockets of similar organized

criminal groups have been identified across the world with Kenya not spared either. In October, 2010, the then Ministry of State Provincial Administration and Internal Security following the enactment of The Prevention of Organized Crimes Act issued a Gazette notice banning 33 organized unlawful groups. Murang'a County was then infamously known for Mungiki a very dreaded criminal group. Despite the government's efforts towards combating these groups, organized crimes still poses serious challenges to social and economic development in Murang'a. The main objective of the study is therefore to investigate the policing strategies used by police in Murang'a County and their effectiveness in combating organized crimes. The study comprehensively analyses, the socio-economic factor affecting organized crimes as well as the effectiveness of the standard policing strategies and policing innovations used to curb organized crimes (Felia 2003).



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the existing literature on policing strategies and organized crimes. It presents the findings and views of the other authors with an attempt to identify the existing gaps. It briefly analyzes the concepts gang and organized crimes, examines the prevalence of organized crimes, and reviews the causes of organized crimes as well as their effects. It further explores policing interventions and reforms towards eliminating crimes in Kenya.

#### **2.2 The Concept gangs and organized crimes**

Among academic scholars and practitioners, there exists contention over what it means to be a gang. Each state provides its own definition of a gang as well as the minimum number of members required to become a gang. Decker, Bynum, & Weisel, (2001), define a gang as, “a group of three or more persons who engage in illegal activity and have some universal sign or identifier.” It should, however, be noted that each gang’s structure is unique to it.

According to O’Deane, (2010), a five-step development and structure that is applicable to all gangs and OC groups; from a person who is in danger of joining, to a person who becomes an associate, to a regular member, to hardcore and finally to leader.

The criminal activities perpetrated by gangs are determined by the stage in which they are in. Gangs are involved in a wide range of illegal operations, including drug and human

trafficking, gun trafficking, robberies, and burglaries, among other things. As street gangs progress toward becoming organized crime syndicates, they begin to enforce written codes of conduct with severe repercussions for those who violate the rules or who leave the gang altogether. In a similar vein, there is close resemblance within gangs and amongst gang members, as well as towards more authentic activities (O'Deane,2010). These characteristics can be indicative of a transformation from a street gang to an organized crime group (Decker *et al.*' 2001).

As is the case with gangs, there is no widely accepted definition of organized crime in existence. The term "organized crime" is defined in a number of national and international instruments as a contentious admissible notion, while they do not give a legal foundation for its meaning. The Transitional Organized Crime (TOC) Convention was enacted following a research conducted by the United Nations Office on Drugs and Crime (UNODC) in 2002 on forty organized criminal groups operating in sixteen countries. Article 2 (a) defines an organized criminal group as an "organized group of people who have been together for a period of time and who operate with the intention of committing one or more major crimes in order to get material or financial gains." Serious crimes include committing a criminal offense punishable by deprivation of freedom for a period of at least two years or more under the serious punishment statute (UNODC, 2002). Similarly, the same definition is amplified in the Prevention of Organized Crime Act No. 6 2010 Laws of Kenya. Further, section 22 enables the relevant minister to advise and declare any group an organized crime group if it meets the above criteria. These definitions have some similar elements as the definition of street gangs.

Other prominent traits used to define organized crime in other study include political innovations, corruption, and participation in legitimate business as well as criminal activities (Grennan *et al.* 2000). Other studies challenged the idea of using a definition that includes a hierarchical structure, and instead point out that some groups defined as organized crime, are disorganized and often consists of loose networks or cells (Varese, 2010).

As a result, although, 'organized crime' is extremely complicated, it is an often used term in politics and in the general public's perception of it. However, the term has been applied in complex illicit markets to describe certain categories of more refined criminal activities entrenched, in one form or another. Violence (or the threat of violence), corruption, and money laundering are among the 'enabling behaviours' that have been linked to the proliferation of weaponry, drugs, and human trafficking. Similarly, 'organized crime' has been used in the sense of organized criminal organizations such as the Colombian Mexican 'drug cartels,' the Japanese 'yakuza' the Chinese 'triads,' the Italian and US 'Mafia' or the Kenyan Mungiki.

Most, if not all, organized criminal gangs began their careers as a street gang in order to advance to that level of complexity and sophistication. One of the most important characteristics of gangs is their politicization. The other two are their sophistication and internationalization of the gang (Sullivan & Banker, 2007).

UNODC (2002) provides a useful framework for understanding organized criminal groups, which consists of ten characteristics, including: Structure, Size, Activities, Identity, Level of violence, Use of corruption, Political influence, Penetration into the

legitimate economy, level of cooperation with other criminal groups and Level of cross-border operations.

### **2.3 Prevalence of organized crimes**

Organized criminal gangs have existed in almost every country in the globe, wreaking havoc on society and national security, as well as threatening socio-political, and economic stability. The most notable organized criminal gang is the Italian Mafia that infiltrated the Italian society and other countries, including the United States. The Sicilian Mafia group mission was to protect Sicilian peasants and unite them against their enemies. Today, the Sicilian Mafia has grown into a powerful international organized crime syndicate. The Sicilian Mafia is primarily concerned with racketeering crimes such as heroin trafficking, military arms trafficking, political corruption, but it also engages in arson, counterfeiting, and fraud in addition to other crimes (UNODC, 2002)

A large number of Asian organized criminal gangs are active not only in their continent, but also throughout the world. The investigation discovered that Asian criminal enterprises were active in the United States during the early 1900's. Historically, Chinese tongs, which are social groups formed by early Chinese-American migrants, were forerunners of Asian gangs in the United States.

The United States security departments, including the Federal Bureau of Investigations (FBI), observed that though the groups were loosely organized, they were active as early as in the 1970s. A variety of schemes are employed by the groups, including money laundering, drug trafficking, smuggling, cigarette smuggling, financial fraud, healthcare fraud, automobile theft, interstate transportation of stolen property, document fraud,

identity fraud and redistribution of infant formula, among other things. These enterprises rely on broad networks consisting of international criminal associates that are highly sophisticated and refined in their criminal operations. Organizations often engage in joint criminal ventures with one another.

Since the 1980s, African criminal gangs have become more industrialized as a result of the globalization of the world's economies, as well as significant advancements and growth in information and communication technologies (UNODC, 2002). World trade has grown in recent years, as has worldwide travel, and financial transactions that cross national borders have made it easier for criminal gangs to branch out from localized crimes and target global victims, as well as to expand their criminal networks in more affluent areas. Unstable social, political, and economic conditions in African nations such as Liberia, Ghana, and Nigeria have also encouraged the global growth of some gangs, as has been demonstrated in the United States.

As patterns in organized crime throughout East Africa, and particularly in Kenya, alter on a regular basis, it becomes increasingly difficult for law enforcement to remain vigilant in the face of these shifts. In recent years, advancements in worldwide technology have coincided with an increase in criminal activity on a global scale. Terrorism, human/arms/drugs trafficking, maritime piracy, and cybercrime are just a few of the concerns that Kenya's organized criminal gangs pose. The crime situation in Kenya is not exceptional within itself; other countries within the East African region also experience criminological problems similar to those that Kenya experiences (UNODC, 2002). In Kenya, organized criminal gangs establish relationships with their home communities in order to gain protection, hence complicating their operations.

The Mungiki sect is the most feared and widely discussed criminal group in Kenya. Mungiki is a politico-religious group that was banned by the government of Kenya following atrocities devoted against its victims. The members of Mungiki claim it is a 'homegrown' religious organization devoted to safeguarding the old 'African way of worshiping, cultures, and way of living. Mungiki began as an indigenous militia to guard Kikuyu farmers in disagreements overland with the Kalenjin and drew some stimulations from Mau Mau rebellion of the 1950s in contrast to British colonial rule. In recent years, it has been associated with a political group known as the Kenya National Youth Alliance (KNYA).

Women wearing miniskirts and pants in public are stripped naked by Mungiki, and the group has also been known to raid police stations in order to liberate members who have been detained by the authorities. Mungiki has been charged of murder and other crimes against humanity, and he is currently in prison. AK-47 rifles have replaced clubs, machetes, and swords among other weaponry, in the group's recent incarnation, giving it a more modern aspect, In Kenya, organized crimes like SunguSungu, Chinkororo, and Taliban have joined forces with Mungiki to wreak havoc on the country's population (United Nations Special Rapporteur on the Right to Development, 2009).

In 2010, the Panel of Eminent Persons commissioned a study that was compiled by Suth Consulting Firm conducted in Central, Nairobi, and Nyanza provinces. The research identified 32 unlawful groups, of which 27 were banned in the 33 banned criminal groups. Further, the study designated that the illegitimate groups were taking a low public profile and speculated that the group leaders were seeking to shed their negative image and present themselves as candidates for public office. These unlawful groups

were found to be spread through the country, although more common in urban environments and particularly in Nairobi's large slum areas.

Central Kenya region appears to be one of the hardest-hit regions going by the wave of kidnapping. On October 30, 2013, A seven-year-old girl was kidnapped on her way home from school, and she became the 18th person to fall in the hands of abductors in Murang'a County since February 2013. Other abductions include the kidnapping of an assistant chief from her home in Naro Moru in Nyeri County and dumped at Maragua Ridge village in Murang'a by her two kidnappers on a motorbike. Besides, a 23-year old man abducted his 20-year-old previous lover from Ngangarithi Estate in Nyeri and requested Kshs. 7,000.00 ransom from her parents (The Kenyan Daily Post, 13th March 2014). Another incident involved a businessman from Kaha-ini village in Kandara, who was apprehended on August 13, 2013, while closing his shop and his subsequent discovery in a marsh at Kihuu Mwiri village in Gatanga. A vegetable and fruit vendor from Kongo-ini village in Mukuyu was also kidnapped on August 13, 2013, and body dumped in Mathioya River had stab wounds in the neck and his hands tied. Other cases included a businessman abducted from his petrol station in Kagio market in neighboring Kirinyaga County by three men impersonating police officers, a businesswoman held hostage by gangsters and released upon a ransom of more than 100,000. Moreover, a male victim who was picked up from his home in Kambirwa village of Kiharu by two men was found dead found hours later at a quarry near Murang' a town with gunshot injuries (Karanja, 2013). Police also rescued a prominent businessperson in Nyahururu, Nyandarua County, after being held hostage for nine hours (Kenya Citizen TV, 2014). This trend of kidnappings, robberies, and manslaughters within the central region and

particularly in Murang'a county is indicative of the dominance of organized criminals in the region.

#### **2.4 Factors of Organized Crime in Society**

People commit suicide for a variety of reasons. According to classical theorists, individuals choose to violate law upon careful examination of the benefits and effects of the crime. This school of thought postulates that fear of criminal penalties associated with being caught and prosecuted for violation influences people. The more severe, certain, and swift the punishment, the more likely it is to control crime. The popularity of this school of thought declined by the end 19th Century and was at disrepute by the mid-20th Century. To date, however, the classical approach is still a potent theoretical and policy-making perspective majorly influencing the management of crimes and punishment of offenders (Siegel, 2003).

In contrast, positivist criminology (in all its manifestations) reached its zenith in the mid-20th century. The proponents argue that uncontrollable environmental (external) factors such as biological and physical makeup, mental and psychological status, family structure; social and economic contributions, education, etc. are the true causes of crimes.

Several ideas have been proposed in order to gain a better understanding of the factors that led to organized crime in most parts of the world. In most of these, a thoughtful examination of the nexus between criminal prospects and criminal groups has been attempted. A model that employs both opportunity and offender-availability dynamics has been proposed to predict the frequency of organized crime activities.



According to United Nations Development Programme (2007), the following are factors of crime: poverty, the widening gap between the rich and the poor, the speed of urbanization and poor urban planning, unemployment, the transition towards political democratization, design, and management.

Security Research and Information Centre (SRIC) in Nairobi, conducted a crime survey in three major slums in the county's largest cities, Nairobi, Kisumu, and Mombasa, found that unemployment among the youth is driving many of them into crime. Theft (35%), robbery (15%), burglary (10%) and mugging (23%) were the most prevalent crimes committed in the slums, accounting for 84% of the total crimes, proliferation of illicit firearms, human trafficking, cattle rustling, banditry, outlawed group and quasi militia and corruption listed as some of the prevalent crimes in the country.

According to conventional wisdom, crime is connected to socio-economic or socio-demographic variables. For a crime to befall, there must be both an individual who wants to commit an offense and an opportunity to commit that felony. Scholars have also recognized social factors as major causes of delinquency. Social factors like family structures and relationships, peer-group relations; education, and occupational status related to crime cause delinquency.

Poor parenting has often been associated with juvenile delinquency. Loeber & Stouthamer (1986) grouped the parenting factors related to delinquency into four categories and argued that factors associated with neglect are the strongest predictors. They indicated that factors associated with parental conflict and discipline as well as those linked to deviant parents, attitude, family conflict, and values are of intermediate

strength, while the factors associated with disruption of the family are the weakest precursor of delinquency.

Intertwined to parental control, peer influence is argued to be a more proximal cause of delinquency and crime among the youths. Studies investigating the joint consequences of family factors and delinquent peer pressure found out that family influencer played a smaller role in exerting influence on delinquency. However, juveniles tend to form a strong attachment to delinquent peers when parental control or attachment is weak. (Warr, M. 1993)

Delinquent peer influence, according to Fleisher (1995), can be explained by the cultural transmission hypothesis of crime, which he developed. Juveniles who mix with delinquent peers are more at risk of getting involved in criminal activities since juveniles communicate deviant attitudes and values, which make them develop into criminals (Fleisher, 1995).

Drugs and alcohol misuse are significant societal elements that contribute to criminal activity. Stevenson (1996) suggested that the consumption of alcohol and illicit drugs in certain incidences directly surges the risk of individuals engaging in criminal violence. Criminal assault, violence, and crimes tend to cluster around licensed premises and areas with high rates of alcohol consumption. Drugs and alcohol also impair individuals' judgment and reduce their inhibitions leading to greater courage (Renzetti, 2001). Criminologists approximate that 30 to 50 percent of criminal activities are due to the influence of drugs and alcohol (Renzetti, 2001).

A survey of prisoners in government prisons in Kenya in 2003 showed a very low level of education of inmates. Due to poor educational backgrounds, inmates were subject to long periods of unemployment and low-income jobs. Poorly paid individuals are more likely to enter into a life of crime due to the prospect of profitable criminal activities that would enable them to provide for their basic needs (Renzetti, 2001).

Geographical factors have also been cited as a cause of crime. For a variety of reasons, cities seem to produce and nurture considerably more crime than rural areas. Sub-urban crime rates are higher than rural rates but still considerably below urban rates. One reason for the high urban crime rate is the presence of slums with the population poor, unemployed, and overcrowded, resulting in crime (Gordon, 1976).

Crime is also influenced by factors such as population growth and development, as well as socioeconomic issues. Demography concentrates on factors affecting population growth and change and includes the age structure of a population, migration and mobility patterns, fertility and mortality patterns, and the ethnic structure of society. Besides, demographic factors include the relative ratio of females to male in the population, sex, age, race also link to crime rates.

Economic situations are a contributing factor to crime. Block and Chambliss (1981) argued that organized crime was a rational response to economic conditions in which there was a demand for illegal goods and services. This type of business is available for poorer people as a method of making money while other legitimate forms of business are largely unavailable.

According to Karl Marx, economic determinism leads to conflict. Quite correctly, he asserts that, private ownership of property results in poverty, which differentiates the owners of production means and those who are dependent on them for economic benefits. The poor individuals will resort to whatever necessary, including criminal activity, in order to meet their necessities. Poverty exposes individuals to anti-social behaviors. When an individual is poor, they are more likely to look at criminal deeds as the only means to meet their end. Therefore, such individuals will engage in unlawful activities to take care of their needs. The society that we dwell in has numerous demands that need to be met; subsequently, poor people do anything, even criminal activities to satisfy their needs (Bowlby, 1988).

Accessibility to firearms is considered as a key factor that leads to rising crime rates in Kenya. The availability of firearms provides a simple means of committing a crime by providing the offender some detachment from the victim. Due to the continued instability in our neighboring countries as well as our porous borders, guns are readily available in the black market. The political structure is responsible for dividing people into competitive groups which encourages crime. Crime, therefore, becomes the end result of the struggle between those in power and people not in power.

According to Brennan *at el* (1995), genetic factors contribute to the risk of individual involvement in criminal activities. Cesare Lombroso first popularized the idea that criminal tendencies are inherited. Though his study was viewed to lack any credible empirical support, the 1970s discovery of the XYY Chromosomes and studies of twins suggested that genetic factors contribute to individuals' risk of involvement in crimes. The results of several adoption studies have also shown that there is a greater similarity in

the criminal histories of sons and their biological fathers than between sons and their adoptive fathers.

The negative effects of organized crimes to society and the economy are adverse. Through gambling and drug trafficking, the lives of many individuals and families are traumatized. Labor racketeering and infiltration of legitimate business leads to higher food prices, lower-quality products, unemployment of workers, forced closure of some businesses, the misuse of pension and welfare benefit, establishment of monopolies, and higher taxes. Through corrupt public officials, organized crime leads to public cynicism about the honesty of politicians and the self-governing process in addition to encouraging misappropriation of public funds and rising taxes. Organized criminal activities are acquiring new market place scams, counterfeiting, consumer credit cards, and airline tickets

## **2.5 Strategic and proactive policing models and their effectiveness**

These models are the genesis of conventional policing and include; increasing the number of police, rapid response, random patrols, target hardening as well as follow up investigations.

Increasing the number of police officers is the conventional practice of most governments. For instance, in Kenya, the policy points to increasing the overall police to population ratio from the current 1:850 to 1:450(The National Police Service Strategic Plan, 2013-2017).The doctrine was based on empirical results in most states throughout the 19th century as the level of violence declined while the number of police increased thus many observers concluded that the more police, the less crime (Gurr et al., 1977).

Never the less, simply increasing the number of police is not an effective strategy of reducing crime. Research indicates that increasing the number of police is not as important as what the police are doing. To this extent, Sherman and Eck (2002) question the conventional wisdom surrounding numbers of police and warn that police may be capable of preventing criminal activities if they do not focus on specified objectives, times, places, task, and people. Similarly, Bayley (1994) also pointed out that changes in police numbers that occur from budgetary pressures and normal political will be too small to make differences in crime rates.

Another very common strategy is “rapid response” whose proponents argue that, the quicker the rate police reply to calls, the better the chances of sinking crime. To them, rapid response produces three crime prevention effects; one is a reduction in harm from crimes interrupted in progress by police intervention. Another, more general benefit of rapid response time is a greater deterrent effect from the threat of punishment reinforced by response-related arrest. Thirdly, rapid response results in more arrests (more criminals caught “red-handed”) and therefore increases incapacitation (Sherman and Eck 2002). Kenyan police have too mastered rapid response through the known Rapid Deployment Unit and the General Service units usually deployed in hotspots to respond to emerging security threat and lawlessness. However, according to Bayley (1998), studies on police response time found that the swiftness of police responses to calls for service have no effects on rates of arrest neither does it reduce damage or injury (Bayley, 1998).

As a strategy, Police patrols remains the pillar of police operations. Patrol consumes most of the resources of police agencies. Early beat officers were focused to check-in at specific places called a beat at specific times, with rigid supervision of the prescribed

patrol patterns (Reiss, 1992). Patrol has three parts: responding to calls, maintaining a police presence to deter crime, and examining suspicious circumstances (Reiss, 1992). This policy was justified on the assumption that unpredictability in patrolling patterns would generate a perceived “omnipresence” of the police that dissuades crime in public places. Sometimes police patrol on foot but usually ride in cars. The main advantage of vehicle patrol over foot patrol is improved efficiency of coverage; however, one drawback of car patrol is that it diminishes police contacts with citizens.

A conventional strategy of last resort is following-up investigations. Most countries have mastered this art forming State criminal investigation department. For instance, in Kenya, the Directorate of Criminal Investigation Department (DCI) is often called upon to probe crimes. Detectives collect information that authorizes the identification and arrests of crime perpetrators. Police may also be deployed alongside special crimes prevention units. On some occasions, detectives assume false identities; Undercover work can be useful in obtaining future criminal activity information. Four important steps an investigator takes to solve a crime are interrogating victims and witnesses, surveying the crime scene, gathering physical evidence, and using the help informants. The National Institute of Justice (NIJ) in the United States, studies raise questions about the value of investigations in apprehending offenders. The studies show that no amount of investigation will solve many serious crimes.

## **2.6 Effectiveness of Proactive and strategic policing models on crime**

Worldwide, security is a field that is continually refining its policies and methods, with a key trait being the requirement to assess the concerns of different populations in order to

develop “enough technical solutions” (Rose 1999). As a result, police and researchers have developed a variety of different policing strategies, philosophies, and methods for dealing with crime. Although, people think that the paramount way police accomplish their public safety objectives is to enforce the law. At times, strict law enforcement is neither fair nor efficient; indeed, at times it is ineffectual to public safety, for instance, when it provokes such widespread open hostility as to engender even more general disorder and lawlessness. Therefore, essential to efficient policing is the need to enlarge the range of viable options to criminal law enforcement to enable the police to have multiple tools for effective responses to the various public safety problems (Kelling and Sousa, 2001).

For instance, in the early 1990s, research maintains that the United States recorded a major decline in crimes that many police executives and scholars attributed to the new policing practices then. They further identify the dominant policing practices of earlier decades as wasteful and ineffective (Kelling and Bratton, 1998; Eck and Maguire, 2000; Kelling and Sousa, 2001). Their series of studies seemed to suggest that factors like standard practices such as increasing the size of police agencies, a random patrol across all parts of the community, rapid response to calls for service, generally applied follow-up investigations, and generally applied intensive enforcement and arrest policies had little impact on crime and the fear of crime in American communities. Therefore, such approaches as community policing, problem-oriented policing, hot spots policing, and broken-windows policing either emerged or came to be widely accepted by police organizations at that time.



### **2.5.1 Proactive Policing strategies**

Proactive policing refers to any policing strategy or tactic that develops and uses information as well as advanced analysis to inform forward-thinking crime prevention. Proactive policing includes strategies like problem-oriented policing, intelligence-led policing, and hot spots policing as well as community policing. These strategies include most of the new policing innovations.

At the heart of proactive policing is Hot spot policing. With computerized crime analysis such as GIS software and statistical analysis, identifying criminal activities and patterns has become easy and possible. Police use that accuracy to emphasis patrol resources in hot spots which have high tendencies of crime. Research indicates that many criminal problems can be abridged more efficiently if police officers focused their attention on these deviant places. The appeal of concentrating limited resources on a small number of high-activity crime places is straight forward. If we can prevent crime at these hot spots, then we might be able to reduce total crime. The policing activities linked with hot spots policing are heightened traffic enforcement, directed patrol, and aggressive disorder enforcement (Braga, 2005). Two studies that utilized data from the Minneapolis Police Department patrol project gathered supportive evidence for the hot spots premise in policing (Sherman and Eck, 2002). These studies suggest that crime strategies focused on a specific area, not only lead to the displacement of crime problems but also lead to crime-prevention benefits.

Slightly variant from Hot spot policing is Special operations. Sherman (1990) aptly defines a police crackdown as an increase “a sharp upsurge in law execution resources applied to the formerly under-enforced laws, with the aim of increasing general

deterrence of the misconduct.” the establishment of specialized police gang units is one of the popular response to gangs. For instance, over 56 percent of municipal police departments in the U.S. have recognized police gang units. On the one hand, specialized gang units are a way for the police to show the public they are serious about gang-related crime. However, overly aggressive gang units themselves have attracted their fair share of negative publicity for the police(Katz and Webb, 2006).

As the name suggests, Zero Tolerance strategy denoted unrelenting effort in criminal justice to respond to drug problem diversion of resources to enforcement from other response, tougher punishments and the weakening of;’ due process’ contemplations in favor of those of ‘crime control’ (Newburn& Jones, 2007). Some of the features of zero tolerance policing include focusing on disorder through activities like searches, proactive stops, and arrests; using civilian sanctions; low police discretion; and shunning community involvement (Goff, 2004). Studies on zero-tolerance policing in NYC have found tentative backing for the hypothesis that variations in the policing of misdemeanors contribute to the dramatic reduction in homicides in the 1990s (Kelling & Bratton, 1998). Further, Sherman (1990), in a review of 15 case studies of police crackdowns, found that increased field questionings did lead to less “outdoor” crimes such as robbery, and auto theft; but no declines in robbery due to police crackdowns on the disorder. Bowling (1999), however, argued that the zero-tolerance policing in NYC was oversold to the public through the police agencies and media and that zero tolerance may be an unsuitable term to apply to policing strategies. Critics, on the contrary, suggested that the level of public complaints and discontent resulting from hostile policing strategies implemented in New York City was high and costly (Greene, 1999).

Eck & Spelman (1987) therefore suggested that a more proactive strategy would be Strategic Problem-oriented policing grounded on the premise that the careful study of the characteristics of problems a certain area and the application of appropriate resources would reduce crime and in small geographic areas. Similarly, Eck & Spelman (1987) also believed on the assumption that people make choices on the grounded on the prospects presented by the direct physical and social features of an area” (Eck and Spelman 1987). Problem-oriented policing arose from the crisis of police effectiveness at crime prevention provoked in the 1970s. This strategy of problem-oriented policing conceived by Professor Goldstein (1979) provided a new paradigm in which to focus innovation, regardless of any contact with the citizenry. Problem-solving requires effective partnerships which need the extensive commitment of time, resources and energy; researchers skilled at consolidating and analyzing data to aid in identifying root causes of problems and empirically quantify what works and what doesn't. Rigorous methods help isolate the specific components of success (or failure) as well as organizational change, which some people view as threatening.

Further development in policing enlists Broken Windows policing which emerged from a theory proposed by Wilson and Kelling in 1982. It suggests that signs of disorder in a neighborhood such as broken windows, dilapidated buildings, litter, etc. can lead to more severe crime in that same neighborhood. The hypothesis underlying the theory is that signs of disorder in a neighborhood can challenge how people can exert social control. Absence of social control makes the neighborhood striking to other social disorder activities such as prostitution and public drinking. In turn, this degraded environment is attractive to semi-commercial criminal enterprises such as drug dealing which further

promotes serious crime in the neighborhood, (Maguire, Morgan & Reiner, 2002; Sherman and Eck, 2002; Skogan, 1990). Therefore, policing minor offenses to effect a reduction in serious crimes is the meaning of broken windows policing. According to Sherman & Eck, (2002), the broken windows theory of crime has been tried in several other studies, with generally supportive results, but it has methodological concerns. For instance, Wilson and Boland (1978) and Sampson & Cohen (1988) utilized national samples of cities to observe the effects of police arrest rates for minor offenses on the more serious crime of robbery. Both studies found support for the hypothesis that aggressive, proactive arrests for minor offenses would reduce rates of robbery. However, these studies have been questioned because they use arrests as a measure of policing aggressiveness, which is largely as a result of traffic stops, whereas robbery is most likely to occur in pedestrian-heavy areas (Sherman and Eck, 2002).

### **2.5.2 An Approach to Policing in the Community**

Community policing is a popular, broad, and varying concept that has been described and implemented in numerous ways even though it is not a direct strategy. Friedmann (1992) aptly notes that “community policing became a “buzz word” taken for granted by scholars and professionals and who used the term to interchange other terms such as problem-oriented policing, foot patrol, crime prevention, police-community relations, community-oriented policing, and more.

This approach arose from the crisis of legitimacy after the urban race riots of the 1960s, the proximate causes of which several blue-ribbon reports blamed on police (President’s Commission on Law Enforcement and Administration of Justice, 1967; National Advisory Commission on Civil Disorders, 1968). The reports claimed police had lost

contact with minority group residents, both by changing from foot patrols to radio cars and in addition to taking a more legalistic tactic to law enforcement. Thus, the Community Policing hypothesis has been that, increasing the quantity and quality of police-citizen contact reduces crime (Kelling, 1988). It endorses organizational strategies, which support the systematic use of problem-solving techniques and partnerships to proactively address the direct conditions that give rise to public safety concerns such as social disorder, crime, and fear of crime.

Kelling *et al.*, (1988) observed that, with community policing, the processes and undertakings of the police are more evident to the public, with more public accountability. Walking the beat has made a major comeback with the re-emergence of community policing. It is believed increasing police presence will not only put the patrol officer back in touch with the community but also prevent crime. This allows the officer to gain knowledge about the problems or issues plaguing the neighborhood.

Critics challenge practical issues of implementation, ensuring public involvement, financial implications, and measurement of the possible successes. For example, Wycoff (1988) presented the possibility that once public works closely with the police chance of police corruption increasing is high. Critics including (Kelling *et al.*, 1991), also point to the failure of some patrol experiments in reducing crime rates and cited the Kansas City Preventive Patrol Experiment as their prime example.

In urban areas, it is the “unilateral action from the police” (Buerger 1994) which decide on who is a CPC member. As such, locals view the government as being problematic and, or at some points irrelevant while they hold dearly their workable local structures

which have worked over the years. Further, the “top-down” CP model being pursued by the government in urban could be equated to letting out official police functions to an informal entity, which might be difficult to hold accountable (Scharf, 2000).

In Kenya, with much critics of conventional policing from the local, national and international circles, as well as the government’s willingness to improve its security delivery, adopted CP on a platform of problematizing citizen’s security concerns through identifying deficiencies inherent in the current policing style. Saferworld (2008) aptly states that the first step toward police reforms in Kenya was made on June 2001 at “a regional meeting of government experts on gun control in Kampala-Uganda,” where Kenyan Senior Police officer left the conference with the idea of Community-based Policing (CBP). This subsequently led to the appointment of the twelve members national Committee on Community Policing by the president in March 2002.

Although Kenya has developed a beautiful CP Handbook that sets out the guidelines, the handbook continues to lack policy and institutional capacity to effect the reforms necessary for an efficient police unit (Woods 2007). The identification process might have fallen in the same top-down trap of other development programs by ‘rendering technical’ security concerns of citizens (Rose, 1999).

To this extent, therefore, community policing has not worked to the expected results hence the rethink of policy. This has given birth to “*Nyumba Kumi Initiative*”. Though new in Kenya, this was a basic strategy used in Britain in the 18<sup>th</sup> Century popularly referred to us “*Tithes*” which were the basic component of policing within each

community. These units of ten households were responsible for safety and security within their community gave birth to the formal and modern policing agency (Siegel, 2003).

### **2.5.3 Nyumba Kumi Initiative**

The Kenyan government has launched a new project known as Nyumba Kumi (ten-house concept). The whole idea requires everybody living in the Country to know their neighbors. The concept is built around cohesive units. Every cluster of households is unique in terms of the number of households, geographical size, and composition of membership based on population density, period, culture, demography, locally, etc.

*Nyumba Kumi* derives its legality from the law, as every County must have a County policing authority, which ideally firmly places community policing within the law (NPS Act 2011). According to the GOK (2014), *Nyumba Kumi* clusters of households are driven by the need(s) the households are facing and the common solution that the households aspire to achieve beyond strict security issues. The clusters provide the platform for resource-sharing and related disputes currently tearing some communities apart.

*Nyumba Kumi* has worked in Tanzania due to their value for *Ujamaa* which nurtures cohesiveness, caring less about tribal orientation. Similar to *Nyumba Kumi initiative*, advanced counties such as the US, states have strict policies on the residence and in most case information on an individual's particulars and activities fall in the ambit of estate officials, as well as the neighborhood as a whole.

## 2.6 Theoretical framework

The contingency theory, which emphasizes the importance of the external task environment in which an organization operates, has been an effect on this research. According to the contingency theorists, the driving force of organizational change is the external environment, particularly the task in the environment within which an organization is confronted (Hage& Aiken, 1970; Van de Ven & Drazin, 1985; Woodward, 1958).

The contingency perspective features two cardinal assumptions regarding the organizational change. First, individual organizations must adapt themselves to their external environment when their goals are affected by the change in their operating conditions. The external environment is conceptualized as posing demands to which organizations must respond (Hage& Aiken, 1970).

Further, the organizational environments are perceived as being dynamic, leading to the second main assumption that there must be a “fit” between an organization and its environment, a good fit between the two means higher level of performance and efficiency (Van de Ven & Drazin, 1985). Donaldson (1995:32) postulates that in order to find an optimal fit, organizations be able to alter both their goals and operations over the course of time. In addition, the theoretical framework for organizational change can be conceptualized as a cyclical process, in which an initial fit exists between an organization and its environment. Environmental change results in a disjuncture between structure and strategies and operating conditions, organization performance worsens occasioning an organizational change in response; if performance improves, the organizational decision-makers institutionalize a new structural and strategic equilibrium.



The contingency perspective/theory is applied to analyze how organizational changes (innovations in policing strategies) influence (organized) crime. For instance, the traditional strategies of crime control have become increasingly ineffective, suggesting a poor fit between the societal environment and the prevailing structural and strategic organization of policing. To this extent, therefore, to be more effective, the police agencies need to adapt policing to changing the environment in the country.

The limitation of the theoretical framework is that changes are a result of a misfit between the organization and its external environment. However, some changes are a result of internal inconsistencies, which need to be harmonized for the organization to function well. For instance, most proactive policing are creations of standard models, but the difference in the application will produce different results. Therefore, it is necessary to provide a clear policy-showing continuum between the two. This is provided for by the conceptual framework below showing the relationship between the standard and predictive/proactive models of policing.

## **2.7 Conceptual Framework**

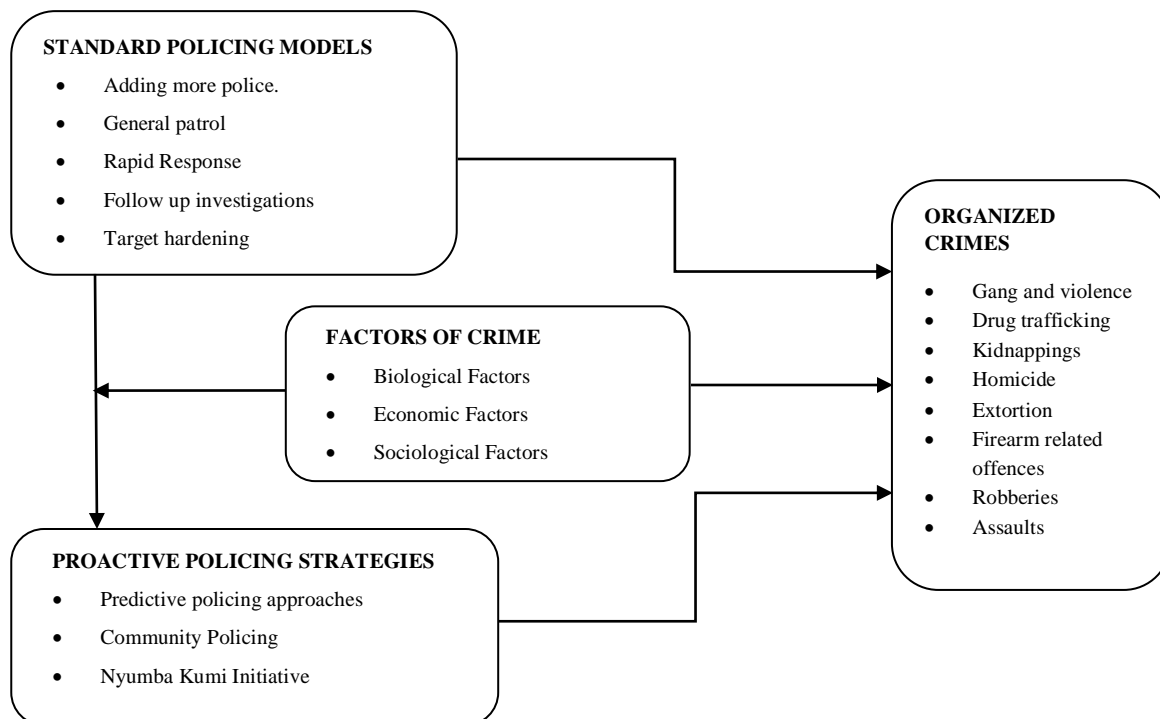
This is a research tool used to develop understanding, awareness, and communicates how variables relate to the study. The following structure exhibited the relationship between the variables.

The Prevalence of Organized crimes depends on the effective and appropriate implementation of the available policing strategies as well as how economic, biological, psychological, and sociological factors affecting the community are addressed. These factors have been identified as the main causes of crimes in our community.

The Biological factors includes; Abnormalities of the brain, inheritance and individual choice whereas the socio-economic factors include; Poverty, Unemployment Inequality, Recognition and protection by the gang, Poor parental control, Vigilantism, Gang prone neighborhood, Peer pressure, Escalating youth population, Poor policing, Rapid pace of urbanization as well as Political recognition:

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



**Figure 1: Conceptual framework.**

Source: Researcher (2017)

### 2.7.1 Effectiveness of policing strategies

The traditional police methods rely nearly entirely on law enforcement and place a little emphasis on specific threats. On the other hand, proactive policing approaches apply diverse array of strategies, including law enforcement. There is also a high focus on specific crime or threats.

According to the framework, effective police initiatives must include two components in order to have a significant impact on criminal activity. These are represented on the vertical axis of the figure. First, the strategy must differentiate its tactics to crime and disorder. That is, policing must address crime as well as disorder using a broader range of

tools than merely enforcing the law. There is evidence that collaborating with the public, and going beyond law enforcement would aid in reducing crime and disorder effects. Besides the more personal the police-citizen contacts, the higher the probability that they will have an effect on crime. The second element that is necessary to highly effective policing is focus. There is the generally solid suggestion that geographically focused enforcement on crime and disorder hot spots can be operational, at least in the short run. That is, concentrated patrolling of very small high-crime places has a modest influence on crime and a hefty effect on disorder. This can be accomplished with or without rigorous arrest actions.

From the figure above, effective police, work requires both focused attention and diverse approaches. The description for this is also clear. If varied approaches are used without focus, it is challenging to apply the proper approach to the places and people who most necessitate it. If police are concentrated on hot spots, but only impose the law, they limit their efficiency. An operational police agency must take advantage of the facts of crime circumstances to diminish crime prospects. Crime specialists have vital roles in applying both elements - concentrating on precision using their investigative methods and assisting in constructing proper police tactics that fit the details of difficulties they have uncovered.

Further from the above illustration, if socio-economic factors were not adequately addressed, the crime would tend to be high. Therefore, any other effort aimed at addressing the Biological, sociological, and economic factors causing crime will have an impact on organized crimes. For instance, addressing individual and family level factors correlated with later criminal participation, such as; attaching to school and involving in pro-social activities lessens the probability of criminal involvement. Similarly, consistent

parenting skills, focusing on at-risk situations, especially focusing on youth who drop out of school or get involved in gangs, reduces individual-level risk, and prevents successive incidences of crime.

## **2.8 Conclusion**

‘Organized crime’ is a complicated concept, yet it is a term that is frequently heard in politics and among the general public. On the one hand, the term has been used in complex illicit markets to describe certain categories of more refined criminal activities entrenched, in one form or another such as Arms, drug, and human trafficking correlate with a set of ‘enabling activities’ such as (the threat of) violence, corruption, and money laundering. On the other hand, ‘organized crime’ has been used in the sense of organized criminal organizations such as the Colombian Mexican ‘drug cartels,’ the Japanese ‘yakuza’ the Chinese ‘triads,’ the Italian and US ‘Mafia’ or the Kenyan ‘Mungiki’. Most, if not all, organized crime groups evolved to that point from their beginnings as a street gang.

Across the world, most countries have had organized criminal gangs which have had devastating effects and threatened national security, socio-political, and economic stability. African criminal gangs have industrialized since the 1980s due to great advances in communications technology and globalization of the world’s economies. Trends in organized crime throughout East Africa, specifically Kenya, are frequently evolving, giving law enforcement the difficult task of remaining vigilant.

In Kenya, organized criminal gangs connect to their native communities, thus attaining protection hence making them complex. The most feared and broadly spoken criminal

gang in Kenya is the Mungiki sect which most prevalent in central region and parts of Rift Valley. Mungiki is known to have been engaging in both criminal and other anti-social activities. In Murang'a the groups have been associated with a thread of criminal activities including Kidnappings, extortions, assaults and robberies with violence.

Two major schools of thought attempt to explain why people commit crimes. The classical theorists argue that, individuals choose to violate law upon careful examination of the benefits and effects of the crime. On the other hand, positivist criminology proponents argue that, it is uncontrollable environmental (external) factors such as biological and physical makeup, mental and psychological status, family structure; social and economic contributions, education, etc. are the true causes of crimes.

Therefore, security globally has been a field of continuous improvement of policies and strategies with the central feature being the analysis of the causes of the problems and providing solutions. As a result, police and researchers have developed a variety of different policing strategies and methods for dealing with crime. Although, people think that the paramount way police accomplish their public safety objectives is to enforce the law. At times, strict law enforcement is neither fair nor efficient. Therefore, essential to efficient policing is the need to enlarge the range of viable options to criminal law enforcement to enable the police to have multiple tools for effective responses to the various public safety problems.

There is a general consensus that, factors like standard practices such as increasing the size of police agencies, a random patrol across all parts of the community, rapid response to calls for service, generally applied follow-up investigations, and generally applied

intensive enforcement and arrest policies had little impact on crime and the fear of crime. Therefore, such approaches as community policing, problem-oriented policing, hot spots policing, and broken-windows policing have been widely accepted by police organizations as more efficient and effective responses to crime.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents the research site, design, target population, sampling techniques, data collection instruments, their validity and reliability, and the plan of data collection procedure and analysis.

#### 3.2 Research Site

Murang'a County is among the five major counties in the Central Region of the Republic of Kenya. These counties include; Kiambu, Kirinyaga, Nyeri, and Nyandarua. The County is at the centre of all Counties in Mount Kenya Region. Kiambu to the South, Nyandarua to the West, Nyeri to the North and Kirinyaga, Embu & Machakos to the East, border it. Murang'a County also hosts Ndakaini dam, which supplies about  $\frac{3}{4}$  (three quarters) of its waters to Nairobi city, which is approximately 30 km.

Administratively, the county is divided into seven constituencies and eight administrative sub-counties namely; Kiharu, Kaharu, Kangema, Mathioya, Gatanga, Kigumo, Kandara and Murang'a South. Kiharu constituency (Murang'a East and Kahuro sub Counties) with a total area of 409.8 Km<sup>2</sup>. Kangema has a total area of 173.6 Km<sup>2</sup>, Mathioya with a total area of 351.3 Km<sup>2</sup>, Gatanga with a total area of 599.0 Km<sup>2</sup> and Kigumo with a total area of 242.1 Km<sup>2</sup>. Moreover, Kandara with a total area of 235.9 Km<sup>2</sup> and Maragua



(Murang'a South) with a total area of 466.7 Km<sup>2</sup>. The County occupies a total area of 2,558.8 Km<sup>2</sup> (square kilometer). The figure 1 below shows the location of Murang'a County in Kenya:

### Location of Murang'a County



*Figure 2: Location of Murang'a County in Kenya*

Source: Researcher, 2017

The table below shows the area and administrative units of Murang'a County by Constituency.

Constituency	Land Area (Km <sup>2</sup> )	No. of Sub-Counties	No. of Divisions	No. of Location
Kiharu	409.8	2	7	17
Kangema	173.6	1	2	8
Gatanga	599.0	1	7	17
Mathioya	351.3	1	4	12
Kigumo	242.1	1	3	11
Kandara	235..9	1	3	9
Maragwa	547.2	1	3	11
<b>Total</b>	<b>2,558.9</b>	<b>8</b>	<b>29</b>	<b>85</b>

**Table 1: shows Area and Administrative Units of the County by Constituency**

Source: Researcher, 2017

Historically, the main economic activities of the population are business and farming (mixed farming including Cash crop farming, subsistence, fish farming, livestock keeping, and forestry). The popular cash crops are tea, coffee, and fruits such as bananas, mangoes, avocados, etc. There are a total of 513 market centers in the county out of which three are classified as towns (Murang'a, Maragua and Makuyu towns) and three as urban centers (Kabati, Kangari, and Kiriani). There are 18,963 registered traders, both retail and wholesale. The wholesalers mostly deal with consumer and hardware product while retail traders both in urban and rural areas, deal with food products. There are 155

registered cooperative societies and 10 active CBOS'. The Agricultural sector that accounts for 57 percent of the labor force in the county is faced with numerous challenges from increasing population to subdivision of land to uneconomical sizes. According to county profiles (2016), the rate of unemployment and poverty is also high with approximately 18.17 percent or 96,450 persons gainfully employed (GOK, 2016)

Security structure in the county is organized alongside county Administrative units based on security needs and public demand for security. According to County police commander's records, the December 2016 personnel returns of the National Police Service –Murang'a County indicates the strength at 1253 personnel (KPS 468 personnel, APS 718 personnel and Criminal Investigation department 67 personnel).

The prevalence of organized crimes, familiarity with the areas as well fair cost of the study are some of the factors that make the location suitable for the study.

### **3.3 Research Design**

The study adopted a descriptive cross-sectional design to evaluate the policing strategies and their effect on combating organized crimes in Murang'a. This allowed an analysis of all relevant variables at the same time, including the effect of policing intervention on organized crimes. This approach has three distinctive features; no time dimension, dependence on prevailing differences rather than change following intervention; and, groups' selection based on existing variances rather than random allocation. The cross-sectional design can only quantify variances between or from among various people, subjects, or phenomena rather than change.

According to Barratt and Kirwan (2009), Cross-sectional studies provide 'snapshots' of the outcomes and the characteristics related to it, at a particular point in time. Unlike the experimental design where the researcher has an active intervention to produce and measure change or to generate differences. The approach entailed collecting data at and concerning one point in time and focused on finding relationships between variables during the study. Groups identified for the study were purposely selected based upon existing differences in the sample rather than seeking random sampling.

Cross-section study is also capable of using data from a large number of subjects and, unlike observational studies, thus the study is geographically bound. Furthermore, the design allowed the researcher to estimate the prevalence of an outcome of interest because the sample was taken from the whole population. Moreover, because cross-sectional designs generally use survey techniques to gather data, the study was relatively inexpensive and took up little time to conduct. This approach may be limited since results are static and time-bound and, therefore, gives no suggestion of a series of events nor revelations on historical contexts. However, the approach provided a conclusive snapshot analysis becoming a springboard for studies in other related topics. The design also allows the possibility that another study could have additional results if another period was chosen(Barratt and Kirwan, 2009).

### **3.4 Target Population**

The targeted population of the research covered all the locational community policing committees (*Nyumba Kumi Committees*), community based organizations dealing with conflict resolution, security personnel, key informants (members of the county policing

authority, chiefs, assistant county commissioners, deputy county commissioners and police commanders). Generally, the study targeted all stakeholder in crime prevention within the larger Murang'a County from which a sample of 230 respondents was drawn in proportion representative of the population of 1457.

### **3.5 Sampling Technique.**

Cluster, proportional stratified, and purposive sampling were used to select the respondent that formed the sample. Firstly, the researcher divided the population into segments (locations) then a few segments were selected purposively. The cases in the selected segments were divided into two strata, that is, the police and civilian. The police were further subdivided into three strata (Gazetted officers, Non-commissioned and Constables). From each stratum, respondents were selected purposively according to their known proportion of the population. Purposive sampling was also used in selecting key informants in each category of respondents.

#### **3.5.1 Sample size**

According to Kerlinger (1964), 10-30% of the total population forms a representative sample. Similarly, Saunders *et al.* (2007) argue that, if well chosen, samples of about 10% of a population can often give good reliability in descriptive studies noting that if the elements of a population are quite similar, only a small sample is necessary to portray the character of interest. Therefore, in addition to the 14 members of the County Policing Authority, the study sampled 15% of respondents from each stratum of the study population to have a more presentative sample, as shown in Table 2 below:

Strata	Population	Sampling	Sample size
County policing authority	14	14	14
Community policing committees	85	$85 \times 15/100 = 12.75$	13
Chiefs / Administrative officers	85	$85 \times 15/100 = 12.75$	13
Non-governmental organizations	10	$10 \times 15/100 = 1.5$	2
Kenya Police Service	478	$468 \times 15/100 = 70.2$	70
Administration Police Service	718	$718 \times 15/100 = 107.7$	108
Directorate of Criminal Investigation	67	$67 \times 15/100 = 10.05$	10
<b>Total</b>	<b>1457</b>		<b>230</b>

*Table 2: shows sampling and sample size*

Source: Researcher (2017)

### **3.6 Data Collection Method**

Data collection refers to the gathering of the relevant information from the field for the purpose of analyzing and drawing a conclusion and generalization on a particular phenomenon.

#### **3.6.1 Sources of Data**

Primary and secondary sources of data were used in the study.

##### **3.6.1.1 Primary Data**

Primary data was collected from the sampled community policing members and security personnel, key informant- members of the county policing authority and community-based organizations dealing with conflict resolution within the county. Data was collected through the help focus group discussion, questionnaires, and interviews where the

respondents were required to provide information based on the questions asked to them regarding their views on the effectiveness of different policing strategies on reducing organized crimes in the county.

### **3.6.1.2 Secondary Data**

This was employed during proposal development, especially in the development of the problem statement and review of the literature. In addition, police data was important in indicating the crime rate and trend within the sampled population. Secondary data was collected from various kinds of literature, including books, journals, dissertations, theses reports, government policy documents, reports, and other articles.

## **3.6.2 Data Collection Instrument**

The study used questionnaires, interviews, and focused group discussion.

### **3.6.2.1 Questionnaires**

A questionnaire was used as the main research tool for this study. Burn and Groove (2005) describe the questionnaire as printed self-report form designed to elicit information that can be obtained through the written response of the subject. Questionnaires were used to obtain primary data from the sampled population. The questionnaire was standardized and contained both open and closed questions. The advantages of this method were the consistency in the manner of presenting questions and allowing the researcher to control and focus responses to the research objective. This allowed the study to collect both qualitative and quantitative data. Thus, enhancing the relevancy of data collected.



### **3.6.2.2 Interview schedules**

Information from key informants was collected by the use of the interview schedule. The key informants included the member of the county policing authority, key leaders (chiefs, assistant county commissioners, deputy county commissioners, and police commanders) in the study area. The information collected formed part of primary data. Interview schedule comprised structured and semi-structured questions. In-depth interviews were useful in collecting detailed information about the informant's thoughts and behaviors and allowed the study to explore new issues in depth. Interviews were used to provide context to other data hence offering a complete picture of what is happening in the program and the reasons for the happenings.

### **3.6.2.3 Focus Group Discussion**

A focus group is a group of people who meet together to talk about a certain issue in depth. Usually, six to twelve brought together for a more or less open-ended discussion about an issue. This is a qualitative research tool. According to Gibbs (1997), the chief purpose of focus group research is to draw upon respondents' beliefs, feelings, experiences, attitudes, and reactions in a way that would not be feasible using other methods, for example, observations, one-to-one interviewing, or questionnaire surveys. The choice of this method was informed by the observation of Laws (2003) that, "being in a group, like you' can give people confidence to speak about their experiences in a way which may not occur in one-to-one interviews, especially, perhaps, when the subject under discussion is in some way stigmatizing." The purpose of Focus Group Discussions was to gain insight about a particular topic or need by interviewing a group of people affected by the issues directly. In overall, the researcher conducted two focused group

discussions with two community policing committee out of the thirteen Community policing committee that were included in the sample. The two groups were purposively selected according to their level of activities and forming part of the 15% of the sample adopted by the study. The researcher used the list of the community policing committees as the sampling frame.

### **3.7. Reliability and Validity of Data Collection Instruments**

The study ensured that the data gathering instruments used measured what they were supposed to measure in a consistent manner through a pilot study.

#### **3.7.1 Preliminary Pilot Testing**

A pilot study is utilized in two diverse ways in social science investigations. Pilot studies further refer to feasibility studies, which are "small scale version or trial run done in preparation for the key study." Conversely, a pilot study could mean a pre-testing of a certain research instrument (Baker, 1994). conducting a pilot study is important as it gives advance warning about where the main research project could fail, or whether proposed methods or instruments are unfitting or too complex or where research protocols may not be followed. These are significant reasons for undertaking a pilot study, but other reasons are for convincing funding bodies to fund your research proposal. Neumann (2006) recommended that 10% of the sample should constitute the pilot test. Before the actual study, pilot testing was done on 23 respondents to ensure accuracy and understanding by the respondents, and the results not included in the study. The reason for the pilot study was to ensure that there is no ambiguity in the research instruments.

### **3.7.2 Reliability**

According to Kothari (2011), the reliability of a research instrument refers to the ability of the instrument test to consistently generate identical results when repeated measurements of the same phenomenon and under same conditions are performed over and over again. The questionnaires were administered to respondents who were conveniently selected from community policing committees and security personnel in Murang'a County. The result of the pilot study was used to test the reliability of the instrument. Reliability analysis was used to measure the consistency of the questionnaire. The instrument was subjected to a reliability test to measure the degree to which the instrument yields consistent results. Field (2013) the Cronbach's  $\alpha$  indicates the overall reliability of a questionnaire and values around 0.8 are good (or 0.7 for reliability tests). The recommended acceptable limit is 0.5 (Field, 2013). The pilot study produced 0.934, which is within the range accepted by the Cronbach Alpha test, meaning the questionnaire was reliable.

### **3.7.3 Validity**

A valid empirical measure is one that sufficiently replicates, in terms of its genuine meaning, the idea under consideration, according to Babbie (2010). Face validity is that quality of an indicator and makes it appear like a sensible measure of some variable (Babbie, 2010). The instrument was tested for face validity and internal validity. The validity test shows the extent to which a set of questions represents the concepts under study. For face validity, experts including the supervisors and the lecturers in the department with relevant expertise in the area of study were approached for consultation. Based on their opinion and views, the questionnaire was adjusted accordingly

### 3.7.4 Reliability and Construct Validity Test

According to Mugenda & Mugenda (2010), reliability of research instrument is a measure of the degree to which it yields consistent results after repeated trials. According to Kirk and Miller (1986), dependability refers to the degree to which the findings are independent of accidental circumstances of their production and deals with replicability. This study adopted Kirk and Miller (1986) viewpoint and used Cronbach's Alpha to determine reliability. Cronbach (2003) noted that the more consistent an instrument is, the more reliable the measurement and noted that the coefficient ranges from 0 to 1. Cooper and Schindler (2014) accept an alpha of 0.8 and above, while Mugenda and Mugenda (2010) noted an alpha of 0.6 and below to be poor. The measurement scales for reliability were tested using Cronbach's alpha coefficient, and for an alpha of 0.7 and above, the instrument was interpreted as reliable (Cronbach, 2003). The results in table 4.2 show Cronbach's alpha of well above 0.949, implying that the instrument was sufficiently reliable for measurement. The study accepted a Cronbach alpha of 0.949 since it was above 0.7.

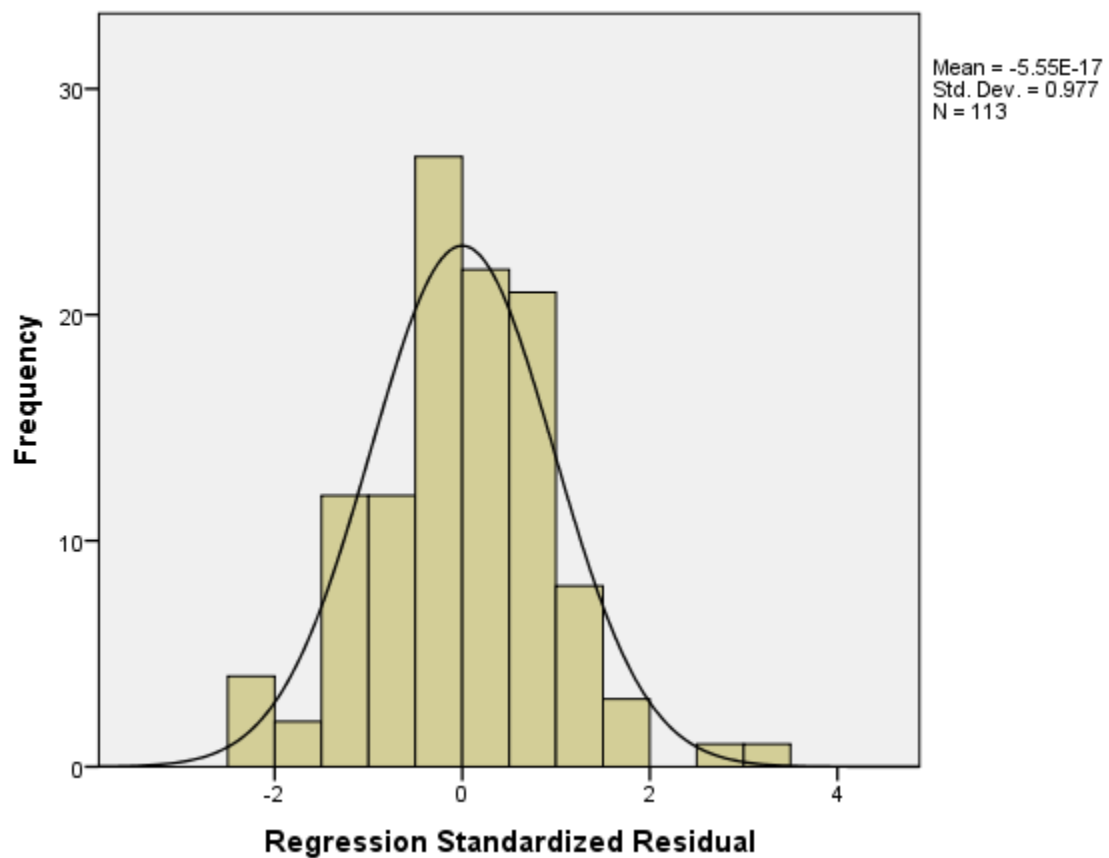
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.943	.949	5

**Table 3: Reliability Statistics Test**

To corroborate the Skewness and Kurtosis results, the graphical analysis results shown in figure 3 means that the actual data distribution is normal distribution as the curve plotted against the bars indicates symmetrical at point (0) where going either side gives almost equal number and height of the bars, suggesting normal distribution (Blacket *al.*, 2012).

From this figure, the study concluded that the variables were well represented and that the problem at hand was well addressed since each variable had a number of questions on the policing strategies and their effectiveness in combating organized crimes. This means that the information gathered from this study is reliable and had actually addressed all the problems that were probed in the statement of the problem.

### Histogram



Dependent Variable: Organized Crimes

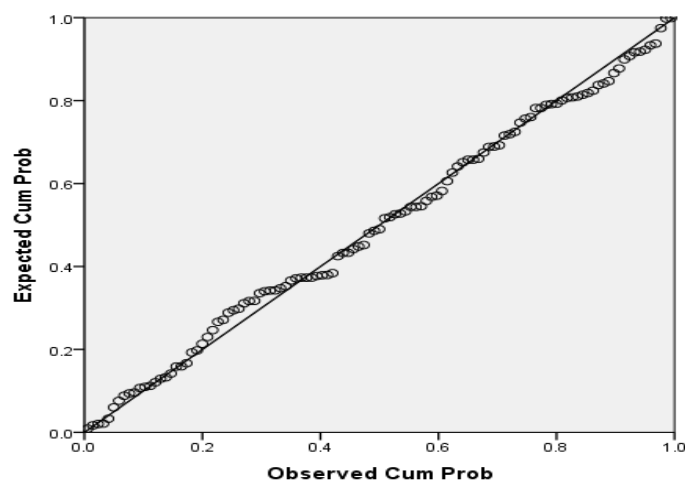
Figure 3: Histogram Standardized Residual.

Source: Researcher, 2017

For the purpose of corroboration of the Skewness and Kurtosis results, the graphical analysis results showed the line representing the actual data distribution follow the diagonal in the normal P-P plot as shown in figures above, suggesting normal distribution (Anderson and Black, 2012). In P-P plot or the normal probability plot, the observed value for each score is plotted against the expected value from the normal distribution, where, a sensibly straight line suggests a normal distribution (Pallant, 2010). Mostly, if the points in a P-P plot depart from a straight line, then the assumed distribution is called into question (Aas and Haff, 2006). From this p-p plot, it was concluded that the observations followed a normal distribution as the scatter plot when putting in a straight line it oscillated around the straight line, thus confirming normality. This means that the independent variables explained the dependent variable appropriately and by large proofing that information from these findings is valid.

### **Normal P-P Regression of Standardized Residual**

Dependent Variable: Organized Crimes

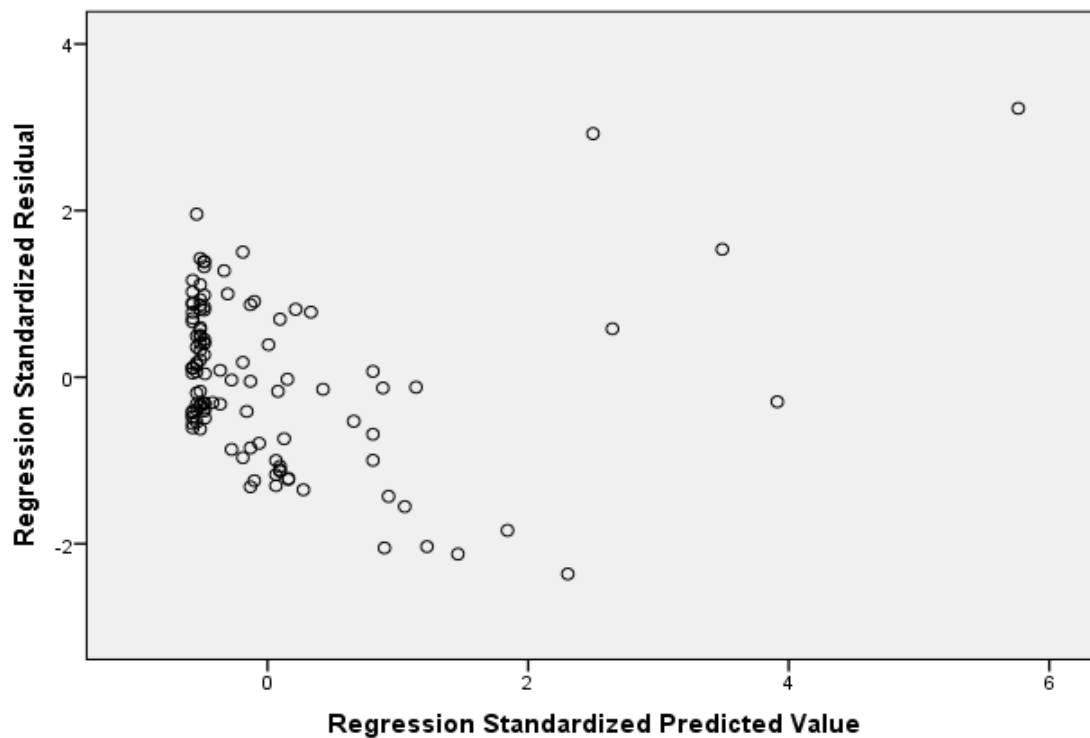


**Figure 4: Normal P-P Plot**

The Scatter-plot analysis results showed that the concentration of the values increase as we go up the graph meaning that the independent variables (policing strategies, sociological factors, economic factors, and the biological factors) affect more the dependent variable (organized crime) (Black et al., 2012). From the outcome, it was concluded that the independent variables have an effect on organized crimes. The graph suggests that any positive or negative variation of the independent variables leads to an increase or decrease of organized crimes.

### Scatter-Plot

#### Dependent Variable: Organized Crimes



**Figure 5: Scatter-Plot**

Source: Researcher, 2017

### 3.8 Data Analysis and presentation

Analysis of data refers to the process of inspecting, cleansing, transforming, and modeling of information with the aim of supporting decision-making, discovering useful information and suggesting conclusions. After data collection, it was cleaned and coded into common themes to facilitate analysis. The analysis was completed using statistical package for social sciences (SPSS V21). The analysis was done with a view to establish trends responses and to establish causes of organized crimes. The data from questionnaires was coded, and the responses of each item put into specific main themes. The data were examined using descriptive statistics in frequency tables. The inferential statistics were done using Pearson correlation coefficients to establish the relationship between the independent variables and organized crimes, and the t-test was used to determine the significance of a particular variable influencing organized crimes. The F-test established the significance of the overall model, Tabachnick, and Fidell (2011) have successfully used the model. The output was presented in tables, graphs, and scatter plots. Since the study adopted cross-sectional design and data is both quantitative and qualitative, inferential statistics was done to revealed statistical significance, and regression analysis was done to reveal a relationship that helped to understand the chief objective of the study. The following model was used in the analysis of the findings.

Regression model  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Where Y= organized crimes

$\beta_0$  = Constant

X1 = policing strategies



X<sub>2</sub>= sociological factors

X<sub>3</sub>= economic factors

X<sub>4</sub>= biological and psychological factors

e= Margin of error

$\beta_i$ ;  $i=1, \dots, 4$  are the model parameters

### **3.9 Ethical considerations**

An application for permission to carry out the study was submitted to the appropriate authority. A research permit was obtained from National Commission for Science Technology and Innovation including clearance from both the central and county government such as; County Commissioner's office Murang'a, County Police Commanders –Murang'a in consultation with their respective Deputy Inspector Generals, and permission of the respondents who participated in the study. The nature and the purpose of the research were explained to the respondents by the researcher. All participants in the study also signed an informed consent form, which assured them of anonymity and confidentiality. In addition, study respected the individuals' by safeguarding their personal integrity. Throughout the data collection course, the respondents assured of anonymity, confidentiality, and assurance of their decision to withdraw from the study at any time if they wished to do so. No names or personal identification numbers was reflected on the questionnaires except the numbering for questionnaires, which was for the purposes of identification of data during data editing. Furthermore, the study considered beneficence; the respondents were protected from any

discomfort and harm, and to this extent, the study was intended to enhance the capacity of the Human Resources of the National Police Services. The study also strived to ensure justice; for this research, fairness was upheld in the selection of respondents without discrimination based on rank, cadre, or any other individual characteristics. Most importantly, the results of the study will be disseminated to the relevant authority and to those participants who are interested in knowing the results.

### **3.10 Conclusion**

The study was conducted in Murang'a County-Kenya. The County occupies a total area of 2,558.8 KM<sup>2</sup> (square kilometers). The agricultural sector that accounts for the 57% (percent) of the labour force is faced with numerous challenges from increasing population to sub-division of land to uneconomical sizes. Poverty and unemployment rates are projected to be high with only 18.17% of the 96,450 persons gainfully employed. Security structure in the county is organized alongside the administrative units with police establishment of approximately 1253 personnel. The study adopted a cross-sectional research design which provided a comprehensive analysis of the data from the large group of respondents. The study targeted Community policing committees, security personnel, members of the County policing authority as well as the National Government administrative officers within the larger Murang'a County. Cluster, proportional stratified and purposive sampling techniques were used to draw a representative sample 230 respondents (15% of a population size of 1457). The study used both primary and secondary data. The data collection instruments included questionnaires, interview schedules for the key informants and Focused group discussions for the community

policing committees. The measurement scale for reliability was tested using Cronbach's alpha coefficient of alpha 0.7 and above and with the instrument producing Cronbach's alpha of above 0.949. The test for validity was done using the normal probability plot (P-P plot) which indicated that, the observation followed a normal distribution as the scatters plot oscillated around the straight line. The data was captured using the Statistical Package for Social Sciences (SPSS V21)., whereby the data was presented using descriptive statistics in the frequency table. The Inferential statistics was done using Pearson's correlation coefficient to establish the relationship between the independent variables and organized crimes. Finally, a t-test was done to determine the significance of each variable influencing organized crimes.

## CHAPTER FOUR

### FACTORS OF ORGANIZED CRIMES

#### 4.1 Introduction

The study investigated the policing strategies used in Murang'a County and their effectiveness in combating organized crimes. Specifically, in this chapter, the study examines the prevalence of organized crimes in Murang'a County and discussing their causes.

#### 4.2 Response Rate

Defining response rate as “the degree to which the final data set includes all sample subjects” according to Fowler (2013), it is calculated as the number of people with whom interviews are completed, divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable, multiplied by 100. A total number of 230 questionnaires were administered to all the sample size. Table 4.1 shows that, only 220 respondents filled the questionnaires making a percentage of 95.7%. Babbie (2012) observes that in descriptive research, a response rate of above 50% is adequate for analysis. A response of 95.7% in the study was considered adequate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	170	73.9	73.9	73.9
	FEMALE	50	21.7	21.7	95.6
	Unreturned	10	4.4	4.4	100.0
	Total	230	100.0	100.0	

**Table 4.1: Response Rate**

#### 4.2.1 Level of Education

Level of education is the highest academic qualification one has attained. In this study, it was established that 4.5% of the respondents had reached the level of primary education, 31.8% of the respondent reached secondary, 27.3% had attained diploma level, and 27.3% had reached degree level, while 9.1% of the respondents had other qualifications not specified here. This data indicates most of the respondents had gone through secondary school indicating that 95.5 % of the respondents had acquired secondary education and above therefore they were competent as well as conversant with the causes of crime as well as policing strategies that the government has used in the recent past in combating crime. Therefore, providing the relevant information needed for the study.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PRIMARY	10	4.5	4.5	4.5
	SECONDARY	70	31.8	31.8	36.4
	DIPLOMA	60	27.3	27.3	63.6
	DEGREE	60	27.3	27.3	90.9
	OTHERS	20	9.1	9.1	100.0
		220	100.0	100.0	

**Table 4. 2: Level of Education**

Table 4.2 indicates that, all the respondents were literate and us such provided accurate and relevant information for the study. They could also express their experiences and address the question raised in the data collection instrument. The data collected was therefore valid for the study.

#### 4.2.4 Gender

Gender here is meant to be the sex of the respondents involved in the study. This is to show that the study was representative and not gender-biased.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	170	77.3	77.3	77.3
	FEMALE	50	22.7	22.7	100.0
	Total	220	100.0	100.0	

**Table 4. 3: Gender composition of the study**

From the table above, the female population consisted of 22.7% of the entire respondents who returned their questionnaires while the male population was 77.3%. According to the data above both genders were accordingly presented in the study. The main reason for a small number of women in the study is that few women work in the security sector as compared to their male counterparts. This calls for affirmative action. The constitution of Kenya 2010 provides for affirmative action on a third gender rule. To address the gender disparity, the study included all female respondents in each selected stratum.

#### 4.3 Prevalence and causes of Organized Crimes.

The study indicates that, there is a prevalence of organized crimes in Murang'a County. The statistics from table 4.4 below, indicates the varying prevalence of the crimes that

could be classified as organized crimes. Though indicated as generally moderate, the data indicates that Gangs and violence, Homicides, Extortions, Robberies and Burglaries are the most prevalent at 45.5%, 59.1%, 40.9%, 59.1% and 59.1% response rate respectively. Firearms related offenses and Drug trafficking are also prevalent at 27.3% and 22.7% respectively. Kidnapping and Human trafficking are presented as very low at 54.5% and 72.7% as illustrated in the table 4.4 below:

**Table 4. 4: Forms of Organized Crimes**

Description	Prevalence														
	Not prevalent			Low			Moderate			High			Very high		
	F	%	{%	F	%	{%	F	%	{%	F	%	{%	F	%	{%
Gangs and violence	10	4.5	4.5	90	40.9	45.5	100	45.5	90.9	10	4.5	9.5	10	9.5	<b>100</b>
Drug trafficking	10	4.5	4.5	100	45.5	50	50	22.7	72.7	60	27.3	100	00	00	<b>100</b>
Human trafficking	160	72.7	72.7	60	22.3	100	00	00	100	00	00	100	00	00	<b>100</b>
Kidnappings	120	54.5	54.5	90	40.9	95.5	10	4.5	100	00	00	100	00	00	<b>100</b>
Homicide	30	13.6	13.6	60	22.7	40.9	00	00	100	00	00	100	00	00	<b>100</b>
Extortion	10	4.5	4.5	90	40.9	45.5	90	40.9	86.4	20	9.1	95.5	10	4.5	<b>100</b>
Firearms related offenses	50	22.7	22.7	100	45.5	68.2	60	27.3	95.5	00	00	95.5	10	4.5	<b>100</b>
Robberies	00	00	00	50	22.7	22.7	130	59.1	81.8	30	13.6	95.5	10	4.5	<b>100</b>
Burglaries	40	18.2	18.2	00	00	18.2	130	59.1	77.3	30	13.6	90.9	20	9.1	<b>100</b>



From the table 4.4, it can be concluded that, the most prevalent form of organized crimes in Murang'a County are in the form of burglaries, robberies, extortion, gang and violence all which are gang related. Human trafficking, drug trafficking, and firearm-related offenses are low. The respondents attributed the prevalence of organized crimes to the criminals adopting modern technology to commit crimes and using legitimate business enterprises especially the transport sector (*Matatu and Boda-boda*) to hide their gang identities and the low focused and uncoordinated police responses to crimes to certain crimes perceived as normal incidences.

The study suggests that, the least prevalent form of organized crime is kidnapping. However, 40.9% of the respondents agree that kidnappings were prevalent though at lower rates. The respondents attributed the low prevalence of kidnapping to the very focused, coordinated, and organized responses by the law enforcement agencies from a wide array of tactical strategies, including the use of special operations and units, intelligence-led policing as well as community policing approaches. For instance, the respondents intimated that, in the year 2005 specialized units of Police officers was deployed in their numbers in Murang'a county combat organized criminal gangs that had adversely affected the areas.

The study suggests that the variation in the prevalence of violent crimes can be attributed to the denial of the statistics by the Police department as well as the number of cases that are not reported. For instance, the key informants who were police officer denied any prevalence of organized crimes but when the question was broken down to specific crimes that would be categorized as organized they admitted to the prevalence of these crimes.

#### **4.4 Biological and psychological factors contributing to organized crimes**

The table below presents the biological and psychological factors that contribute to organized:

**Table 4. 5 Biological and psychological factors**

Description of the cause	Magnitude of response														
	Strongly agree			Agree			Neutral			Disagree			Strongly disagree		
	F	%	{%	F	%	{%	F	%	{%	F	%	{%	F	%	{%
Abnormalities in the brain	20	9.1	9.1	0	0	9.1	10	4.5	13.6	40	63.6	77.3	50	27.7	100
Individual choice	110	50	50	80	36.4	86.4	00	00	86.4	30	13.6	100	00	00	100
Inheritance	60	27.3	27.3	40	18.2	45.5	60	27.3	72.7	40	18.2	90.9	20	9.1	100

The data from the table above indicates that, 86.3% of the respondents either agree or strongly agree that individual either join criminal gangs or are engaged in organized crimes on their own choice. The data however indicates that, abnormalities in the structure of the brain and inheritance factors cannot be associated with organized crimes at 86.4% and 45.5% respectively. Though the findings conclude that, biological/psychological factors can lead to crime. The study has however, singled out individual choice as the main reason individual join gang and commit organized gangs, while abnormalities of the brain and inheritance contribute to organized crimes at a minimal percentage. These findings support the classical theorist argument that, individuals choose to violate law upon careful examination of the cost and benefits of the crime. It however rejects, Brennan et al (1995) view that genetic factors make a contribution to the risk of individual involvement in criminal activities. In the Focused group discussion, the participants argued that most people who commit organized crimes did not have abnormalities in the brain but rather perfectly planned the actions to suit their aims. One of the respondent who was a reformed criminal intimated that most criminals were organized and consciously evaluated their options and only engaged in crimes that were beneficial to them. This notwithstanding, the study to some extent agree that, some uncontrollable environmental/external factors such as psychological status, family structure; social and economic contributions, education, etc influence an individual decision to commit crime. A number of the external factors influence individual choices to commit the crime. These findings support the positivists' and choice theorists' perspectives that, individual weigh the benefits and consequences of either engaging or not engaging in crimes vis a vis the possibilities of being caught.

These findings show an interplay between the nature and nurture factors and how they affect individual decision to commit crime. Therefore, to effectively address crimes the government should address both the prevailing socio-economic and individual psychological factors that influence human behavior, enact legislations with strict penalties for offenders to deter crimes and proactively enforce legislations to prevent crimes.

#### 4.4.1 Effects of Biological Factors on Organized Crime

The table below shows the correlation between psychological factors and organized crimes:

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858a	.737	.733	.170

a. Predictors: (Constant), Individual Choice , Inheritance, Abnormalities in Brain

**Table 4. 6: Psychological factors and their effects on organized crimes.**

The equation for regression of the above table is;

$$Y = \beta_0 + \beta_1 X + e$$

$$Y = \beta_0 + 0.737 \text{ psychological/biological} + 0.170$$

The table shows that biological/psychological factors have an effect on organized crime as it is indicated by the  $R^2=0.737$  meaning 73.7% change in organized crime can be explained by a unit change in biological/psychological factors. These findings suggest

that, Biological/psychological factors have a positive relationship with an organized crime such that an increase in one unit of the variables will cause an increase in respect of their coefficients to the dependent variable. Specifically, the study shows that, individuals consciously choose to engage in criminal activities upon careful evaluation of the benefits and the effects of crime. Criminal gangs are also more prevalent where they are not likely to be caught and prosecuted. This indicates that the policing strategies adopted within any locality affects the prevalence of organized crimes. The more focused the strategies the less the criminal activities.

The study elucidates that; biological/psychological factors exacerbates organized crime; therefore, to combat organized crimes, policing strategies should also be able to address these factors. The study supports the classical school of thought that, the fear of punishment influences individual choice to engage in crimes. To a large extent, the study also agrees with the Positivist criminology proponents' perspective that, uncontrollable environmental factors such as biological and physical makeup, mental and psychological status, family structure; social and economic contributions, education, etc are the true causes of crimes. It can therefore be concluded that, policing strategies must be focused on specific crimes and continuously be adjusted to address psychosocial factors that exacerbate crimes.

#### **4.5 Economic factors contributing to organized crimes.**

The table below presents the economic factors associated with organized crimes:

**Table 4. 7: Economic factors associated with organized crimes**

Description of the cause	Magnitude														
	Strongly disagree			Disagree			Neutral			Agree			Strongly agree		
	F	%	{%	F	%	{%	F	%	{%	f	%	{%	F	%	{%
Unemployment	00	00	00	00	00	00	00	00	00	90	40.9	40.9	130	59.1	100
Poverty	20	9.1	9.1	00	00	9.1	30	13.6	27.7	90	40.9	63.3	80	36.4	100
Inequality	80	36.4	36.4	60	27.3	63.6	30	13.6	77.3	50	22.7	100	00	00	100

The table above designates that 100% of the respondents agree that organized crimes are due to unemployment. Similarly, 78.3% agree that poverty contributes to organized crimes. Whereas only 22.7% of the respondents agreed that organized crimes are a result of inequality. The findings indicate that economic factors aggravate organized crimes with unemployment and poverty as the main reasons individuals engage in criminal activities. The findings support the study by UN Habitat (2007) with enlisted; poverty, unemployment, the growing gap between the rich and the poor, the transition towards political democratization, the speed of urbanization and poor urban planning, design, and management as the main factors that escalates organized crimes. Therefore, any strategy that aims at combating organized crimes should address these socio-economic factors.

#### 4.5.1 Effects of economic Factors on Organized Crime

The table below show the effect of economic factors on organized crimes:

---

**Model summary**

---

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539a	.291	.281	.279

---

a. Predictors: (Constant), Unemployment, Poverty, Inequality

**Table 4. 8: The effects of economic factors on organized crimes**

The equation for regression of the above table is:

$$Y = \beta_0 + \beta_5 X_2 + e$$



$$Y = \beta_0 + 0.291 \text{ economic factors} + 0.279$$

The table shows that, the relationship between economic factors and organized crime is very strong as indicated by sig 0.000, this means that the effect is not by change but by the presence of the economic factors. This also means that for any meaningful improvement in reducing organized crime by security agencies, economic factors have to be addressed. According to Murang'a county profile, the agricultural sector that accounts for 57% of the labour force in the county is faced with numerous challenges from increasing population to sub division of land to uneconomical sizes. The rate of unemployment in the county is also high with approximately 18.17 percent gainfully employed. This has led to most youths being idle (GOK 2016). This is also supported by the arguments in the FDG that, the idle youth were more susceptible to be recruited to criminal gangs; these youths struggle to make ends meet, any opportunity to them must be exploited either criminal or legitimate. The study supports Karl Marx's ideas that economic determinism leads to conflict. He aptly states that private ownership of property encourages high incidences of poverty hence distinguishing the owners' means from those exploited for economic benefits; subsequently, the poor turn to criminal activities. The FGDs contend that, in the County the gap between the rich and the poor is extremely high with the latter adopting to forming gangs for protection and survival through extortion and illegal trades. People commit crimes when they feel they have been exploited, unfairly treated and when the difference between those who have and have not are unreasonably too high.

The study also agrees with a survey by The Nairobi-based Security Research and Information Centre (SRIC), which surveyed crime in three major slums in the county's

largest towns, Nairobi, Kisumu, and Mombasa found that unemployment among the youth is driving many of them into crime. Theft (35 per cent), robbery (15 per cent), burglary (10 per cent) and mugging (23 per cent) were the most prevalent crimes committed in the slums, accounting for 84 per cent of the total crimes, proliferation of illicit firearms, human trafficking, cattle rustling, banditry, outlawed group and quasi militia and corruption listed as some of the prevalent crimes in the Country. Block and Chambliss (1981) argued that organized crime was a rational response to economic conditions in which there was a demand for illegal goods and services.

#### **4.6 Sociological Factors contributing to organized crimes**

The table below indicates the sociological factors associated with organized crimes in Murang'a:

**Table 4.9: Sociological factors contributing to organized crimes**

Description of the causes		Magnitude														
		Strongly agree			Agree			Neutral			Disagree			Strongly disagree		
		F	%	{%	F	%	{%	F	%	{%	F	%	{%	F	%	{%
Poor parental control		100	45.5	45.5	0	0	45.5	20	9.1	54.6	20	9.1	63.7	80	36.4	<b>100</b>
Recognition and protection by the gang		30	13.6	13.6	80	36.4	50	80	36.4	86.4	30	13.6	100	0	0	<b>100</b>
Gang prone neighborhoods		40	18.2	18.2	10	49.5	67.7	41	18.6	86.6	20	9.1	95.5	10	4.5	<b>100</b>
					9											
Vigilantism		60	27.3	27.3	50	22.7	50	80	36.4	86.4	20	9.1	95.5	10	4.5	<b>100</b>
Peer pressure		80	36.4	36.4	90	40.9	77.3	10	4.5	81.8	40	18.2	100	0	0	<b>100</b>
Escalating youth population		40	18.2	18.2	60	27.3	45.5	40	18.2	63.7	60	27.3	90.9	20	9.1	<b>100</b>
Poor policing		40	18.2	18.2	60	27.3	45.5	50	22.7	68.2	60	27.4	95.5	10	4.5	<b>100</b>
Rapid pace of urbanization		30	13.6	13.6	90	40.9	54.5	40	18.2	72.7	50	22.7	95.5	10	4.5	<b>100</b>
Political recognition		0	0	0	80	36.4	36.4	50	22.7	59.1	30	13.6	72.7	60	27.3	<b>100</b>

The table above shows that 77.3% of the respondents agree that peer pressure can compel individuals to join crime with 67.7% of the respondents attributing the rising rates of organized crimes to living in gang prone neighborhood. Similarly, 54.5% of the respondents strongly agreed that the rapid pace of urbanization causes organized crimes. The findings also show that 50% of the respondents agreed that individuals join crime-related activities either to be protected and recognized by criminal gangs or due to vigilantism. In the same vein, 45.5% of the respondents also attributed organized crimes to poor policing and agreed that organized crime is either due to poor parental control or due to the rising population of unemployed youths. To the contrary, only 36.4% agreed that organized crimes are due to political recognition.

The study has identified social factors as major factors of crime. This has to do with family structures and relationships, peer-group relations; education, and occupational status related to social factors of crime. Therefore, to address crimes in our society emphasis should be put on strategies and approaches that address underlying social factors associated with organized crimes.

The findings are reinforced by Loeber, R. & Stouthamer Loeber, M. (1986), that, factors associated with family neglect are the strongest predictors of crimes. Intertwined to parental control, peer influence is argued to be a more proximal cause of delinquency and crime among the youths. Studies investigating the joint effects of family aspects and delinquent peer pressure find that family factors seem to exert little or no influence on delinquency. However, juveniles tend to form a strong attachment to delinquent peers when parental control or attachment is weak (Warr, M. 1993). Effective parenting is

therefore key in addressing crimes amongst the youth. In addition to good parenting, the government should also focus on initiatives that aims at empowering the youthful population. Policing strategies and approaches to solution of crimes should be aimed at not only fighting crimes and also addressing the sociological factors associated with organized crimes.

#### 4.6.1 Effects of Sociological Factors on Organised Crime

The table below shows the correlation between sociological factors and organized crimes;

##### Model Summary

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942a	.887	.879

a. Predictors: (Constant), Political influence, Urbanization, Population, Choice, Inequities, Unemployment, Peers, Abnormal, Poor policing, Vigilance, Gang protection, Inheritance, Poverty level, Escalated Youth, Recognition

**Table 4. 10: Effects of Sociological factors on organized crime**

The equation for regression of the above table is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + e$$

$$Y = \beta_0 + 0.887 \text{ sociological factors} + 0.115$$

The table above shows that sociological factors have an effect on organized crime as it is indicated by the  $R^2=0.8871$  meaning 88.7% change in organized crime can be explained by a unit change in sociological factors such that the more the sociological factors, the

more, the more people will be attracted to be organized crime. The study showed the critical role that sociological factors play to ensure that security agencies accomplish their public safety objectives. The study elucidates that not only does sociological factors influence the public safety of people, but it also determines the sector effectiveness in curbing organized crime.

The study supports Stevenson, (1996) that, alcohol consumption and illicit drugs in certain circumstance directly increases the risk of individual engagement in criminal violence and areas with high rates of alcohol consumption tend to have high rates of crimes and violence.

The study associates poor parenting with juvenile delinquency. Similarly, studies investigating the joint effect of delinquent peer pressure and family aspects concluded that family factors exerted little or no influence on delinquency. However, juveniles tend to form a strong attachment to delinquent peers when parental control or attachment is weak (Warr, 1993). Juveniles who engage with delinquent peers are more likely to get involved in crime due to the fact that juveniles communicate deviant attitudes and values, which make them develop into criminals (Fleisher, 1995).

The study indicates that, low education is precursor of crimes. This is supported by the findings of the survey of inmates in 2003 in state prisons in Kenya which showed a very low level of education of inmates. Due to their poor educational backgrounds, these inmates were subject to long periods of unemployment and low-income jobs. Poorly paid individuals enter into a life of crime because of the prospect of profitable criminal activities that will enable them to provide for their basic needs (Renzetti, 2001).

The findings refute the proposition that, undemocratic political structure of society cause crime. The study rejects the view that organized crime has become a symptom of a struggle between the people in power and those not in power but rather elucidates that, it is the prevailing social circumstances that act as aggravating factors to organized crimes. Therefore, to curb organized crimes, the policing strategies should proactively address the social causes of crimes, focus on specific threats and diversify the strategies progressively aligning police responses to specific challenges.

#### **4.7 Conclusion**

The study realized 95.7% response rate. The findings indicate that there is a high prevalence of organized crimes in Murang'a County though the rates of different forms of organized crimes vary. Gang and violence, homicides, extortions, robberies and burglaries have the highest rates. The common characteristic of these crimes is that they are all gang related criminal activities. The low prevalence of kidnapping, human trafficking and drug trafficking is owed to the more focused and tactical strategies the police have employed to combat these crimes. The study also revealed that, biological and socio-economic factors exacerbate organized crimes. This suggests that, there is a strong relationship between psychological and socio-economic factors and organized crimes. These findings support the view of the positivist criminologists view that, uncontrollable environmental factors such as biological factors, psychological traits, family structure and socio-economic factors influence individual susceptibility to engage in crime. In Murang'a, these socio-economic factors are the underlying causes and indicators to the high prevalence of organized crimes in the County. Therefore, the more focused and

diverse the policing strategies the more effective they are in combating organized crimes as random responses to organized crimes fail to effectively address the underlying factors to crime. Effectiveness of any policing strategy is depended on the strategy's diversity of approach and it's focus in addressing the underlying causes of the security problem. These findings support the contingency theory that there must be a fit between an organization and its environment. Therefore, to be effective the police must adjust the policing strategies to the prevailing circumstance in their community.



## CHAPTER FIVE

### POLICING STRATEGIES AND THEIR EFFECTIVENESS IN COMBATING ORGANIZED CRIME

#### 5.1 Introduction

This chapter is divided into three-parts, the standard policing strategies used in Murang'a County, the specific strategies discussed here are; increasing the number of police officers, rapid response, random patrols, target hardening and follow up investigation and their impact on organized crimes. The study examines, the Proactive Policing strategies and specific strategies examined here are special operations, Hot spot policing, zero tolerance, broken window policing, strategic problem solving, community policing, and *Nyumba Kumi Initiative*. Lastly, the study analyses the effectiveness of these policing strategies in combating organized crimes as well as discusses other policing innovations effective in curbing organized crimes.

#### 5.2 Standard Policing strategies

These are the traditional models of policing. The table below presents the standard models of policing and their magnitude of application in Murang'a:

**Table 5. 1: The magnitude of application of the Standard Policing strategies**

Description of strategy	Magnitude of application								
	Always			Sometimes			Never		
	F	%	{%	f	%	{%	f	%	{%
Increasing the No. of police officers.	130	59.1	59.1	90	40.9	100	0	0	100
Rapid response to crime	140	63.6	63.6	80	36.4	100	0	0	100
Random patrols	120	54.5	54.5	100	45.5	100	0	0	100
Target hardening	80	36.4	36.4	110	50	86.4	30	13.6	100
Follow up investigations	110	50	50	101	45.9	95.9	9	4.1	100

The findings from the table above indicate that, the Police in Murang'a County use all the standard policing strategies; however, they vary in the magnitude of their application. 59.1% of the respondents agree that, increasing number of police has continuously been used to curb crime, while 40.9% said that sometimes-increasing number of police is used to curb crime in the area. This has been one of the main approach of addressing crimes not only in Murang'a but also in most jurisdiction. The Key informants acceded that, whenever there was an upsurge of crime in any community, the natural response from the government have been deploying police officers in such areas or increasing the current number of police officers.

It is also evident that 63.6% of the respondents agreed that rapid response to crime was always the strategy to curb crime, while 36.4% said the rapid response to crime is the strategy sometimes used to curb crime. Rapid response is among the key values of the National Police Service. The respondents explained that, whenever, there is distress call, emergency or incidence the police officers are expected to respond within the shortest

turn round time. Slower response to crimes or crime scenes have usually attracted protracted criticism from the public that the police are doing nothing to address crimes.

The findings also indicate that 54.5% of the respondents said that random patrols have been the strategy used to curb crime in the region, while 45.5% of the respondents said random patrols is the strategy is sometimes used to curb crimes in the area. Police Patrol either on foot or through the use vehicle. The key informants especially the Police supervisors asserted that, police officer are usually assigned specific areas they are expected to cover while on duty and police officers walking the beat is a very fundamental function of the police as crime detection is the first step to crime prevention. Police presence also acts as deterrence to criminals. The finding supports Reiss, (1992) argument that, patrol has three parts; responding to calls, maintaining Police presence to deter crimes and examining suspicious characters

Synonymous to the three policing strategies; increasing the numbers of police officers, rapid response and police patrols is that, all the respondents agree that, the approaches are the basic and fundamental strategies in policing used to curb crimes. They are the main activities conducted by police officers.

On the other hand, 13.6% of the respondents indicated target hardening was not being used to curb crime in the area. With another, 4.1% denying the use follow up investigations. The study noted that, whereas the Directorate of the criminal investigation wing of the Police was not very visible as the uniformed police officers, their activities were also low profiled, systematic and undercover. Target hardening was an activity that

is mostly initiated by the citizenry who provides structural protection of their property. This explains why some respondent indicated that the two strategies were never used.

The findings above conclude that standard policing strategies and approaches are used by security agencies in Murang'a to curb crimes though their magnitude of application differs. This difference is however informed by the level of visibility of the police and their activities. Crucial, systematic and low profile police activities cannot be noticed by the general public but are key in solving crimes. In the same vein, structural approaches to crimes have been applied though at very low level, it is the general assumption that crime prevention is a responsibility of the Police. This notwithstanding, the standard policing strategies form the basis of policing and are the basic strategies used by the police to address challenges of crimes in our society. The visibility of the police being the main component of effective policing.

### **5.3 Proactive Policing strategies and their effectiveness on organized crimes.**

Proactive and innovative models of policing have been developed as a result of the weakness of the standard policing approaches to compliment to the standard strategies of policing. Table 5.2 presents the proactive strategies of policing and their magnitude of application in Murang'a County:

**Table 5. 2: Proactive policing strategies and their magnitude of application**

Description of strategy	Magnitude of application								
	Always			Sometimes			Never		
	F	%	{%	f	%	{%	F	%	{%
Special operations	80	36.4	36.4	130	59.1	95.5	10	4.5	100
Hot spot policing	110	50	50	110	50	100	0	0	100
Zero tolerance	120	54.5	54.5	80	36.4	90.9	20	9.1	100
Broken window policing	70	31.8	31.8	90	40.9	72.7	60	27.3	100
Strategic problem solving	130	59.1	59.1	80	36.4	95.5	10	4.5	100
Community policing strategies	150	68.2	68.2	70	31.8	100	0	0	100

The above table shows that respondents were aware that proactive policing strategies were being used by the Police to curb crime. However, the findings indicate that the specific strategies were applied in varying magnitude. The respondents cited community policing approach and problem solving as the most used and focused strategies at 68.2% and 59.1% respectively. This owes to the fact, that community policing has been much publicized by the government and civilian authorities that oversight policing. The activities of this approach have also continued to be promoted by various agencies both governmental and non-governmental. For instance, in March, 2002, the government appointed twelve-member National Committee on Community Policing. Currently, the Government of Kenya has developed a comprehensive Community Policing handbook setting out guidelines for its application.

Interestingly, though with limited in focus, hot spot policing strategies is applied 100%. Similarly, zero tolerance and special operations strategies are applied 90.9% and 95.5,

respectively. These strategies dominate in their application as they are applied in situations and/or areas where crime rates and trends are high and worrying such was the case of Murang'a. Such situations attract more action by the police and interest everyone in the community. Police visibility, actions, and results in such instances are usually very visible for the public to see.

The study also showed that broken window policing was the least used strategy, with 27.3% of the respondents indicating that the strategy is used to curb crime. The 31, 8% that indicated that broken window policing was used to combat crime was the uniformed officers as they were very aware of the strategy. The strategy is also similar in the application as the strategic problem solving and hot spot policing with the only distinction being an emphasis on minor crimes such as drunk and disorderly to prevent escalation to major crimes that involve violence.

From the above findings, proactive policing strategies are used by security agencies to curb crime in Murang'a County. Community policing and hot spot policing are the most used strategies at 100% of the magnitude of application. Their application is very visible due to either publicity through promotion of their activities and massive support by both government and non-governmental agencies and the promising results achieved through such strategies real or imagined. Community policing is also not a direct strategy but rather a multiple of a number of strategies. For instance, when defining Community policing, the respondents identified a number of policing strategies associated with the approach including; police patrols, problem solving techniques, intelligence sharing, community partnerships as well as hot spot policing. The importance of community policing in Kenyan context cannot be overemphasized, Kenya has developed a CP

Handbook giving guidelines to its application which has also led to the development of *Nyumba Kumi Initiative* based on the proposition that no one organization can resolve local security hitches. These developments in policing strategies have created the demand for partnership, collaboration and joint problem-solving between the police and the communities they serve to effectively combat crimes. The findings support Kelling *et al.* (1988) that, with community policing the operations and activities of the police are more visible to the public, with more public accountability.

Significantly, the study also indicates that though policing should be people centered, police partnerships and collaboration with the public should be balanced delicately to avoid the possibility of increasing police corruption. This finding supports Wycoff (1988) arguments that, once the police work closely with the public the chance of police corruption increasing is high. Similarly, there should be measures to ensure that criminal elements do not infiltrate the police through such partnership. Vetting should be done to ensure that only law abiding citizens are allowed to participate in the policing forums. Caution should however be exercised to avoid witch hunting and settling of business scores among the members of public. The Police should filter and verify the sources of all information and intelligence volunteered by the security stakeholders and partners before initiating police actions.

The study also shows that to be effective policing strategies should assume a bottom up approach in identification of the crime problems that affects the society as well as the most viable approach to solving the crime. Implementation of the strategy and the operation should however be left to the police. To enhance accountability of the police in their operations the Public through the Independent police oversight Authority and

Internal Affairs Unit should oversight the police operation. The study agrees with Scharf (2000) that, CP Model being pursued by most government in urban could be equated to letting out official police functions to an informal entity, which might be difficult to hold accountable.

The study elucidates that proactive policing strategies were used curb organized crimes in Murang'a County. The current policing trend lay emphasis on people centered policing which promotes application of policing strategies that require the participation of the public in identification of their problems and the effective approaches to solve the crime. Therefore, Community Policing, Problem oriented policing as well as hot spot policing have become dominant policing models in Murang'a County.

#### **5.4 Impact of Policing strategies and Innovations on organized crimes.**

The general consensus by the government, academician and scholars on the inherent weaknesses and lack of focus identified in the standard policing strategies led to the development of policing innovations centralized on the security challenges in the 21<sup>st</sup> Century. The study attempts to underscore the effectiveness of the new policing approaches on organized crimes. Wholesomely taking into consideration all the strategies deployed by the Kenya National Police Service to combat organized crimes in Murang'a. Table 5.3 shows the regression of the effectiveness of policing strategies used in Murang'a County curbing organized crimes:



**Table 5. 3: Regression of Effectiveness Policing strategies on organized crimes**

<b>Model summary</b>									
					<b>Change Statistics</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.955 <sup>a</sup>	.911	.908	.100	.911	311.314	7	212	.000
A. Predictors: (Constant), Increased No. of Police, Rapid Response, Random Patrol, Followup, Special Operations, Hot Spot Policing, Zero Tolerance, Broken Window Policing, Strategic Problem Solving, Community Policing Strategies									

B.

The equation for regression of the above table is

$$Y = \beta_0 + \beta_5 X_1 + e$$

$$Y = \beta_0 + 0.911 \text{ Policing strategies} + 0.1$$

The findings in the table above shows that, policing strategies have an effect on reducing organized crime as it is indicated by the  $R^2=0.911$  meaning 91.1% change in organized crime can be explained by a unit change in policing strategies. The study showed the critical role that policing strategies plays to ensure that security agencies accomplish their public safety objectives. The study elucidates that not only does policing strategies influence the public safety of people, but it also determines the sector effectiveness in curbing organized crime.

The findings are supported by Rose(1999) contention that, law enforcement is not the most important means through which police officers accomplish their public safety objectives. At times, strict law enforcement is neither fair nor efficient; indeed, at times it is ineffectual to public safety, for instance, when it provokes such widespread open

hostility as to engender even more general disorder and lawlessness. Therefore, essential to efficient policing is the need to enlarge the range of viable options to criminal law enforcement to enable the police to have multiple tools to fashion effective responses to the various public safety problems.

For instance, the United States in the 1990s recorded a major decline in crimes that many police executives and scholars attributed to the new policing practices then. They further identify the dominant policing practices of earlier decades as wasteful and ineffective (Bratton 1998; Eck and Maguire, 2000; Kelling and Sousa, 2001). Their series of studies seemed to suggest that, Standard practices such as increasing the size of police agencies, a random patrol across all parts of the community, rapid response to calls for service, generally applied follow-up investigations, and generally applied intensive enforcement and arrest policies had little impact fear of crime and on crime in American communities. Therefore, such approaches as community policing, problem-oriented policing, hot spots policing, and broken-windows policing either emerged or came to be widely implemented by police agencies at that time.

Community policing was implemented in Kenya as a result of widespread criticism of conventional policing and standard practices from local, national, and international circles, as well as the government's desire to improve its security delivery. It was based on the premise of problematizing citizens' security concerns by identifying deficiencies inherent in the current policing style.

So the development of policing strategies has been informed by the weaknesses identified in the standard policing strategies, the evolving nature of crimes as well as the underlying

socio-economic, political and psychological factors that aggravate crimes in our society. The study elucidates, that no single approach can effectively solve crime and that crime prevention and policing is a field of continuous improvement that require collaboration, partnership and a multi-strategy approach. Every new strategy, a development of the existing approaches with more focus on specific crimes. The study also agrees that, implementation of every policing strategy may vary from community to community based on their socio-economic and political environment.

The effectiveness of any policing strategy is manifested in their ability to address the underlying psychosocial, political and economic factors and conditions that exacerbate crime. The dynamic and changes in crime trends, patterns and rates are all affected by the prevailing circumstances in our socio-economic and political environment. Therefore, to effectively address these factors that aggravate organized crimes, the study in addition to the policing strategies also identified four developmental crime prevention initiatives effective in combating organized crimes viz; Social crime prevention, Developmental crime prevention, Urban design and planning initiatives, and Situational Crime prevention.(Researcher FGD, 2017).

Social crime prevention approach addresses the underlying social and economic causes of crime, as well as offender motivation. While developmental crime prevention provides basic services or resources to individuals, families, schools, or communities to reduce the impact of risk factors that increase offending behaviors, urban design and planning initiatives seek to minimize crime through the designing and management of the built and landscaped environment to create safer places that are less crime-prone. Whereas,

situational crime prevention comprises a number of measures that target very specific forms of crime.

The study noted that, all of the policing strategies were effective, however, their level of effectiveness also depended on how the policing strategy is adopted. For instance, Policing strategies like community policing, problem oriented policing, hot spot policing and increasing the number of police officers were best when strategies adopt a bottom up approach. In such instances, where the community identifies their problem, they were more willing to participate and support the police in their operations. A cross the interviews with the Key Informants, there was a consensus that, the effectiveness of the policing strategies is informed by the level of support accorded to the police by the law abiding members of the public. The public is the reservoir of support to the police for its them who suffer the consequence of crimes and understands the genesis of the crime problems in their community.

## **5.5 Conclusion**

Many people believe that the most important approach for police to achieve their public safety objectives is to enforce the law. However, at times, strict law enforcement is not always efficient and at times it is ineffective in terms of public safety especially when there is lack of focus on the specific crime. Therefore, essential to efficient policing is the need to enlarge the range of viable options to criminal law enforcement to enable the police to have multiple tools for effective responses to the various public safety problems. Similar to other related studies, the study identifies the dominant policing practices of earlier decades as wasteful and ineffective. The series of studies suggests that factors like

standard practices such as increasing the size of police agencies, a random patrol across all parts of the community, rapid response to calls for service, generally applied follow-up investigations, and generally applied intensive enforcement and arrest policies had little impact on crime and the fear of crime. Policing innovation and proactive approaches such as community policing, problem-oriented policing, hot spots policing, and broken-windows policing have become more effective because of their diversified approaches and not only on law enforcement but also in addressing the specific crime challenge. The study therefore supports the contingency theory and suggests that, security is a field of continuous improvement of policies and strategies with the central feature being the requirement to analyze communities' problems and offering technical solutions with constant readjustment according to the prevailing circumstances.

## **CHAPTER SIX**

### **THE RELATIONSHIP BETWEEN SOCIO-ECONOMIC FACTORS, POLICING STRATEGIES AND ORGANIZED CRIMES**

#### **6.1 Introduction**

Inferential statistics allowed the study to reach conclusions that extend beyond the immediate data alone. The study used inferential statistics to relate from the sample data what the population thought and made inferences from the findings to more general conditions; effectively describing the relationship between the socio-economic factors, policing strategies and organized crimes.

## 6.2 Correlations of the Study Variables

**Table6. 1: Correlations between biological, sociological, economical, policing strategies and organized crimes.**

- The table below presents the correlation of the independent variables (causes of organized crimes and policing strategies) and the depended variable (organized crime):

		Organized Crime	Biological	Sociological	Economical	Policing strategies
Organized Crime	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	220				
Biological	Pearson Correlation	.941	1			
	Sig. (2-tailed)	.000				
	N	220	220			
Sociological	Pearson Correlation	.611	.649	1		
	Sig. (2-tailed)	.000	.000			
	N	220	220	220		
Economical	Pearson Correlation	.941	1.000	.649	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	220	220	220	220	
Policing strategies	Pearson Correlation	.845	.796	.516	.796	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	220	220	220	220	220

The correlations matrix in the above table demonstrates the existence of relationship between the dependent and the independent variables. Correlation is often utilized in exploring the relationship among a group of variables (Pallant, 2010) in turn, helping in testing for multicollinearity. That the correlation values are not close to 1 or -1 is an indication that the factors are sufficiently different measures of separate variables (Farndale, Hope-Hailey, and Kelliher, 2010). It is also an indication that the variables are not multicollinear. Absence of multicollinearity allows the study to utilize all the independent variables.

The table above shows that the lowest correlation in this study was between sociological factors and organized crime ( $r=0.611$ ,  $p<0.00$ ). The highest correlation was between economic and biological factors, respectively, and organized crime ( $r=0.941$ ,  $p<0.00$ ).

From the table, the study concluded that, all the four independent variables are equally significant as all had a significance level of 0.000, meaning they are all very significant and each influence organized crime.

The combined correlation of four independent variables, namely biological, sociological, economic, and policing strategies, and the dependent variable was computed to determine the strength and direction of the associations between variables. The findings in the table showed that all independent variables had a strong relationship with the dependent variable. Biological factors  $r = 0.941$ , economical  $r = 0.941$ ,  $r = 0.659$ , sociological  $r = 0.611$ , and policing strategies  $r = 0.845$ . The performed test of significance, each independent variable yielded p-value of 0.000 at the level of significance of 0.00 two-tailed. This indicates that there is a strong correlation between the dependent variable and the independent variables. The findings from table 6.1 above also indicates that, biological and economic factors have the highest correlation to organized crime, followed by policing strategies and sociological factors being the last in that order. However, all the four independent variables are equally significant as all had significance level of 0.000, meaning each of the independent variable influence organized crime in Murang'a County. These findings agree with the classical school of thought and individual choice theory that, people choose to commit crimes upon careful examination of the benefits and effects of engaging in criminal activity. Equally the findings support positivist criminologists' perspective that, uncontrollable environmental factors such as biological



and physical makeup, psychological status, social and economic contributions, education among other factors influence crime in our society. This notwithstanding the study singles out individual choice and economic factors as the most aggravating factors that affect organized crimes in Murang'a County. Therefore, the effectiveness of any policing strategies is measured in their ability to effectively address the individual factors that would make crimes attractive/beneficial. The strategies should make the commission of organized crimes very expensive.

The problem of organized crimes cuts across all communities for number of factors. The study shows that, in Murang'a County the problem was caused by the historical injustices that have increased the gap between the rich and the poor in the community. Historically, the main economic activity of the population in Murang'a is farming. The Agricultural sector accounts for 57 percent of the labour force in the County. The county is faced with numerous challenges from increasing population to sub division of land to uneconomical sizes to unemployment. These factors have aggravated crimes in Murang'a and thus, effective strategies to addressing organized crimes in the County should first address the widening gap between the poor and the rich. The policing strategies should not only address the manifestation of the crimes but also assume both social and economic developmental approaches to crimes such as improving the quality of education, creating employment opportunities, provision of social amenities among others.

The study identifies strategies that are diverse in their approach and focus on specific crimes as very effective in combating organized crimes. These include; the proactive policing strategies that are multiagency and adopt bottom up approach such as community policing in all its forms, problem solving oriented policing, hot spot policing, intelligence

led policing. The basic characteristics of these strategies is that, they are diverse in approach, are multiagency and deploy the standard policing models in their approach.

The outcome is supported by contingency theory which places an emphasis on the external task environment within which an organization operates. The driving force of organizational change is the external environment, particularly the task environment within which an organization is confronted. There must be a “fit” between an organization and its environment. A good fit between the two means a higher level of performance and efficiency (Van de Ven & Drazin, 1985). The traditional strategies of crime control have become increasingly ineffective, suggesting a poor fit between the societal environment and the prevailing structural and strategic organization of policing. To this extent, therefore, to be more effective, the police agencies need to adapt policing to the changing socio-political and economic environment in the country. The most effective policing strategies address the environmental factors that exacerbate crimes in our society.

### **6.3 Regression on Independent Variables and Dependent Variable**

In statistics, regression analysis is a statistical technique that is used to estimate variables relationships. Regression analysis comprises of various techniques important in analyzing and modeling variables when the focus is on analyzing the relations amid a dependent and one or several independent variables. Multiple regression attempts to determine if a group of variables together foretell a given dependent variable (Mugenda and Mugenda, 2010). The general purpose of multiple linear regressions (the term was first used by Person,

1908) is to learn more about the connection between a number of independent or predictor of variables and a criterion variable or dependent (Borg *et al.*, 2010).

In the study, regression analysis helped to understand how the typical value of the dependent variable (or organized crime) changed when any one of the independent variables was varied, while the other independent variables were held fixed. The study was keen on investigating whether policing strategies, biological, economic, and sociological factors influence organized crimes.

A multiple regression model was fitted, as discussed in chapter three. The multiple regression was done to test the model;  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Where Y= organized crime

$\beta_0$ =constant

$X_1$ =policing strategies

$X_2$ =economic factors

$X_3$ =sociological factors

$X_4$ =biological factors

$\beta_1, i=1 \dots 4$  are the model parameters.

This model was used to show the relationship between policing strategies, biological, social and economic factors and organized crimes. The findings are as discussed below:

The table below presents multiple regression for the Independent variables and the dependent variable:

**Table 6. 2: Regression between causes, policing strategies and organized crimes**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.945 <sup>a</sup>	.892	.891	.109	.892	596.791	3	216	.000

a. Predictors: (Constant), organized crime

The multiple regression analysis in table 6.2 shows that R-value measures the goodness of prediction of the variances. In this case, R-value of 0.945 is a good predictor of the organized crimes by the independent variables: moreover, the  $R^2$  is the coefficient of determination, which is the dependent variable that can be illuminated by the independent variables. In this case, the  $R^2$  value of 0.892 means that 89.2% of the corresponding variation in organized crimes can be explained by the independent variables policing strategies, biological, economic, and sociological factors. However, other variables not covered by the study account for 19.8% of organized crimes. The finding supports positivist criminologist perspective that, external factors such as biological and physical makeup, mental and psychological status, family structure; social and economic contributions, etc are the true causes of crimes and effectively addressing this factors would reduce crimes. Similarly, the study elucidates that, policing strategies combat organized crimes. This finding agree with the classical school of thought, that individual engage in crimes upon careful examination of the benefits and consequences of crime. The fear of criminal penalties associated with being caught and prosecuted for violation of law influences people. The focus of the policing strategies in combating organized crimes cajoles criminal to conform to the norms of the society. However, to be more

effective the policing strategy should not only focus on the specific crime problem but should also address the underlying causes of the crime.

The outcome also shows that predictors like, biological, economic, and sociological factors inhibit curbing of organized crime in Murang'a County. The more the value of the predictors, the less the chances of curbing organized crime. If the psychosocial and economic factors are not addressed, then there will be a high prevalence in crime. These factors are indicative of the prevalence of organized crimes in Murang'a. Therefore, the policing strategies need not only to react to crimes but also proactively address the psychosocial and economic factors that aggravate crimes in our community. The study agree with the findings series of studies conducted in the 1990s in the United states that identified the dominant policing practices of earlier decades as wasteful and ineffective and suggested that, Standard practices such as increasing the size of police agencies, a random patrol across all parts of the community, rapid response to calls for service, generally applied follow-up investigations, and generally applied intensive enforcement and arrest policies had little impact fear of crime and on crime in American communities. This was because these strategies did not address the causes of crimes but rather reacted to the problem of crime. Therefore, such approaches as community policing, problem-oriented policing, hot spots policing, and broken-windows policing either emerged or came to be widely implemented by police agencies at that time.(Bratton 1998; Eck and Maguire2000; Kelling and Sousa 2001).

Similarly, the study supports Rose (1999) that, not only should the police rely on law enforcement but also essential to efficient policing is the need to enlarge the range of viable options to criminal law enforcement to enable the police to have multiple tools to

fashion effective responses to the various public safety problems and crime. The policing strategies should be able to address the underlying and uncontrollable environmental factor that affect crimes. The study identifies proactive policing strategies such as; community policing, hot spot policing, intelligence policing, problem solving oriented policing, social crime prevention approaches such as; improving housing, health, educational, youth empowerment and recreational facilities as well as developmental crime prevention approaches such as; controlling environmental factors, proper urban planning as the most effective approaches to curb organized crimes. Therefore, the study elucidates that, the more focused and diverse the approach the more effective they combat crimes.

These findings also support contingency theory which places an emphasis on the external task environment within which an organization operates. There must be a “fit” between an organization and its environment. A good fit between the two means a higher level of performance and efficiency (Van de Ven & Drazin, 1985). To this extent, therefore, to be more effective in combating organized crimes, the police should have a wide array of approaches adapted to the changing environment with focus on the specific crime.

#### **6.4 Conclusion**

The combined correlation of four independent variables, namely biological, sociological, economic, and policing strategies, and the dependent variable indicates that, there is a strong correlation between the dependent variable and the independent variables. The biological and economic factors have the highest correlation to organized crime, followed by policing strategies and sociological factors. The study indicates that, external factors

such as biological and physical makeup, mental and psychological status, family structure; social and economic contributions, etc are the true causes of crimes. Therefore, any approach aimed at combating organized crimes should also effectively address these factors. Also essential to efficient policing is the need to enlarge the range of viable options to criminal law enforcement to enable the police to have multiple tools to fashion effective responses to the various public safety problems and crime. This outcome is supported by contingency theory which places an emphasis on the external task environment within which an organization operates. This external environment is dynamic to change coupled with a number of challenges. The effectiveness of the policing strategies, therefore depends on the environment, the variety of the available strategies, focus and the police approach which should embrace public support.

## CHAPTER SEVEN

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 7.1 Introduction

The study looked on the policing techniques employed in Murang'a County, Kenya, as well as their success in the fight against organized crimes in the county. With respect to organized crimes, the study looked at factors such as its origins, the impact of traditional police techniques used by the National Police Service on organized crime, the impact of proactive policing innovations, and alternative strategies that might be utilized to combat organized crime.

This chapter includes a summary of information collected, and statistical treatment of analysis, discussions with reference to the specific objectives and assessment of the meaning of results by evaluating and interpretation. The conclusions relate directly to specific objectives, and the recommendations refer to the suggestions for further study or proposal for change or both. Each recommendation traces directly to each conclusion.

#### 7.2 Summary of Findings

Crime is a fluid and influential factor that affects all sphere of development in human society. It attacks the rights of individuals and therefore interests everybody in society. Organized crimes are highly dynamic and heterogeneous in nature. Despite vigorous and vehement national and international efforts towards combating such crime, it is noteworthy that organized crimes are rapidly taking shape in Kenya. The modern technological advancement, tremendous progress in communication, and socio-economic



factors that go unabated have led sophistication of crimes in our communities. Therefore, the study investigated on policing strategies used in Murang'a County and their effectiveness in combating organized crimes. Specifically, the study focused on the causes of organized crimes, standard policing strategies used by the National Police service in combating organized crime, the impact of the proactive policing innovations and alternative strategies that can be employed to curb organized crime in Murang'a County. The findings of the study showed that organized crime as the dependent variable is affected by the independent variables standard and proactive policing strategies, economic factors, sociological factors, and biological/psychological factors.

### **7.2.1 Findings on factors of organized crime**

Owing to the findings in tables; 4.5, 4.6, 4.7, 4.8, 4.9, and 4.10 respectively indicates that, the psychological and socio-economic factors aggravate organized crimes. Similarly, table 6.1 indicates that the causes of crime had a strong relationship with the dependent variable. Biological factors  $r = 0.941$ , economical  $r = 0.941$ ,  $r = 0.659$ , sociological  $r = 0.611$   $r = 0.845$ . Biological/ psychological factors lead to crime where individual choice contributes to crime at a high percentage while abnormalities of the brain and inheritance contribute to a minimal percentage. Economic factors contribute to crime at a large percentage with unemployment and poverty as the main reasons individuals engage in criminal activities. Lastly, sociological factors contribute to crime where poor parental control, living in gang prone neighborhood, the rapid pace of urbanization, poor policing, escalating youth population, peer pressure, and vigilantism are the main factors contributing to crime while political recognition is not reasons why people join criminal gangs. Therefore, organized crimes can be explained by a unit change in the above factors

such that, if these socio-economic factors are not addressed, there will be a high prevalence of organized crimes. The study shows that these factors exert pressure on public security and influences policing strategies. In conclusion, not only does the factors influence public security and safety of people but also determine the effectiveness of policing strategies in curbing organized crimes.

### **7.2.2 Findings on the effectiveness of standard policing strategies in combating organized crimes.**

Table 5.3 shows that standard policing strategies have an effect on reducing organized crime as it is indicated by the  $R^2=0.911$  meaning 91.1% change in organized crime can be explained by a unit change in policing strategies. Table 5.1 shows that, increasing the number of police (100%), rapid response to crime (100%), random (100%) and follow up investigation (95.9 %) are the most used standard policing strategies in Murang'a county while target hardening policing strategies is less used at (86.4%) as compared to the other standard policing strategies.

The above findings indicate that all standard policing strategies are used by the National Police services and other security agencies to curb crime in Murang'a County. Despite being the frequently used strategies, the study indicates that these strategies have not been very effective in combating organized crimes compared to the proactive policing strategies. This is because these strategies rely most on strict enforcement of law and do not focus on specific threat or geographically area. The finding supports, Bratton (1998); Eck and Maguire (2000) and Kelling and Sousa (2001) who identified, the dominant policing practices of earlier decades as wasteful and ineffective. It should, however, be

noted that standard policing model forms the backbone of conventional policing from which other policing strategies are developed, therefore, cannot be dismissed as ineffective or wasteful without reference.

### **7.2.3 Findings on the impact of the proactive policing strategies and innovations on organized crime.**

The findings in table 6.1 indicate that there is a strong positive correlation between proactive policing strategies and dependent variable  $r = 0.845$ . While table 5.2 indicates that, all the Proactive policing strategies: special operations, hot spot policing, zero-tolerance, broken window and strategic problem solving used by security agencies to curb organized crimes in Murang'a County is effective. Community policing and hot spot policing are the most used strategy, 99.6%, and 100% respectively. The findings support Braga (2005) that, computerized crime analysis such as GIS software and statistical analysis used to aid in the identification of crime patterns have helped Police to focus patrol resources and their attention on the times and deviant places with the highest risks of serious crime called "hot spots." Similarly, the finding support Kelling et al. (1988) that, with community policing, the operations and activities of the police are more visible to the public, with more public accountability. In Kenya, community policing has given birth to *Nyumba Kumi Initiative* based on the proposition that no one organization can resolve local security problems, which necessitate partnership, cooperation and joint problem-solving between the police and the communities they serve.

In conclusion, the proactive policing strategies are effective since they do not only rely on law enforcement but also focus on specific threats and geographical areas and are also

multi-strategy as well as a multi-sectoral approach to crimes. Proactive strategies are a combination of standard policing strategies with a focus on specific threats.

The findings of the study indicate that, organized crimes are heterogeneous in nature with the activities of the organized criminal varying from one region to another, therefore in addition to the proactive policing strategies the study identifies four developmental crime prevention initiatives effective in combating organized crimes viz; Social crime prevention, Developmental crime prevention, Urban Design, and planning initiatives, and Situational Crime prevention.

Social crime prevention approach addresses the underlying social and economic causes of crime, as well as offender motivation. It includes crime prevention measures that take some time to produce the intended results. For example, improving housing, health, and educational facilities as well as enhancing community cohesion through community development measures while developmental crime prevention involves providing basic services or resources to individuals, families, schools, or communities to reduce the impact of risk factors on the development of offending behaviors.

Related to developmental crime prevention is urban design and planning initiatives, which seek to minimize crime through the designing and management of the built and landscaped environment to create safer places that are less crime-prone. For example, street lighting. Whereas, situational crime prevention comprises a number of measures that target very specific forms of crime. It involves identifying, manipulating, and controlling the situational or environmental factors that are associated with certain types of crime.

### 7.3 Conclusion

The advancement in global technology has resulted in an increase in criminal activities. Common to all countries is organized criminal groups that are a threat to peace, stability, and development. Policing is the backbone of security, like any other public institution; the police service is expected to deliver its service to the public efficiently. In an attempt of achieving their multiple objectives, organized crime trends frequently evolve, giving law enforcement the difficult task of remaining vigilant. Organized criminal gangs are known to be violent, live aggressively, and expect violence. (UNODC, 2002). Therefore, to combat organized crimes, realize improved security, restore of the rule of law, achieve economic recovery and improve security and safety of the people, the police should have a wide variety of tactics and strategies as well as an effective framework for policing at their disposal. Security management should also be collaborative and adopt a multi-sectoral and multi-strategy approach to crimes.

Table 6.2 demonstrates that, the independent variables: policing strategies (standard and proactive), and causes (biological, economic and sociological factors) have an effect on organized crime as indicated by R<sup>2</sup> value of 0.892 meaning that 89.2% of the corresponding variation in organized crimes can be explained by unit change in policing strategies and causes of crime. The study revealed that the independent variables influences organized crime. Organized crimes rise or fall over time in response to a wide variety of factors such as the policing strategies used, unemployment, availability of firearms, rates of family breakdown, and the percentage of sole parent families living in

poverty, levels of geographic mobility among other factors that influence levels of violent crime.

The fact that crime is not the result of a single factor or combination of factors, crime control should not be addressed by single strategy or set of strategies but by mixing of strategies as appropriate with a focus on the specific threat. The emphasis on particular strategies should vary according to the nature of the crime problem at hand, the available options for influencing the problem and the urgency with which change is required. Essential to efficient policing is the need to widen the range of viable options to criminal law enforcement to enable the police to have multiple tools to fashion effective responses to various public safety problems through the allocation of sufficient resources to facilitate efficient and effective management of policing. Therefore, the prevalence of crime depends on how the causes of crime are addressed as well as how the police implement the policing strategies.

#### **7.4 Recommendations**

Based on the finding of the study, the researcher recommends the following:

- i. The government to implement the Constitutional provision of equitable gender representation in the National Police Service. A third gender rule will address the gender gap and create a positive image of the service as an organization that is not only constitutionally mandated to enforce law but also adheres to legislations.
- ii. The government should develop policies, systems, and structures that address the socio-economic and developmental issues and also guarantee the youths and the vulnerable population satisfying employment opportunities. A working and

productive society benefits people and alleviates poverty and crime. This could be achieved through better employment policies for low-income earners and youths, improved social welfare programs, as well as proper urban design and planning.

- iii. The government should reform all Criminal Justice Institutions and strengthen both the informal and formal policing strategies for dealing with crime. Combating violent crime requires the criminal justice system to make it a primary goal to identify, to target, and to incarcerate hardcore element of chronic offenders. The security operations should also be collaborative, focused on particular, and a multi-strategy to yield the desired results.
- iv. Involving all stakeholders most especially the police, youths and the community leaders and representatives in policy generation and implementation and in coming up with homegrown solutions for crime prevention, which will not face resistance from the security stakeholders, thus, be very effective combating crimes. The community plays a crucial role in the improvement of their own living conditions and that their participation in decision-making is not only a right, thus an end in itself, but is also instrumental in achieving greater effectiveness in the implementation of policing strategies. Policing policies should seek to involve the community in the formulation, financing, and implementation of such programs and projects, building on the logic of the innovative solutions developed by the public to improve their living conditions.
- v. Enlarging the range of viable options to criminal law enforcement to enable the police to have multiple tools to fashion effective responses to various public safety issues through effective and efficient legislation and policy formulations.

- vi. Controlling crime through a mixture of strategies emphasizing on strategies according to the nature of the crime problem at hand. Adoption of both a multi-sector and strategy approach to organized crime.

### **7.5 Contribution of the Study to the Body of Knowledge**

The study contributed to the body of knowledge in the following ways: The study provides an analysis of all the policing strategies as opposed to focus on specific approaches that cannot ordinarily be used in exclusion of other strategies. The findings illustrate that, crime is dynamic, influenced by nurture and nature factors and due to changing trends in technology and the police must keep up with these trends to curb crime (a clear fit between the police as a law enforcement institution and the changing environment). Therefore, study is useful for policy development within the criminal justice system to improve security, restore the rule of law, ensure economic recovery, and improve the lives of the people of Kenya.

### **7.6 Research Topics to Look into Further**

Several variables contribute to the growth of organized crimes. The study did not cover all of the elements that contribute to crime, nor did it cover all of the policing techniques. Research should be conducted to establish other factors causing crime and alternative policing strategies to address organized crime. 89.2% of the corresponding variation in organized crimes were covered by the three independent variables. However, other variables not covered by the study account for 19.8% of organized crimes that can be assessed by further research. Therefore, security agencies and the National Crime Research Centre should coordinate with other research centers local and international to



conduct quality and authentic research on the causes and prevention of crime as well as alternative policing strategies in an effort of improving people's lives by way of sound policies aimed towards improved, effective and efficient administration of criminal justice.

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## APPENDICES

### Appendix 1: Questionnaire

Questionnaire serial No..... Date.....

#### **To the respondent**

This questionnaire is for academic purposes. Respondent to this questionnaire is voluntary, and all information given will be treated as confidential. Answer all questions where applicable in provided space or tick whichever is appropriate among the options provided and express your opinion freely.

**Note:** Do not write your name anywhere in this questionnaire.

#### **Section one: Demographic characteristics**

##### **Sex:**

- Male ( )
- Female ( )

##### **Level of education:**

- Primary ( )
- Secondary ( )
- Diploma ( )
- Degree ( )
- Others (Specify) ( )

##### **Employment Status:**

- Police ( )
- NGO ( )
- Civil servants ( )



**Section two: Nature and scope of organized crimes in Murang'a**

1. Do organized crimes exist in Murang'a?  
 Yes  No
2. What is the prevalence of these forms of organized crimes in your community?

Description	Prevalence				
	Not prevalent	Low	Moderate	High	Very high
Gangs and violence					
drug trafficking					
human trafficking,					
Kidnappings					
Homicide					
Extortion					
Firearms related offenses					
Robberies					
Burglaries					
Others /specify					

**Section three: Factors contributing to organized crimes in our communities**

3. To what extent do you agree that the following biological and psychological factors contribute to organized crimes?

Description of the cause	Magnitude				
	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
Individual choice					
Abnormalities in the structure of the brain					
Inheritance					

4. Do the following Economic factors contribute to organized crimes in your community?

Description of the cause	Magnitude				
	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
Unemployment					
Poverty					
Inequality					

5. What is your opinion on the following sociological factors that contribute to organized crimes?

Description of the causes	Magnitude				
	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
Poor parental control					
Recognition and protection by the gang					
Gang prone neighborhood					
Vigilantism					
Peer pressure					
Escalating youth population					
Poor policing					
Rapid pace of urbanization					
Political recognition					

6. What are the other factors that contribute to organized crimes in your community?

.....

.....

.....

.....

**Section Four: Policing strategies used by the Policing agencies to curb organized crimes and the effect on reducing crimes**

7. How frequent are the following Policing strategies are used in your locality to curb crimes?

Description of strategy	Magnitude of application		
	Always	Sometimes	Never
Increasing the No. of police officers.			
Rapid response to crime			
Random patrols			
Target hardening			
Follow up investigations			
Special operations			
Hot spot policing			
Zero tolerance			
Broken window policing			
Strategic problem solving			
Community policing strategies			
Others (specify)			

8. In your own opinion, which of the above measures in 7 above have been useful /successful in reducing organized crimes? (Tick whichever is applicable)

S/No.	Policing strategy	Yes	No
1	Increasing the No. of police officers.		
2	Rapid response to crime		
3	Random patrols		
4	Target hardening		
5	Follow up investigations		
6	Special operations		
7	Hot spot policing		
8	Zero tolerance		
9	Broken window policing		
10	Strategic problem solving		
11	Community policing strategies		
12	Others (specify)		

9. State reasons for your answers in 8 above?

.....

.....

.....

What are the challenges faced by policing agencies in implementing the policing strategies in 8 above?

.....  
.....  
.....

10. How can the challenges in 10 above be addressed?

.....  
.....  
.....

11. What are other policing strategies/measures that can be employed to curb organized crimes in our community?

.....  
.....

**Appendix 2: Interview Schedule**

**SECTION A: INTRODUCTION**

This guide has been solely designed for the purpose of giving direction to the interview process for the study and information contained in it shall be used for the purpose of this study only and treated in ultimate confidence.

**SECTION B: NATURE AND THE SCOPE OF ORGANIZED CRIME IN MURANG'A**

1. Are you aware of any organized crime in Murang'a county?
2. Which are the most prevalent form of crime in Murang'a county?
3. What sociological and psychological factors do you think contributes to organized crime in Murang'a County?
4. Do economic factors influence organized crime rate?

5. What other factors do you think to escalate organized crime within the county?
6. In your own opinion, how do you think these factors can be addressed to curb crime?

**SECTION C: POLICING STRATEGIES USED TO CURB ORGANIZED CRIMES**

7. What are the policing strategies used by the police to address organized crime and how often are the strategies used?
8. How successfully do you think these strategies used by the police, have reduced organized crime?
9. What challenges do you think the police experience while implementing these strategies? How can it be addressed?
10. In your own opinion, what other measure do you think the police can employ to address organized crimes?

**Appendix 3: Request for research permit from the national police service.**



**ADMINISTRATION POLICE SERVICE**

TEL: 020-2228411  
FAX 020-2248087

ADMINISTRATION POLICE  
HEADQUARTERS

Office of the DIG,  
Jogoo House 'A',

Email: admin.police@kenya.go.ke

P.O BOX 30510-00100,  
NAIROBI, KENYA.

Ref No: NPS/APS/6/4

Date: 14<sup>th</sup> May, 2015

The Executive Secretary,  
National Council of Science and Technology,  
P.O. Box 30623- 00100,  
**NAIROBI**

**RE: RESEARCH PERMIT REG NO. SASS/PGPA/01/12**

**Ronald Odhiambo Oduor**

The above named officer under our establishment is a student at Moi University pursuing a course leading to an award of Masters of Arts in Public Policy and Administration, currently working on his thesis.

In this regard, the Service requests that you issue him with a research permit to enable him commence his research work.

**TOPIC: POLICING STRATEGIES AND THEIR EFFECTIVENESS IN  
COMBATTING ORGANIZED CRIMES IN MURANG'A COUNTY**

Kindly accord him the necessary assistance.

Thank you for your continued support.

  
**W.K. METTO**  
**FOR: DEPUTY INSPECTOR GENERAL**

#### Appendix 4: Request for research permit from the department.



**MOI UNIVERSITY**  
*(ISO 9001:2008 CERTIFIED)*  
**SCHOOL OF ARTS AND SOCIAL SCIENCES**  
**DEPARTMENT OF HISTORY, POLITICAL SCIENCE & PUBLIC ADMINISTRATION**

Tel: (053) 43620  
 Fax No. (053) 43047  
 Telex No. MOIVARSITY 35047

P.o Box 3900  
 Eldoret  
 Kenya

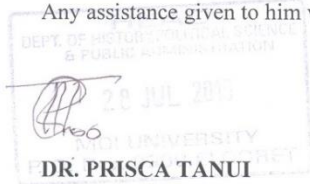
27<sup>th</sup> July 2015

**MINISTRY OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY**  
**NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY**  
**P.O. BOX 30623-00100**  
**NAIROBI**

**REF: ODUOR RONALD ODHIAMBO-SASS/PGPA/01/12**

This is to confirm that the above named is a student in the School of Arts and Social Sciences, Department of History, Political Science and Public Administration pursuing a Masters Degree in Public Administration and Public Policy. He has successfully completed his coursework and defended his proposal. He is now allowed to collect research permit in order to collect data in the field.

Any assistance given to him will be highly appreciated.



**DR. PRISCA TANUI**  
**HEAD, DEPARTMENT OF HISTORY, POLITICAL SCIENCE & PUBLIC**  
**ADMINISTRATION.**


### Appendix 5: Research Clearance Permit

**CONDITIONS**

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice



**REPUBLIC OF KENYA**



**National Commission for Science, Technology and Innovation**

**RESEARCH CLEARANCE PERMIT**

Serial No. **A11846**

**CONDITIONS: see back page**


**THIS IS TO CERTIFY THAT:**

**MR. RONALD ODHIAMBO ODUOR**  
**of MOI UNIVERSITY, 7-10200**  
**muranga, has been permitted to conduct**  
**research in Muranga County**

**on the topic: POLICING STRATEGIES**  
**AND THEIR EFFECTIVENESS IN**  
**COMBATING ORGANIZED CRIMES IN**  
**MURANG'A COUNTY, IN KENYA.**

**for the period ending:**  
**26th August,2017**

**Permit No : NACOSTI/P/16/29391/13264**  
**Date Of Issue : 29th August,2016**  
**Fee Received :Ksh 1000**



*[Signature]*  
**Director General**  
**National Commission for Science, Technology & Innovation**

**Applicant's Signature**