

**STRATEGIC RESPONSES BY ADMINISTRATION POLICE
SERVICE IN KENYA TO CRIME PREVENTION: A CASE STUDY
OF NAIROBI COUNTY**

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DECLARATION

This project is my original work and has not been presented for a degree in any other University

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DEDICATION

I dedicate this research project to my dear wife Fridah, my lovely son Desmond and my beloved daughters Jasmin and Melyane for being there for me during the period of this study. The support, sacrifice, and endurance were immerse. I am greatly humbled to have you in my life. Truly, education is not preparation for life, education is life itself.

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ABBREVIATIONS AND ACRONYMS

AFC – All Footballers’ Confederation

APS – Administration Police Service

CID – Criminal Investigation Department

CPF – Community Policing Forum

IPOA – Independent Policing Oversight Authority

MO – Modus Operandi

NCBDA – Nairobi Central Business District Association

NPS – National Police Service

NTSA – National Transport Security Authority

POP – Problem-Oriented Policing

PSC – Private Security Company

ABSTRACT

Over many years now the police in this country have been juggling to fight the increasing crime rate with must less success. No efforts have been laid to establish how the responses adopted have been able to curb crime even at the wake of increasing crime. Therefore, the objective of this study was to determine the strategic responses adopted by the administration police service in crime prevention within Nairobi County. The study adopted a case study research design. This research design allowed the researcher to gain more insight into the organization under study which little literature exist and an expert opinion was needed. The eleven sub-county commanders and the overall county police commander formed the target population, as they were involved with the day to day management of the security operation within Nairobi. An interview guide was used to collect primary data while secondary data were gathered from newspapers, police records, and publications. The data collected were analyzed using content analysis. The study found out that meeting the demands of a more globalized, culturally diverse and technologically connected society with fewer resources represented a significant challenge, and that the overreliance of police on the traditional method viewed as reactive was inadequate, hence the need to develop and adopt modern methods that are proactive in nature. The study found a mismatch between the high crime prevalence and the strategic responses adopted in preventing them. Following the findings from this study, it was recommended that the government establish a national crime prevention center that would oversee the formulation and implementation of a national crime combating strategy, while also widening the scope of the police in their efforts to combat crime. Due to the crime changes in trends and patterns the study recommends the adoption of SARA model; that the police should constantly scan its environment for any possible problem, analyse the problems within the community in order of priority, develop and implement responses that are better suited for the problems while also developing mechanisms to evaluate these responses and make remedial action for the responses not suitable.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Firms operate in a rapid, unpredictable external environment, with the changes occurring having either a positive or negative impact on the survival and success of the organizations. Machuki and Aosa (2011) contends that organizational environment changes from time to time causing sudden and extensive changes that may overwhelm the adaptive capacities of even the most resilient organizations, and exceed the comprehension of experienced managers. As the changes in the external environment increases, firms' survival and profitability depend on its capability to adapt to the new challenges by devising strategies and response that best fit.

Different industries are faced with new trends and developments that either slowly or speedily result in changes that are important enough to evoke a strategic response from the industry. The organization management must remain vigil for the possible new development which may affect the company and craft a strategy. In the recent past, the security industry has witnessed significant changes in its external environment emanating from legislation, technological, political, and social values. This has prompted the agency to devise strategic response in accordance with the changing environment. Different human right watchdogs and political analysts have accused the security agencies in Kenya for failure to fully develop strategic responses that address both macro and microenvironment, attributing the problems facing most Kenyans today especially crime as their failure.

According to the dynamic capability theory, strategic response to environmental changes require managers to go through the process of environment scanning and identification of the changes, opportunities or threats presented by the changes (Hernant, 2009). Once identified, the organizations respond by seizing the opportunity, pre-empting the threat or converting it into an opportunity by rearranging the organization's internal capabilities (transformation processes). According to Kwanya (2008), these capabilities may be in the form of fixed assets, human resources, and other processes. The reorganization creates a restructured organization that can cope with the opportunities and threats. The outcome of this is the strategic response. This study, therefore, sought to determine the strategic responses adopted by administration police service to crime prevention within Nairobi County.

1.1.1 Concept of Strategy

Even though the definition of the term strategy may differ from scholars, they all hold that strategy is the direction in which a business is seeking to go in the long-term by using its available resources to survive in the changing environment. According to Porter (1985), a strategy can be seen as the operations or measures that a firm uses to gain an upper hand over its competitors. However, a more comprehensive definition of the term can be borrowed from Johnson and Scholes (2005), who argued that, strategy is the direction in which an organization is ended, and its scope defined in the long term by allocating resources in a manner that it achieves advantage over other business competitors within a turbulence environment, while meeting both the stakeholders' needs and market.

Of interest in strategy, is the fact that external environment within which firms operate is becoming undeterminable due to changes and cannot be seen as continuous from the past. Therefore, setting the goals alone cannot be sufficient to direct the organization's plan as it seeks to adapt to the environmental opportunities and threats. In conclusion, a strategy alone cannot achieve the stated objectives but it's a means through which corroborated efforts can be used to attain the set goals.

1.1.2 Strategic Response

According to Ansoff and Mc Donnell (1990) organizations are environmental dependent and serving, any failure to adapt to their environment leads to strategic problems. Subsequently, changes in the external environment leads to changes in the organization hence strategic responses will be required in the organization to enable cope with environmental turbulence and ensure its success. This strategic response calls for firms to match or change their tactics and configure their internal resources.

According to Pearce and Robinson (2005), strategic responses are plans formulated and implemented through a set of actions and decisions to meet the organization's objectives. Therefore, strategic responses are decisions made by a firm to align it to the environmental change. For the firms to be successful and effective, they need to adapt responses that will help them thrive in the current environment.

Since the firm's environment is unpredictable, there is need to configure resources in a manner that addresses the new realities. Inability to meet this challenge may lead to failure of those organizations (Aosa, 1998). Based on Marquardt (1996) work, police institutions were recognized as learning organization because they allows police officers

to gain experience through work and at the same time learn which knowledge is useful for success.

1.1.3 Crime Prevention Concepts

Crime prevention are measures and strategies that seeks to minimize the chances of crimes occurring, and mitigate their harmful effects on individuals and society, including fear of crime, by adopting methods that addresses the root causes (Hough, 1980). Crime prevention has become an increasingly important component of many national strategies on public safety and security. The crime prevention concept is derived from the understanding that crime and victimization are driven by many causal or underlying factors. Most of these are as the results of variety of factors and circumstances that affects individual's life and families as they grow up, coupled with the situations and opportunities that the environment provides for victimization and offending.

Many scholars have argued that there are different causes of crimes ranging from the national, local and individual levels. From the national level, disparities of income between the wealthiest and the poorest population in a nation, corruption, and the quality of infrastructure and institutions can lead to increased crime rate. At the local level, poor housing and neighbourhood conditions leading to slums, failed institution of learning, joblessness and easy accessibility of light weapons or drugs substances can all lead to a deterioration in security. Finally, at the individual level, poor parenting, violence and abuse, poverty levels, and peer influence also increases the risk breaking the law.

Knowledge about these factors enables the development of various strategies and initiatives that can change the conditions hence reducing the crimes. Nationally, this helps in prioritizing crime issues by targeting programmes in those areas mostly affected. Such allocation of funds and development of programmes to address the needs of the people has been proven to be the best cost-effective method of crime prevention rather than absolutely relying on the police.

1.1.4 Nairobi County

Nairobi forms the highest county with the biggest concentration of both police and private security companies (PSC) in Kenya. Although the actual number of police officers deployed in Nairobi may not be static, police sources say it ranges from four to five thousand with the majority being drawn from the Administration Police Service (APS). In the past, major security operations were merely left to the Kenya Police and the Directorate of Criminal Investigations, while the Administration Police continued offering services to the administrators under the now defunct Provincial Administration with less to show in crime prevention.

However, in the 90s there was the change in trend; a period which saw the country economy deteriorate leading to increased number of crimes in many parts of the country. During the period many law enforcement officers were accused of soliciting bribes and massive corruption by the human rights groups. The police agencies lost public trust and confidence which led to the credibility on their capacity to combat crime especially in cities with slums (Human Rights Watch, 2003). The rise of terrorism and other related crimes for instances in the last decade has forced the government to build a more resilient

security organization that would instill confidence and trust, and widen its ability to deal with crime, this saw all the security agencies undergo major changes under the police reforms. The adoption of new technology, new county structure, and partnership with other actors has improved security provision in Nairobi County.

Although considerable measures have been instituted to deal with crime, Kenyans are still living in fear. According to National Police strategic plan 2013 - 2017, serious crimes have been escalating at the rate of three to four percent. Serious crimes most regularly registered in many parts of the country was robberies, murders, and sexual offenses. However, the most serious threat to national security remained terrorism and other forms of organized crime, and Nairobi County has not been an exemption to the crimes. In Nairobi city, both public and private facilities have been cordoned off, leaving only small passageways for access. Surprisingly, the country is adopting a 'seal-off and screen down' approach to security.

1.2 Research Problem

Business today operate in an ever changing environment and need to respond by realigning their structure and strategies to these changing environment, in the event this is not achieved the organization's ability to survive and compete is minimal and the outcome of this is a failed institution. Due to the prevailing changes in the external environment of the firms, managers ought to remain vigil while analyzing the impacts of such changes and crafting appropriate strategies to respond. Organizations that incorporates the right strategy thrives through despite the challenges within the external environment and are rewarded unlike those that tend to resist the changes.

In the past decade, Kenya has witnessed new crime and violence trends ranging from criminal gangs to terrorist activities often linked to government failure and institutional weaknesses of the society. The new crime trend has brought with it unprecedented challenges to the security agencies in every part of the country and more so to the Nairobi county. Given that the administration police service (APS) primary function is the provision of security services, aimed at achieving a safer and fear free environment, there is need for APS to adopt an effective strategic response to control and prevent crimes.

While various studies have been carried out to determine how different firms respond to changes in the external environment no research has been carried out to demonstrate the strategic responses that the security agencies have adopted in combating crime. For example, Maiyo (2015) focused his studies on the strategic responses to security challenges by the ministry of interior and coordination in Kenya and found that different department within the ministry responds in using different strategies based on the role they perform. However, although the study focused on the ministry in which the Administration police falls under, it failed to indicate the specific strategic responses used by the service in response to crime.

Alogo (2015) carried out a study on the strategies adopted by the security firms to deal with crime in Nairobi and found out that there was a mismatch between the strategies adopted and the crime trends. He asserts that collaborative partnerships with other security stakeholders was key to success in combating crime. The study also established that the population was key in policy formulation. However, the finding of the study cannot be generalized to police institution because they are not profit making entities.

Pokhariyal & Muthuri (2003) focused their studies on the strategic measures to curb crime rates in Nairobi and established that crime were on the increase and attributed this to either national, local or individual factors. From the study it was established that the prevailing situation as well as the crime logistic the police were alone were incapable of dealing with the problem for the reason cited by the respondents such as corruption and low morale. From the finding, the performance of business, economic prosperity and crimes were strongly correlated. Therefore, crime prevention was paramount towards development of sustainable economy and solid security measures must be adopted to minimize offending Nairobi. However, the study failed to expound on the programmes and interventions available at the disposal of the police in fighting crime.

While appreciating the number of studies carried out on the strategic responses in efforts to bring a fit between the organization's internal capabilities with its strategy and its external environment, the results obtained cannot be applied to any other organization due to contextual differences. There is no published research concerning the same on administration police service. What strategic responses has the Administration Police Service adopted in combating crime within Nairobi County?

1.3 Research Objective

The purpose of this study was to determine the strategic responses adopted by administration police service to crime prevention within Nairobi County.

1.4 Value of the Study

From the policy perspective, the study was of great help and importance to the government through its respective ministry in the formulation of policies and structures that better addresses the existing gap. Improved prioritizing of programmes targeting those mostly affected crime areas together with enhancing the police work in effectively responding to crime was achieved.

In theory, the results of this study complement the existing institutional theory of police whereby the police organization cannot be managed like profit making entities which cannot be handed over down to generation, but the value and the legitimacy received from their contingents. Police service that as acquired the legitimacy achieves better result with ease. The study also contribute to the general body of knowledge and form the basis for further research in the area; what works and what doesn't work for the security sector? What can other actors can be incorporated?

In practice, through the findings of this study, the security actors both in the public and private sectors will learn the strategic approaches towards crime prevention, best practices and borrow for use in on other sectors. The study will also provide vital information that benefits future researchers, students, and academicians of strategic management and security studies, as a guide to research and for pedagogical discussion on strategic responses to crime prevention.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the work of other authors, various scholars, analysts and researchers who wrote on the related field of study. The pertinent topics discussed include; theoretical underpinning of the study, strategic responses to crime prevention, PESTEL framework for analysis, empirical studies and knowledge gaps.

2.2 Theoretical Framework

In order for a country, organization, and individuals to ensure economic growth and prosperity they must develop mechanisms that protect their critical assets which would hinder the smooth running of the operations if altered. Security is both a normative and descriptive problem. The challenges of the modern day arising from dynamic and large scale systems require the security operators to have a framework for rapid decision making. Game theory, contingency theory, and institutionalized theory provide insights on what options are present to the institutionalized organizations in addressing the different challenges emanating from scarce resources and decision-making problems arising from security challenges.

2.2.1 Game Theory

Game theory is a mathematical model for the different conflicts and cooperation an intelligent, rational decision maker has to make or chose depending on the best alternative for the situation. The theory is most important to the security agencies as it provides a reasoned approach to allocate limited security resources to areas that could yield maximum results. A typical example would be security schedules being randomized

to avoid predictability aided by artificial intelligence methods in consideration of different targets and potential adversary reactions (Leyton-Brown and Shoham, 2008).

Political scientist Steven Brams and mathematician Mark Kilgour argued that the theory can be used to carry out an insightful analysis along with the identification of several critical issues that affect the security of nations, from the general deterrence of criminals who might wish to launch attacks, to localized criminal networks within the country (Brams and Kilgour, 1991).

Game theory can be applied in both public and private industries in making the decision as it deals with conflict situations putting into consideration predetermined input parameters such as economical and technical issues. Game theory forms an integral part in analyzing the strategic responses to insecurity-related matters as it demonstrates the real interaction between the criminal justice systems and their environment. The theory posits that every actor's behavior is geared towards maximizing the gain.

The theory's basic requirements are that there must be at least one rational player, the players know the rules of the game and should remain unchanged during the game, and that the actors are well conversant with the values knowing the loss and gains amounts. A typical example is the prisoner's dilemma where if two prisoners are arrested and put in different cells and they are expected to confess or not, and that they are to achieve different rewards depending on the confession they will choose that which offers high returns.

2.2.2 Contingency Theory

Although it's a recent phenomenon the contingency theory finds its root from organizational theory. The theory integrates various approaches to management, arriving at the conclusion; in any one organization there is no one best method that is suitable to lead or organize a company rather, management varies depending on the prevailing circumstances either internal or external. The theory contends that organizations management must have the ability to develop alignment and strategic fits between the human resource and circumstances by considering an alternative course of actions to determine the best one for each particular problem. The pertinent and focal point of this theory rests on the concept of adaptability.

The basic foundation on which the theory is founded rest on the limitless changes that organization must be ready to adapt too strategically. Because of the argument put forth by the proponents of this theory, it does not advocate for fixed rules rather adaptable strategies that deal with situations as it occurs. There are, however, commonly agreed contingents that firms must respond to in any set of a given industry; government's legislations and constitutionally established bodies, technological changes, public interest groups and the economic factors.

For instance in a firm an employee may be reported to the manager for his frequent habit of lateness. In this scenario, the manager can decide to send a written a notice on the show cause why. However under the theory, the manager may call the employee to his office and have a chat to gain more insights on the employee conditions before deciding. The value of this lies in the response feedback that the manager receives which may

explain the surrounding circumstances that make the employee late for work and can be worked upon.

In this scenario, the contingency approach saves the manager the hustle for recruiting a new employee while giving an opportunity to the employee to continue offering the services. The manager's ability to manage largely depends on how the firm interacts with its environment and the nature of the environment itself. In addressing problems the management may consider organizational structure as an approach under the contingency theory.

2.2.3 Institutional Theory

Most of the political analysts love to critic the government agencies for spending endless time on conferences, commissions and report writing thus, terming it as a waste of taxpayer's money. The pundits question why can't the government agencies be operated like a business? They form an opinion that if this was done more can be achieved within the minimum resources. However, the critics are wrong because governmental agencies don't resemble commercial enterprise and cannot be handed down to generations.

Since commercial enterprises are profit seeking in nature, they utilize the available resources in the production of goods and services for them to remain competitive in the marketplace, failure to which other creative firms will take over. Institutionalized firms operate in ever-changing environments. For the firms to thrive, they need to focus on the external key players while appreciating the values they stand for (Meyer and Rowan, 2010). Technical organizations, on the other hand, can be distinguished from institutional

organizations in that they focus internally on the effective and competitive production of the product they are best at.

Meyer and Scott (1982) argued that firms operating in an ever changing environment; institutionalized environment, receive rewards from the environment for putting in place the right process and structures. Police agencies served as an example of institutionalized organizations for the purpose of this study because they value work. The people whose opinions affect police operations and strategic response include the members of the public and criminal justice system termed as constituencies. They tend to place values on public security first and later on other values like following the due law process, gender equity, and public relations.

The police work is based on values and cannot easily be converted to monetary figures, for instance, a police officer saving a citizen life, how much could it be? Ask any police officer why they joined and they will candidly reply that they wished to help in building the nation, this demonstrates an organization's statement of its ethical values, mission, and vision statement which is the foundation in the police (Van Maanen, 1973).

The normative police research as traditionally relied on the best procedures or approach, tactics and strategies that would yield appropriate suppression results or crime prevention. This approach to police study was thought to be the best because of its scientific means that were considered to produce better results on how to deal with recurring crimes. However, this normative perspective had its limitation which was noted in the 1980s.

According to Langworthy (1987), finding the best practices that were being advocated for, did not satisfactory give a record of resolving the effects within the context; whatever works for one agency may not be valid for the other at all. Since police organization participates in developing policies, police must be cognizant of factors within the community setting in which the crimes are carried out and work on the advice that not all the principles of law will be adhered to. Katz (2001) work was seen as the bridging gap between the normative perspective and the new institutionalism.

2.3 Strategic Responses

According to Pearce and Robinson (2005), strategic responses are the set of decisions and actions taken in the formulation and implementation of the laid down plans to achieve the firm's goal and change of the firm behavior. The usefulness or relevance of a response adopted by a firm is measured by how well it has countered the challenges emanating from the external and internal environment. Thompson (1997), states that human resources are an essential strategic resource because people are needed to implement strategies and to do this they must share the objectives and values of the organization.

Changes in the external environment have always necessitated organization to restructure into a more lean strategy and systems. To understand the police operations it is of great essence that we factor in the different environment on which police work is carried out. The detective's work is not similar to that of a scientist operating in a permanent laboratory. The detective's laboratory can be said to be the entire society and their needs. Undoubtedly, different crime in various parts has environmental factors which affect the design structure of the police in combating them and performance.

Over decades now the police department have relied on the standard model of policing which saw traditional methods of policing take precedent over the modern method. Responses such as increased police presence, randomized patrols, rapid response and reactive arrest focused at deterring future crimes have been employed in the past. However, although there has been limited number of evaluation of these responses, the existing literature reveals that each of these responses of law enforcement efforts has had limited success expressed in short term (Weisburd & Eck 2004). New challenges from the external environment has led the agents responsible with maintaining law and order rethink and reinvent the wheel such strategy like the community policing was thought to be the cure. However even though the community policing is one of the most used strategy over the years, it's difficult to define with its concepts being vague (Weisburd & Eck, 2004).

The major tenets of this strategy is founded on the base that police just like any other institution have inadequacies which hinder on the realization of their objective. Hence the need of the police to develop good working relationship with the locals inorder to enable them draw from community the resources outside their capability. Even though difficult to define and evaluate, community policing has been evaluated using different approaches. The neighborhood watch, increased information sharing to police via community meetings, law enforcer on patrol talking to residents, and providing crime information to the public through media and letters can help prevent crime. The research findings showed that neighborhood watch, community meetings, and public information provision do not reduce, while tactics such as frequent house-to-house visits by law enforcement agents had positive results in crime prevention.

The studies further revealed that police atimes emphasizes on zero tolerance against law offending with the overall intention of preventing more serious crimes from occurring. This strategy was basically referred to as the broken window. The broken window perspective argued that when a broken window is left unfixed it symbolized no one cared and would invite more broken windows and more serious criminal behavior (Sousa & Kelling, 2006). Police crackdown is one of the examples through which this strategy is implemented. Research results from the various studies on the effectiveness of this strategic response have been mixed with some concluding that no evidence was found in reducing crime, while other recent study established a direct link between minor offenses arrests and a reduction of more serious crime, even though the data limitations raised questions about the validity of the study's conclusions (Kelling & Sousa, 2001).

Another understanding of crime was that a disproportionate number of crimes happens in particular areas within a city especially in slums, such knowledge leads to systematic identification of crimes hot spots areas with a view of concentrating the police presence both in uniform and civilian, resources allocation and increasing arrests rates within the areas to deter the crime. Unlike it counterparts standard model of policing, the hot spot strategy results indicated that it contributes to meaningful reductions Weisburd & Eck (2004). Police crackdowns though more temporal have also been found effective although on the short term. However even though this responses work within this areas, the researchers caution that their effectiveness needs to be evaluated on whether they prevent crime or displace to the nearby neighborhood

Based on the serious questions raised during the previous research studies, scholars such Herman Goldstein hinted that police need to work proactively in identifying and solving the communities' problems rather than responding to crime, this was the genesis of the problem-oriented policing (POP) strategy. In Goldstein view, the law enforcement agencies actions remained so much focused on the means and gave less attention to the ends of their work. He therefore argued that, if the police were to be more effective in crime prevention a more problem-oriented focus should be undertaken.

He further argued that the police needed to adopt a systematic approach towards collecting new data, developing new responses together with innovative solutions to better achieve their objective. In an effort to apply the problem-oriented method John & William (1987) later developed the SARA model. The model requires the organization to scans, identify and defines specific issues affecting the communities. Once the problems have been identified an analyses of the data to understand the opportunities that create the problem is undertaken, and appropriate responses to respond to this problems are developed either be it police or non-police mechanism, finally organization assess whether results were achieved.

Compstat is the new method that has been adopted by the police for use by analyzing the previous result of police responses such as arrest and strict enforcement to develop an up-to-date computerized crime trends, maps and statistics. This allows the respective police commanders to adopted better methods and be held accountable for their actions within the areas in which they control crime as evidenced in security meetings. The existing literature provides less findings on this strategy in its implementation and its impact on

crime, hence no research conclusions exist about its overall effectiveness. Weisburd et al (2006) argued that even though the strategy appeared new by its use of crime mapping and technology, the police response and management strategies remained compatible with the standard model of policing.

2.4 PESTEL Framework

Organizations today conduct their business in an ever changing environment with contingent factors affecting their strategy and hence resulting in changes for the organization to survive. In his studies, Hamel (1994) argued that technological advancement, new or revised laws, lifestyle change and globalization have led to a constant state of flux in the business environment. In the political arena, global politics are constantly changing with new governments coming in power in various countries. The politics of a country sometimes may result in conflicts as communities and youth inclined to a particular party may cause violence aimed at intimidating their opponents.

Economic conditions in the country may create a division, with some being aggrieved on how resources are shared. Since independence there has been allegations on how the country's cake is shared, with some attributing the crime prevalence to this. Also, studies carried out in Kenya have shown that about half of the population lives in poverty with a daily income of less than a dollar. The inequalities have continued to widen the gap between the haves and have not, hence resulting in the increase in crime with a view of trying to balance the equation.

Over the years there has been pressure calls from around the world on gender equality as a social cultural change issue. Our new constitution set laws that as seen women rise into

the position of power in various organization including security departments. Lifestyle changes around the world as led to increased rural urban migration, Kenya as not been spared too. Within the country such changes as led to the development of slums characterized by poor living conditions, low income, poverty and low education. The results of these slums as left the organization tasked with ensuring law and order in a dilemma.

Another major area that is giving organization sleepless night and changing how businesses are conducted is the technological advancement offering both opportunities and threats. Opportunities to any organization if well utilized can help the organization grown while the threats are unfavorable to the organization and ought to be taken care of. Among the opportunities presented by technological advancement are easy communication, integration, creativity and innovation, and sharing of information on real time, these too as led to changes in the manner in which security agencies conduct their business. However as we appraise the development of technology we must also be aware that it has come along with other social problem like employment, increased sophisticated crimes among others.

An organization such as security department and disaster management unit must be informed well on how ecological changes is likely to affect them. Ecological issues can range from El-Nino, famine to floods which all affect human lives and the organization will be called to offer their services. Such happening result in a catastrophic situation as people will be affected calls for a multi-agency respond.

In the recent past, Kenya has enacted different legislation that seeks to address the existing gaps, for instance, the gender equality, respect for the human right by the security agencies, terrorism related laws and child abuse laws all these have had an impact on how security organization operates. These changes call for a multi-dimensional collaboration approach in response from all stakeholders may it be the government owned entity, NGOs, and other private organization.

2.5 Empirical Studies and Knowledge Gaps

Numerous empirical studies have been carried out on the different strategic responses adopted by an organization to cope with their external environment. However, most of the studies carried out focuses on the profit making organization and less literature exist on government owned institutions or rather non-profit making entities. For example, Alogo (2015) carried out a study on the strategies adopted by the security firms to deal with crime in Nairobi, Kenya and established that there was a mismatch between the strategies adopted and the crime trends. However, the finding of the study cannot be generalized to police institutions which are not profit making entities and failed to address crime management in the light of the present crime growth.

Pokhariyal & Muthuri (2003) focused their studies on the strategic measures to curb crime rates in Nairobi and established that crime were on the increase and attributed this to either national, local or individual factors. From the study it was established that the prevailing situation as well as the crime logistic the police alone were incapable of dealing with the problem for the reason cited by the respondents such as corruption and low morale. Study recommended that since the performance of business, economic

prosperity and crimes were strongly correlated solid security measures must be adopted to minimize offending. However, the study failed to expound on the programmes and interventions available at the disposal of the police in fighting crime.

On the other hand, Maiyo (2015) focused his studies on the strategic response to security challenges by the ministry of interior and coordination in Kenya and assessed that different department employs different strategies based on the role they perform. However, although the study focused on the ministry in which the Administration police falls under, it failed to indicate the specific strategic responses in use by the service in response to crime.

According to Hope and Murphy (2013), managers responsible for decision making can without proper consideration choose an action response and become completely attached to it, excluding all other possible and practicable alternatives. When choosing from available alternatives both the advantages and disadvantages of each potential response should be put into consideration. Sometimes the police put in place responses that are bound to fail because they don't consider the external factors that have influence over their action such as the resources available for use, the community actions and cost.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was adopted by the study; it particularly discusses the research design, target population, type of data and data collection procedure, and data analysis technique that were thought to be the best for answering the formulated research questions.

3.2 Research Design

A research design is a glue that holds the research together or its structure (Mugenda and Mugenda, 2003). It lays down the major parts of the study work together trying to solve the research question. The research adopted a case study research design with the aim of finding out the strategic response adopted by administration police service to crime prevention within Nairobi. Mugenda and Mugenda (2003) argued that a case study can be employed in carrying out an in-depth assessment of firm or phenomenon. Based on information sought for the study, a case study was the most appropriate design since it allows for a full contextual analysis of events as it puts the firm under scrutiny.

Kothari (1990) argues that a case study forms one of the most powerful forms of qualitative analysis as it allows a detailed analysis and observation of the unit under study irrespective of what type of the unit is under the study. According to Sayre (2001), research is conducted in the marketplace to gather intelligence. However, he elaborates on the differences between the quantitative and qualitative methods; the former focuses on gaining market data by use of statistics means of numbers while the latter seeks to provide answers as to why situations are that way, thus improving market knowledge.

Although the qualitative data is hard to measure and quantify, it can help reveal important perspectives and attitudes that cannot be revealed by traditional quantitative means. The ability of the qualitative research allows the gathering of new data on some specific areas of study, quite often through an exchange between the respondent and interviewer (Silverman, 2007). Since most of the fieldwork is carried out without being determined in advance categories of analysis, qualitative research offers a detail and in-depth analysis, unlike the quantitative studies. The main reason why the study adopted qualitative approach is that quantitative study could not be able to answer the research questions. This is easily identified for the two reasons; qualitative studies are largely exploratory and also gains major insight into a study that little literature exists and expert opinion.

3.3 Data Collection

The qualitative study permits the researcher to select a few cases of study and dig deeper in greater depth to gain an understanding to the detail and the context. The research study employed both primary and secondary data methods. Secondary data was obtained from the organization's monthly in-house magazines, strategic plan 2013-2018, newspaper and annual report 2015.

Primary data was collected through personal interviews guided by an interview guide. This approach permitted the interviewer to freely explore and probe with questions to extract more data and in a systematic way while ensuring that topics of concern are covered (Patton 2005). The data was collected from twelve respondents who included among them the Nairobi county commander and the eleven sub- county commanders in Nairobi responsible for the day to day management of security operations.

The secondary data was collected from the organization monthly in-house magazines, newsletters, and annual reports. The information acquired from the secondary data equipped the researcher with important knowledge and gaps before proceeding for the primary data collection, thus, helped the researcher to probe more on areas which may not have been clear during the previous period.

3.4 Data Analysis

Content analysis technique formed the method through which data was analyzed because the data sought by the study was qualitative in nature. The collected data was then checked for completeness and consistency before analysis. Both conceptual and qualitative content analysis was used to analyze data to gain a deeper understanding of the problem within the study. This type of analysis was suitable because it helped in gaining more detailed information about the unit under study as well as avoids limiting the respondents on the answers allowing for more explorations.

Nachmias and Nachmias (1992) defined content analysis as a basic technique through which deduction or conclusion can be drawn in an organized manner, and objectively after classifying specified characteristics of the subject and relating them to other trends. The content analysis technique allowed for the data to be analyzed by describing events then classifying the data and seeing how various concepts interconnect as discussed by respondents. This method of analyzing data was best preferred because the results achieved were comprehensive and predictable.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The purpose of the study was to determine the strategic responses adopted by administration police service in preventing crime within Nairobi. The research study used both primary and secondary data methods, with secondary data being obtained from the organization's monthly in-house magazines, strategic plan 2013-2018, newspaper and annual report 2015, while personal interviews guided by an interview guide were conducted to collect primary data. The study focused on the eleven sub-county police commanders responsible for the day to day security management in Nairobi.

The study used content analysis for analyzing the data collected, and the findings compared with the objective of the study and existing theories of strategy. From the interview it was evident that the respondents had different vast experiences from the field, this combined together were most appropriate for achieving the objective of the study. The study also established that despite increasing crime rate in the country the police have continuously relied on the standard model of policing to manage crime with less results to show. This calls for a new paradigm shift on crime management in the country geared towards addressing the problems within the communities.

4.2 Respondent's Background Profile

The study revealed that majority of the respondents had served within Nairobi for a period of more than three years with an additional number of years ranging from ten to twenty in other stations. Apart from those interviewed having different experiences it was also found that their ranks varied from that of a senior superintendent to commissioner of

police, despite holding equivalent offices. The level of their academic backgrounds also varied with the majority being diploma holders while a few hold degree or currently pursuing.

The researcher aimed at securing an interview with all the eleven sub-county commanders and the overall county police chief responsible for the day to day management of security operations within Nairobi, but two of the respondents were out of the country for official duties and were therefore unavailable for the interview. This resulted into nine respondents being interviewed representing a 75% response rate.

4.3 Common Types of Crime in Nairobi

The respondents were asked to indicate the different types of crimes within their sub-counties. The findings indicated that there were common crimes across the different sub-counties in Nairobi even though some crime were dominant in some parts. The crimes ranged from simple to serious with those serious requiring sophisticated methods of commission. Robberies, murder, and rape were the most serious common crime reported within the central and Eastlands part while the Westlands part registered lesser serious crime compared to other parts.

Other crimes stated by the interviewee were motor vehicle theft often involving car-jacking by organized criminal gangs, especially in the Westlands part. House break-ins were also registered occasionally committed by use of a master key and attacking the present members. Common assault, theft by servant, illegal firearm possession, domestic violence, defilement, drug trafficking and abuse characterized most of the Eastlands parts. The major problem presented and agreed upon by all the respondent was the

rampant illicit brews and drunkenness which have dominated most of the slums areas and alluded to the fact that this contributes to increased crime among them prostitution and pick-pocketing.

Another troubling problem was the rapid growth of criminal youth gangs within the Eastlands parts. Notable gangs included Gaza gang in Kayole and 42 Brothers gang in Dandora Estate. The respondents also noted that there was a new crime trend being perpetrated by criminal between 5.30 a.m. and 6.30 a.m. Respondents stated that this has been as a resulted of the patterns created by the police officer. After patrolling throughout the night it's during this time that they return to their station. The primary crime targets during these hours were mainly traders leaving home to open up their business premises in the early hours of the morning.

4.4 Security Measures put in Place to Manage Crime

The findings indicated that there were two broad methods employed in combating and managing crime in Nairobi. This was explained by the respondent when asked to indicate security measures put in place to mitigate and prevent crime within his jurisdiction. The respondents stated clearly that both formal and informal methods were in use. For the formal methods, the police constituted the part, who employs the traditional methods of policing such as randomized patrols, saturated or directed patrol which varied in intensity from time to time and organized raids on criminal.

The informal community-based measures entailed making private security arrangements by residents. In this method the community members jointly employ a watchmen to guard over their property but this was only reported for the people who lived in gated

communities and estates, those who lived in medium places and shanty slums resulted into formation and use of vigilante groups, erection of fences and better lighting around the neighbourhoods, as well as reinforcing of house doors and gates.

In terms of effectiveness, the police-based measures the respondents pointed out that they were not adequate in managing crime because some crime end up being displaced to the neighborhood and also the members of the public and no trust to the police because they alleged they receive bribe thereby, compromising their work. The police further face many difficulties that reduce their efficiency in fighting crime ranging from political, technological to legal aspects.

The community-based measure through the use of vigilantes was also found ineffective because the interviewee explained how poorly organized they were, and it was sometimes coupled with corrupt activities and occasionally subject to misuse by politicians and other elements of patronage in the neighbourhoods, hence in themselves seen as problematic. As such, they could threaten the very security of the residents that they were intended to safeguard.

4.5 Crime Prevention Methods employed in Combating Crime

In our interview, with one of the respondent when asked the strategies that the service as employed to curb the crimes in Nairobi, the respondent hurriedly replied that the police have entirely relied on the traditional methods. This traditional or the standard approach was overly reflected through randomized patrols, response to emergencies, frisk and search, detection through investigations, and intensive enforcement of law which characterize contemporary policing activity today.

However, the respondent argued that even though the police have for ages relied upon the traditional ways, the organization had adopted new methods that seek to identify and manage crime, through criminal profiling and hot spot identification with the main objective of shifting resource towards the crime prone areas. The respondent hinted out that for proper resource targeting and directing a multiagency approach must be taken by identifying the most likely areas of crime occurrence and the 'modus operandi' (MO). This way the commanders are able to concentrate more resources in these areas which yields better results in crime reduction.

The respondents explained that communities played an important part in crime prevention initiatives. The community policing initiatives were helping to bridge the existing gap between the public and police hence increased confidence in the police, but the evidence that it delivers sustained reductions in crime is equivocal. Effective community engagement were said to be central to any locally-based approach to reducing crime. It ensures the right problems are addressed and that the police and their partner agencies are held to account for their actions. From the interviewee point, improved relationship with the locals had more benefits on various aspects including sharing information, to real time crime reporting through the confidence and trust build.

The respondents hinted out that other new method being implemented was the Intelligence-led policing, where all the security agencies are expected to share information on a timely basis to allow for an immediate response at the same time identify the most vulnerable areas, leading to allocation of resources in those areas to better fight the crime. Although this method would yield better result, it has been coupled

with different challenges ranging from some agencies withholding crucial intelligence as well as giving false reports.

4.6 Strategic responses to Crime prevention

The strategic responses identified in the study were founded on the respondent view that for a crime to occur three component must be present: motivated offender who encounters a suitable target in a time and place where there is an absence of capable guardian. For example, to end the increased women mugging at bus stop, a male officer dresses with makeup and wig under close surveillance from his colleagues, walks down the bus stop with an aim of making an arrest. This method is commonly referred to as decoy and best suitable when the location is generally known, and the offender prefers a particular type of target

The respondent argued that sometimes Nairobi county host the football matches between rivalry team that keep on feuding every time they play such as that of Gor-mahia and AFC Leopards, the police close roads and street accessing some areas within a certain route or may close business until the place cools down. The interviewee also highlighted on various occasion they have been forced to mount a random checkpoint to an area thought to be the route through which criminals escape. However, the respondent warns again the use of excessive force by the police officers deployed in such areas.

4.6.1 Community Engagement and Partnership

When the respondents was asked about the strategic responses adopted by the administration police service in combating crime they were quick to state that crimes were dynamic in nature. Just when you think you have found the best way to respond, the

crime trend changes. The respondent explained that, over the many years of police existence now the police has openly come under direct criticism from the members of the public for being corrupt and not responsive to people needs, this has adversely affected the good working relation between the police and the members of the public leading to low trust, poor information sharing and loss of police legitimacy. In an effort to correct the situation, the respondents pointed out that the police service as adopted new method of community policing in an efforts to seek community involvement. To the respondent community engagement was a key feature towards developing an effective crime prevention strategy. The respondent pointed out that, community policing was a long term process through which the security agencies involves various groups and individuals towards identifying problems and implementing solutions to those problems.

According to the respondent various community forums have been created to increase the police engagement with their communities. Such forums cited were county policing forums where the local leaders and the security agencies meets on a monthly basis to identify the needs of the locals and establish how better these needs can be met. Other venues for participation included; neighbourhood watch groups focused at increasing the surveillance, participating in community events, participating in community based forums on specific issues like gender violence, police and community programs such as community awareness campaigns and Nyumba kumi initiative alongside offering medic camp and free health facility.

The respondents explained that these partnership initiatives have greater capacity of building a long term relations with the communities. The improved public trust and information flow from the community to police through community meetings leads to reduced crime rate in any given community. However the respondent hinted out that even though this strategy as the overall of preventing crime, it benefit as not been fully achieved because it lacks a clear process on how it is to be implemented leading to haphazard way of implementations.

4.6.2 Intelligence Driven Responses

The study findings established that the police, just like any other institution is constraints by its resources, hence the need to appropriately prioritize on where best to allocate the result. The intelligence collection department actively gathers information from the informant and community at large analyze the data, and channel intelligence appropriately to the relevant department for appropriate decision making and later add value to crime prevention strategies being developed. According to the respondent the intelligence both tactical and strategic intelligence provides data about hotspots areas, suspected offenders, common crimes and vulnerable individuals. With the above information the respondents argued that they are able to allocated resources where they are adequately needed.

Some of the intelligence initiatives cited by the respondents were among others promoting crime reporting methods such as the use of toll number, crime reporting boxes available at the sub counties and customer care desks. Appropriate distribution of resources to crime hotspots areas and high risk places based on police intelligence and

community information, and finally conducting and supporting enforcement operations with security, business and other agencies based on crime trends and safety concerns.

4.6.3 Special Operations teams

The respondent pointed out that due to the increased crimes in Nairobi the police service has been forced to create other special units to deal with specific types of crime. The most common of such units was Speiv tasked with the responsibility of dealing with the criminal gangs such as Gaza in Kayole and 42 brothers, while QRT unit were established in every sub-county to cater for any eventuality and allows the deployment of the officers without paralyzing the normal operations of the day. The respondent was quick to indicate that the policies guide on such establishment as to avoid duplication of duties with other existing security agencies whose major role are specified in the act like the traffic enforcement, NTSA who mount vehicle checkpoints and other programs to target intoxicated and drunk people who operate motor vehicles.

The respondent pointed out that even though they do not have specific unit to deal with increasing report of drugs, when need be those inexistence can be used to handle the situation. The police officers conduct crackdowns with the aim of increasing the chances of making arrests and minimizing street drug dealing. In-addition buy-and-bust, covert and sweep operations are used to supplement other police tactics in dealing with drug related offenses by carrying raids on homes and other places of occupancy suspected. These crackdowns on drugs have produced mixed results according to the respondent with some arguing that these operations shift the drug market to other areas and actually reduced the availability of drugs and the vice versa.

4.6.4 Stakeholder Development with Industry and other agencies

From the findings of the study the respondent hinted out that the police service suffer was faced with multi challenges ranging from limited resources to lack of skill and knowledge. This fact presented the clear picture of why the police however much their efforts are put into place to manage crime, they not entirely fight the crime. Crime is caused by many factor as shown in the study. The root causes of crime according to the respondent varied from those presented by the weak government structures, failure social institutions to individual factors. All this factors that contribute to crime are factors beyond the police control.

According to the respondent police work was basically reactive rather than proactive. The police were only called in to respond after a crime has been committed. The respondent pointed out that police needed to adopt a proactive approach for them to be effective in crime management. The interviewee also hinted that the police actions emphasized so much on the means rather than on the end. Crime prevention was viewed as a shared responsibility involving government and civil society. The respondent pointed out that were other wide range of stakeholders who make valuable contributions to developing, implementing and evaluating crime prevention initiatives.

The Administration police service was found to be committed to collaboration and partnerships with multiple agencies and stakeholders to address the wide-ranging causes of crime and to draw upon the skills, expertise, resources and responsibilities necessary to address those causes. Crime prevention partnerships cited includes; county government initiatives like cleaning places to make them inhabitable by criminal, community

programs such as establishing a police post in an hotspot areas, Liquor licensing boards to prevent illegal sale of local brews, crime prevention partnership initiative like Nyumba kumi, and Business community such as that of NCBDA and Safaricom for monitoring crime within Nairobi through the ICT center.

The respondent admitted openly that even though NPS as met the international standard of 1:450 most of the officers are not actively involved in the day to day crime prevention activities, but rather most of the officers are attached to other special duties such as VIP protection reducing the number of officers who are actively involved in crime management at any given time. The respondent therefore pointed out that this situation as led to a general response in which the police share the information with the public and the media for any likely happening including terrorist activities. The respondent stated that police legitimacy was of paramount importance to the organization because it determines on whether the members of the community will cooperate, provide information, and provide witnesses in court.

4.7 Challenges faced by the Administration police in Crime prevention

Opinions of the interviewed respondent indicated that in performing their duties, the police officers have not be spared from the interference emanating from the political leader. This was in part explained by the demands and threat made by these political leaders whenever they came under close contact with the police officers. Due to the immerse powers bestowed unto this leaders the police are forced to handle them with reasonable care for fear of victimization even when they were on the wrong as they dictate who gets promoted, fired or even transferred.

The research finding also posits that the police service is critically challenged with regard to transport facilities. This challenge was complicated further by the poor road infrastructure that is the characteristics of Nairobi Eastlands estates. Despite the fact that there is inadequate number of vehicles in each station to carry out the day to day operations, the few provided are poorly maintained and scarcely fueled, this results in slow police response.

Even though the existing literature indicated that Kenya has achieved the international standard of police to citizen ration of 1;450, the security agencies are still understaffed. Most of the police officers were attached to different offices for administration duties with others as drivers, while the rest are deployed to guard the political elite or VIP. The major challenge here is having few police officers manning a vast area hence their presence cannot be felt in different areas at all times because they just patrol for a short period of time and leave to other areas.

The police have also lagged behind in terms of technological advancement. Criminals have in the past been able to tap police communication or the gadgets landing in the wrong hands after the murder of a police. This does compromise on police operations. Respondents posit that the drug traffickers are mostly wealthy and well linked to the top leaders in both the police and government. The respondent showed how they may have had received intelligence about such business and planning to raid the place only to receive instructions from their superiors warning of their intention.

Some laws were also cited to be inadequate such as the Narcotic Drugs and Psychotropic Substances Control Act No. 4 of 1994 which allows for the bailing of the person found in possession of the drugs only for that person to disappear and never turn up for pending case. Finally the new constitutional gives limit on the number of hours that a suspect can be held in a cell before being brought before a court of law, this puts pressure on the officer when preparing the case. This may lead to early acquittal of a suspect for the lack of sufficient evidence even when the crime was committed.

The findings further established that there was dwindling public trust and support, whereby, in some cases community members withhold crucial link information from police officers, was noted as a major bottleneck against police operations. The police officers were also found to lack motivation hence not fully committed to their duties because of poor remuneration, professional hazards and poor living conditions.

On the measures or actions put in place to address the challenges facing the APS, the respondent hinted out that police-public partnership initiatives such as community policing and Nyumba Kumi have been adopted to redeem its image in the eyes of the public. On accountability and individual ethical conduct by police officers, offices such as that of IPOA and internal affairs unit (IAU) have been established to deal with both external and internal matters respective together with liaison with other stakeholder's like the Ethics and Anti-Corruption Commission (EACC) to monitor corrupt officer and ensure they are dealt with according to the law, while other matters that may not merit prosecution are dealt with at departmentally

Other measures include those put in place to address political offenses through the office of Director of Public Prosecutions (DPP), the Director of Criminal Investigations (DCI) and the National Cohesion and Integration Commission (NCIC) where politicians making or spreading hate speech to any target audience are prosecuted.

4.8 Discussion

From the existing studies it's evident that the police have faced numerous challenges ranging from political, technological advancement, resources constraint and legal problem in their efforts to develop and implement responses to combat crime. Meeting the challenge of combating crime when the crimes are getting sophisticated, improved technology and a cultural diversity with limited resources as over decades now as presented the police with the biggest challenge. Even after the adoption of the traditional methods the police have still recorded high number of crime proving that this standard model of policing has been ineffective, this has called for police to develop modern methods proved to be effective such as those that seek to address the root causes of crimes.

The police responses were viewed as short term in nature. The police role of deterring crimes through arrests and providing the crime information to the public with the aim that individual can initiate actions that can prevent the crime symbolizes this phenomena. However, fighting crime requires long term actions that calls for a multi-agency approach and partnership to drawn from each other stakeholders strengths and complement their weaknesses, therefore the role of crime prevention should not entirely be left to the

police. The police therefore should transform their operation to being proactive rather than reactive this way they will be more effective in preventing crime.

From the study it is evident that some direct relationship exist between the existing theories and the research findings with respect to the strategic responses adopted by the APS in preventing crime. According to Pearce and Robinson (2005), strategic responses are plans formulated and implemented through a set of actions and decisions to meet the organization's objectives. Therefore, strategic responses seeks to align and adapt the firm to the changes in its external environment change. The study revealed different responses that are employed by the police in their efforts to fight crime. From the general understanding that crime occurs when a motivated offender encounters a suitable target at a place and time in the absence of capable guardianship the police have been able to develop strategies to fight crime, although short-term in nature.

According to the proponents of contingency theory, there is no one best way to manage, lead or make decision. Rather, the best course of action is contingent upon the internal and external situation. The theory concludes by arguing that even the best decision made today and worked for a particular situation may not work for the same situation tomorrow or any other situation, this is what exactly the police officers have to go through in their efforts to fight crime. However it's important for police commanders to take into account that the response strategy that an organization can adopt are influenced by the available resources and other company's capabilities. The police commanders must utilize the available resources and capabilities efficiently to strategically respond as found out in the study.

The institutional theory on the other hand distinguished between technical organization and institutional organization with the former specializing on the production of goods or services that they are best in, while the latter receive rewards from the environment for putting in place the right process and structures (Meyer and Scott 1982). Police agencies served as an example of institutionalized organizations for the purpose of this study because they value work. The people whose opinions affect police operations and strategic response include the members of the public and criminal justice system termed as constituencies.

According to Langworthy (1987), finding the best practices that were being advocated for, did not satisfactory give a record of resolving the effects within the context; whatever works for one agency may not be valid for the other at all. The police must consider factors within the community setting in which the crimes are carried out. The study established that organizations can only achieve their objective and rewards if they gained legitimacy from the significant others. This relates to the findings of the study where the APS as formed community policing forums and Nyumba Kumi initiative geared towards improving public trust and information sharing. Also the police service has partnered with major stakeholders such as NCBDA, and NACADA in an efforts to boost their responses while drawing from other organizations resources.

In comparison with similar empirical studies Maiyo (2015) who had focused his studies on the strategic response to security challenges by the ministry of interior and coordination in Kenya and assessed that different department employs different strategies based on the role they perform. In his finding all the department within the ministry of

interior had establish working relations that enable them share information leading to the establishment of a multi-agency approach in tackling the crime in the country. This is similar to this study which also found that different crime prevention have be put in place to address the increasing crime rate in the country.

Another study by Alogo (2015) also compares well with this study since he focused on the strategies adopted by the security firms in dealing with crime within Nairobi. The study found out that there was a mismatch between the strategies adopted and the crime trends. Alogo found that training, revising on the SOPs, adoption of ICT responses were major strategies used by the private security firms. The findings of this study revealed the traditional methods adopted were inadequate to address the crime issues, and even those modern methods such as community policing suffers from the challenges facing the police and it's not well coordinated, hence concludes by explaining that a mismatch exist between the strategic responses adopted by the police in their efforts to prevent crime.

This study findings also agree with the findings from a study carried out by Sherman et al., (1997) on what works and what doesn't work for the police, the results found out that increasing the flow of information from the community to the police through community meetings, officers walking and talking to the citizens, along with adopting scientific methods had better results compared to the traditional way of policing. This fact was support by one of the respondent in our interview, when he mentioned that the police are doing everything possible to fight crime using better ways like community policing and Nyumba Kumi initiatives supplemented by the traditional methods of policing.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the research findings discussed in chapter four. The conclusion, recommendations for policy and practice, limitations of the study and suggestions for further research.

5.2 Summary

From the research findings it's evident that the administration police service as adopted various strategic response in addressing the present crime condition in the country. The broad response were community engagement, intelligence driven response, special operations teams, and stakeholders industry development. The community partnership responses are geared towards regaining the lost public trust, enhancing information sharing and addressing the problems facing the locals, intelligence driven response on the other hand seek to identify the hotspots areas for proper targeting of the resources. While these responses cannot entirely be said to be ineffective they are however incapable of addressing the raising crime rates or prevent the crime.

Even though other methods such as hotspot policing, broken window and intelligence-led policing have been adopted in fighting crime, the principles behind their implementation is so similar to that of traditional policing because they employ methods such as saturated patrol, directed, allocation of resources in crime prone areas. These methods have all been criticized for being reactive in nature, hence the need for police to adopt problem-oriented strategies that seek to address the root causes of crime. Despite the fact that

community policing as this benefit, its implementation in Nairobi as been marred with challenges such as poor police-public relations, low public trust, and lack of clear methods on its implementation resulting to haphazard ways of implementing hence yielding low results.

The increasing nature of crime in Nairobi is a complete manifestation of how weak our government structures have become in addition to social moral decay all leading to various crime. Even though the major police work is to prevent crime, police like any other organization are faced with many challenges for example meeting the challenge of combating crime when the crimes are getting sophisticated, improved technology and a society with cultural diversity with limited resources as over decades now presents the police with the biggest challenge. Crime prevention role should not be an entirely police responsibility rather a collective responsibility among all stakeholders. The reason attributed to this reasoning is that police do not control the root causes of crime and lacks the capacity.

5.3 Conclusion

Since crime prevention includes and affects everyone, there is need to define a model for crime combating due to its overarching role. The model should incorporate both crime prevention initiatives and policing activities within the broader framework of crime combating. Researchers have argued that combating crime should be viewed as a national security issue with all role-players being involved rather than leaving it to the police as it has been the case in this country. It is argued that crime combating should form part of an overarching national security policy and a national security strategy which should be

coordinated by a national coordinating structure and not by the police or even the criminal justice system.

Generally, from the research finding the respondents were determined in developing strategies that better address the current crime situation in Nairobi. However, the department is faced with multiple challenges that hinder effective policing with the biggest challenge being on how to meet the needs of the people is seek to serves at a time when crime has been more sophisticated, technological advancement as occurred, culture diversity and globalized society with the limited resources at their disposal.

Evidence from the existing studies as shown that if the police develop strategies that are specific and focused to the problem they are tailored for, the police become more effective in managing crime and other disorders (Skogan & Frydl, 2004). This is founded from the foregoing discussions that crimes do not just happen anywhere, they are localized and specific. This was the case in our study where different crimes were reported in more areas than other.

Researchers concludes that if policing is to have a prevention role, crime reduction strategies must be focused and approached in a systematic way through the problem-solving approach (Sherman et al., 1997) adopting new models such as the Compstat would help increase the accountability by the police chief responsible for crime management in an area during meetings and briefs and will also help in institutionalizing effective crime reduction efforts in police organization (Boba, 2010).

The study concluded that community policing is the most popular response employed by the police in various parts of the county. Its adoption and implementation was expected to bring a paradigm shift in the management of public security, however this strategy as faced many challenges among them negative relationship between the police and public and lack of clear approach and funds on its implementation leading to reduced results. It was also concluded that even though the police use hotspot policing as a strategy in areas concentrated with crime, the combined results from the available literature indicate that it does not contribute to meaningful reductions of both crime and disorder as it sometimes displaces the crime.

5.4 Recommendations

Based on the above arguments it is recommended that a national crime combating center be established to oversee and coordinate the formulation and implementation of a national policy and strategy to combat crime as a general threat to Kenyan's national security. This will help draw a distinct line between the crime prevention initiatives and policing activities; long term and short term initiatives to crime prevention alongside stipulating the stakeholders' role in preventing crime. The existing laws be amended to widen the police scope in fighting the crime by initiating programmes that better addresses the roots cause of crime.

It is recommended that since police officers are faced with multiple challenges that hinder their effort in managing crime an extension of collaboration efforts needs to be enhanced between the security actors in both public and private. This is especially important because, beside the police being the legally tasked law enforcement agency

PSFs alone are ill prepared to deal with violent crime types but are more spread out than the police. Cooperation would greatly enhance proper crime management in the County.

It is recommended that there is greater need to increase the police chief accountability. This means that better crime prevention responses such Compsat be adopted. Over the past police chief have not been held liable for their action in response to a crime resulting to poor or uncoordinated responses. Since poor police relations exist amongst themselves and the members of the public there is need to develop intervention measures that will oversee all the stakeholders responsible for crime prevention come together under one umbrella to develop specific responses that are unique for that country as the current sub-county committee does not address this.

It is recommended that the Police should take a more problem-oriented focus. To be problem oriented the police must take a new, more systematic approach that demands they collect new data, develop new methods of analysis, identify innovative solutions, and apply measures for assessing the success of their efforts by the use of SARA model. Based on the findings of the study a revision of strategies and responses adopted by the police in their efforts to combat crime is necessary this will help in understanding what works and what does not. Adopting new responses that works best at a time when crime is on the rise would be seen as the only way to turn the administration police service from being reactive to becoming proactive.

The study also recommends that there is need for enhanced civilian involvement in curbing crime with proper training on preventive measures and remedial actions. This may involve engaging proactively and regularly with existing community structures such

as community elders and district peace committees including participating in community events such as youth forums and chiefs' barazas. These should include open forums for dialogue over issues affecting the communities.

5.5 Implication on Policy, Theory and Practice

Following the findings of this study, the following implications are expected. First, the government will use the findings of the study through its respective ministry in the formulation of policies and structures that better addresses the inadequacies currently encountered by the police in their efforts to fight crime. Improved prioritizing of programmes targeting those mostly affected crime areas will also be achieved because it will be understood that crimes do not just happen they got specific location as established in the study. The police responses indicated in the study were not sufficient enough to tackle the raising crimes rate in the country as they were viewed as being reactive, therefore better responses will be adopted such as those that seek to solve the community needs meaning the scope of the police in fighting crime will be widened, this will result in enhancing the police work to effectively address crime.

The researcher found out that the study complement the existing institutional theory of police which distinguished the difference between technical and institutionalized organizations, terming the police institutions as institutionalized organization that must gain legitimacy from the its constituent or people the who it seeks to serve, failure to which the organization encounters difficult from its significant others. This study alluded to this fact by indicating how the current crime crisis has been attributed to the failure of the police to gain legitimacy from its people paralyzing the information sharing and trust

between the two. Hence the service has been forced to initiate programmes such as the community policing in its efforts to redeem the tainted image all with the aim of regaining its lost legitimacy. The study also contribute to the general body of knowledge and form the basis for further research in the area; what works and what doesn't work for the security sector? What can other actors can be incorporated?

Finally, the research established that the study will be very useful in practice for the security actors both in the public and private sectors as they will acquire knowledge and relevant approaches towards crime prevention, best practices and borrow for use in other sectors including business set up. The study will also provide vital information that benefits future researchers, students, and academicians of strategic management and security studies, as a guide to research and for pedagogical discussion on strategic responses to crime prevention.

5.6 Limitations of the study

Some of the respondents feared negative reports about their work as police officers and therefore were not willing to respond positively due to likelihood of victimization. The mistrust and fear of giving information to a stranger hampered collection of data for analysis. The researcher therefore assured the respondents that the information provided was for academic purposes only and that he was himself an administration police officer and could not divulge sensitive information provided.

This study was limited by the fact that data was collected using interview guide which are subject to respondent bias. To overcome this, the researcher ensured reliability and validity of the research instruments by conducting a pilot study and seeking the opinion

of research experts. The study also corroborated the findings with secondary data as well as other sources of data such as online sources.

Other challenge was on accessing the police commander because at the time of this study most of commanders were on top gear preparing for the election through frequent meeting on how well to brief up the security within the most notable areas within Nairobi while others were out of the country on official duties. Therefore, in some cases the study relied on data from their deputies, which may have limited the research findings. Lastly, this study focused on police chief in-charge of the sub-counties within Nairobi only leaving out other security stakeholder involved in the crime prevention. The findings of this study are therefore limited to the views from the police commanders.

5.6 Suggestion for further Research

Due to the fact that this study only examined the Administration Police Service, there are limits to the extent that this findings cannot be generalized to the broader field of policing. It would be particularly interesting to undertake similar studies to other security agencies involved in crime management to determine the strategic responses that are in use and see how these compares. Therefore, an in-depth multiple-case study design, including Administration police and Kenya police, could confirm or refine the findings of the current research. Future research in this field could further explore the challenges and barriers faced in implementing evidence based crime prevention efforts within a police service.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
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P O. Box 30197
Nairobi, Kenya

DATE... 17/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter ... Titus M. MUTEGI

Registration No. DG1171035/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

1. What is your current position or designation in the service?
2. How long have you been working in the police service?
3. What constitutes a typical day at the police service?
4. What are the common types of crimes in your sub-county?
5. What are the contributing factors to crime in your jurisdiction?
6. What security measures exist that help in managing the crime and their effectiveness?
7. What are the constraints and challenges that administration police department faces in its crime combating efforts?
8. Explain how you have managed the above challenges and how you have ensured that department's objectives are met despite the challenges in your department?
9. What crime prevention methods does your organization employ in combating crime? And its effectiveness?.
10. Does the administration police make use of a formal strategy to combat the crimes mentioned earlier? if yes explain.
11. What are the strategic responses adopted by your Police department to deal with crime in Nairobi?
12. What are your policing priorities objective that inform your actions?
13. To what extent are the strategic responses adopted effective in combating crime?
14. What is the role of the police in relation to crime prevention?
15. What are the typical response tactics used within crime hot-spots?
16. Do you have any other comments that you think are important for the study?