STRATEGIC RESPONSES TO SECURITY CHALLENGES BY
MINISTRY OF INTERIOR AND COORDINATION IN KENYA

BY

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DECLARATION

This research project is my original work and has not been presented for the award of a degree course in this university or any other institution.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project is dedicated to my dear wife and beloved children. Thank you for your moral support.
ACKNOWLEDGMENT

It has been an exciting and instructive study period at the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master’s degree. With these acknowledgments, it would be impossible not to remember those who in one way or another, directly or indirectly, have played a role in the realization of this research project. Let me, therefore, thank them all equally. I am deeply obliged to my supervisor Dr. John Yabs for the exemplary guidance and support without whose help; this project would not have been a success. Finally, yet importantly, I take this opportunity to express my deep gratitude to my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during this project.
ABSTRACT

Strategic response is a set of decisions and actions that result into the formulation and implementation of plans designed to achieve the organization’s objective (Ansoff and McDonnell, 1990). They are guided by the theories of strategy which have been developed over a period of time for use in management. There are four theories that guide strategy and strategic response. The study objectives included: To determine the level of turbulence in the external environment in Kenya in which telecommunications contractors operate and to determine the application of strategic concepts in guiding strategic responses by telecommunication contractors to changes in the external environment in Kenya. This study sought to understand the strategic responses that the telecommunication companies in Kenya adopted in response to the changes in their external business environment. The changes in the business environment were found to be mostly caused by the technological changes, the competition in the market and political legal factors. The changes in technology and competition in the market were found to be the most prevalent causes of the changes in the market. The methods used by the businesses to respond to the changes were also evaluated. Most of the responses centered on the efforts by the organizations to conform to the changes in a positive way. The organizations use training and education to deal with the changes brought in by the political legal factors. Early compliance has also been noted as one of the strategic methods used by the organizations to deal with the changes brought by the politico legal factors. The changes brought about by the technology are responded to using different methods. Some of the studied organizations outsource some of the services in order to avoid the capital costs that may come with the purchase of the new technology. Others use the existing technology to seamlessly play a role in the new technology. Mergers and acquisitions are also used by the organizations in order to deal with the changes in the market. This helps the organizations to synergistically deal with the changes in the market. The study also found out that most of the organizations were agile when it came to dealing with the changes in market. As well, they were able to respond to the changes with promptness when they occurred in the market. This indicates that the companies are prepared to deal with the market uncertainties. The strategic planning was also tested in this study. It was found out that most of the organizations only carried out strategic planning once in a year. Generally, it was found the telecommunications contractors in Kenya responded to changes in their external environment through capability transformations which was achieved by reconfiguring their internal capabilities and available external opportunities. This capability transformation enabled them to fit and compete in the new environment and confirmed the strategic theory of dynamic capability.
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Successful organizations effectively manage by continuously adapting their bureaucracies, strategies, systems, products and cultures to survive the shocks and prosper from the forces that decimate competition (Stacey, 2003). Waterman’s quote gives an overview of the challenges that organisations face in the business environment and the need for strategy as a tool for survival becoming more and more relevant as the years go by. One of the keys to dealing with change understands that change is never over. Change brings opportunity to those who can grasp it, and the discontinuities of the new economy offer unlimited opportunities. Strategy is a management game plan for the business (Strickland and Thompson, 1993). A game plan constitutes all stakeholders in an organization ranging from the employees to the suppliers to the top management, and must take into consideration the strengths and weaknesses or opportunities and threats that the organization may be facing. Strategic management invokes changes which will affect all, either positively or negatively.

The most successful organizations in the world consider strategy as a key to survival and this statement cannot hold more truth than in the financial circles which is still reeling from the financial turmoil of 2008-2009. Strategic decisions came into play for many of the financial institutions in the world who were facing a cash flow crisis. Decisions ranging from mergers and acquisitions, divestiture form non-core, loss making businesses, utilization of existing capacity to enhance efficiency were some of those that were made by those institutions in order to stay afloat (AMFI 2009 Annual
A successful strategic management process basically follows three stages. First, there is strategy formulation where the mission, vision and objectives of an organization are defined and a SWOT analysis is done to measure its capabilities and obstacles. This stage will also determine how the available resources will be allocated to different divisions in the organization. Secondly, there is strategy implementation which is the action stage. In this stage all workers need to be motivated and provided with incentives in order to attain an impact on the goals set. Thirdly, there is strategy evaluation where the work done is assessed to measure how successful the change process has been i.e. whether the intended objectives and goals were met and whether there is need for improvement, enhancement or corrections (Strickland and Thompson, 1993).

Institutions therefore focus on gaining a competitive advantage to enable them respond to, and compete effectively in the market. By identifying their core strengths, firms are able to concentrate on areas that give them a lead over competitors, and provide a competitive advantage (Hamel and Prahalad, 1993). According to Johnson and Scholes (1997), core strengths are more robust and difficult to imitate because they relate to the management of linkages within the organizations value chain and to linkages into the supply and distribution chains.

The Ministry of Interior and Coordination of National Government is charged with the responsibility of public administration, internal security, printing of Government documents, Immigration and Registration of Persons, Betting Control Probation Services, Prison Services and championing campaign against drug and substance abuse. The Ministry is currently facing various ranges of environmental challenges of which insecurity is the most prevalent and dire of all.
1.1.1 Concept of Strategy

According to Johnson Scholes and Whittington (2008), strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations. In other words, strategy is concerned about where the business is trying to get to in the long-term i.e. the direction, scope, advantage, resources, environment and stakeholders.

Strategic decisions are about the long-term direction of an organization, the scope, gaining advantage over competitors, addressing changes in the business environment, building on resources and competences (capabilities) and Values and expectations of stakeholders. Therefore they are likely to be complex in nature and are made in situations of uncertainty. They also affect operational decisions, require an integrated approach and involve considerable change. Business strategy focuses on Competition with other business in the market, achievement of competitive advantage and focus on the strategic Business Unit (SBU). The principal focus for a business strategy is effectiveness. Functional (Operational) strategy focuses on how the various functional areas contribute to achieving business and corporate strategy. Operational strategy involves organizational processes and its principal focus is efficiency, (Miller,1998).

1.1.2 Strategic Responses

Strategic response is a set of decisions and actions that result into formulation and implementation of plans designed to achieve an organizations objective (Ansoff and McDonnel, 1990). The open systems theory views firms in a business environment as open systems that interact to achieve stability and that only the relevant subsystems
are retained in the system. The game theory looks at strategy as a game in which businesses plan and execute maneuvers that are aimed at out doing their competitors and gaining competitiveness. The resource based view of strategy (RBV) views strategy as a dependant of the unique resources that are held by an organization. These resources make the business more competitive than other companies in the industry. In the dynamic capability theory, strategy is a derivative of an organization’s capability to dynamically adjust its resources and configurations to match the changing environment and stay competitive. All the four paradigms are relevant in the concept of strategy but apply differently in different scenarios.

Strategic management literature suggests that a successful firm’s strategy must be favorably aligned with the external environment. The relationships between business-level strategy and environment have been widely discussed in the extant literature (Hambrick 1983; Kim and Lim, 1988, Miller, 1998). Organizations face significant constraints and contingencies from their external environment and their competitiveness depends on their ability to monitor the environments and adapt their strategies accordingly (Jennings, 2003). In the field of strategic management, the majority of studies analyze competitive environments from an economic standpoint, based on the implicit notion that business environments are formal and objective. As such, the human element is assumed and the role that managers play in creating and changing competitive environments is neglected.

However, given that people take business decisions and drive organizations, to ignore such as important dimension of the competitive landscape is a considerable limitation to developing more holistic understandings about competitive landscapes (Panagiotou, 2006). Despite the level of knowledge generated regarding the structure
and dynamics of organizations, there remains little appreciation about how managers perceive their competitive environment and the impact of managerial cognitions on industry dynamics. Given that managerial cognitions influence decision-making and therefore competitive strategies, the cognitive aspect of management is integral to understanding how competitive structures develop or respond to the environment. Through their competitive activities, managers create and after the dynamics of an organization (Buksz, 1999).

Organizations often respond to challenging environmental conditions, such as those in high technology environments (dynamic hostility). Several studies indicate that the relationship between entrepreneurial posture and firm performance is moderated by environmental conditions (aggressive competition). The literature on the entrepreneurship-environment fit suggests that conservative and entrepreneurial firms manifest quite different characteristics in coping with their environments. The dimensions of dynamism, hostility and heterogeneity have often been used to characterize a dynamic business environment. The risk-taking dimension refers to the willingness of the management to commit significant resources to opportunities in the face of uncertainty. The assumption is that conservative firms tend to be risk-adverse, non-innovative and reactive, and entrepreneurial firms tend to be risk-takers.

1.1.3 The Government Structure

The Republic of Kenya is a unitary State. The constitution of 2010 brought about two tier Government that are distinctive and inter-dependent: National Government and 47 County governments. The devolved government is primarily geared towards achieving two main objectives: involve the people in governance; and, allow better supervision and implementation of policies at the grassroot level (Kodhe, 2014).
Kenya’s national government is structured through the constitution with administrative and policy making powers being distributed to its three arms namely Executive, Legislature and Judiciary. The President of the Republic of Kenya, together with the Deputy-President and the Cabinet Secretaries comprise the executive arm of government that implements Government Laws and Policies. The old structure of bloated government is being replaced by a revamped new governance system of lean and mean structure. Changing from 42 ministries to just 18 (Matathia, 2011).

1.1.4 Ministry Of Interior and Coordination of National Government

Ministry Of Interior and Coordination of National Government is one of two Ministries housed within the Presidency. It is a successor to the former Ministries of Internal Security, Immigration and Home Affairs. The Ministry’s core function is to keep Kenya safe and secure and to coordinate national government functions. Ministry of Interior and Coordination of National Government is charged with the responsibility of public administration, internal security, printing of Government documents, Immigration and Registration of Persons, Betting Control Probation Services, Prison Services and championing campaign against drug and substance abuse. The Ministry also coordinates state functions and offers reception services to all Government ministries. Given these diverse functions, PA&IS is organized into five main departments, thus Provincial Administration Services, Kenya Police, Administration Police, Government Press, and National Agency for the Campaign Against Drug Abuse (NACADA) (Mwarania, 2014).
The Ministry’s functions have evolved and its operations restructured over time to address emerging issues. Currently the Ministry oversees the administration, development and security of 8 Provinces, 287 Districts, 476 Divisions, 2,516 Locations and 6,841 sub locations as well as other administrative officers seconded to line Ministries. The Ministry focuses on two broad areas: internal security covering police, immigration, prisons and correctional services; and national government coordination which ensure effective coordination of national government functions and services at the county and sub-county levels.

1.2 Research Problem

According to the dynamic capability theory of strategy, strategic responses to environmental changes require that managers go through the process of environment scanning and identification of changes and opportunities or threats presented by the changes (Hernant, 2009). Once identified, the organizations respond by seizing the opportunity, pre-empting the threat or converting the threat into opportunity through transformation processes. Transformation involves rearranging the organizations internal capabilities. These capabilities may be in the form of fixed assets, human resources and other the processes. The reorganization helps create a restructured organization that can cope with the opportunities and threats (Kwanya, 2008; Kiechel, 2010). The outcome of this is the strategic response. It includes actions such as staffing, process re-engineering, mergers and acquisitions, strategic alliance, integrations, asset and technology acquisition for competitive advantage, among other (Kahneman, 2011).

Kenya faces a lot of security challenges ranging from: runaway theft and distruction of property, robbery, terrorism, burglary, murder, cybercrimes, land and resource
conflicts, terrorism, political violence, insurgency by armed militias, refugee influx, intercal and inrethnic armed conflict, cattle rustling, nepotism, corruption, drug and human traficking among others (Think Security Africa, 2014; Khaleb, 2013). The changing security reality has led to the need for the Ministry Of Interior and Coordination of National Government to change tact in its response to the internal security challenges. This has become a necessity owing to the cognizance of the ability of the local including transnational threat to negatively impact on the various aspects of the national life including economic growth (Mwarania, 2014; Franklin, 2015). However, as noted by Omeje and Githigaro (2014) the Ministry’s response has been wanting in design, scope, effectiveness and efficiency.

Little has been done on non-profit making organizations on strategic responses to environmental challenges in the view to achieve their objectives. It is due to the background of these studies that this study sought to provide answers to the question; what strategic responses have been adopted by the ministry of Interior and Coordination to address security challenges in Kenya?

1.3 Research Objective

The objective of this study was to determine the strategic responses to security challenges in Kenya by the Ministry Of Interior and Coordination of National Government.

1.4 Value of the Study

Study provides deeper insights into government response to security challenges. The study’s conclusion and recommendations sought to ensure long-term security
solution. Thus, the findings may be of help to the Government through its security agencies within the Ministry Of Interior and Coordination of National Government in curbing the growing insecurity in the Country. The study also present the best practices in security challenge response that can be cited by security management practitioners and consultants in their work. This enhances information flow for decision making on area of security. The documented best responses to security challenges can have a ripple-down effect on the Kenyan economic growth. Both the ordinary citizenry and business entities might benefit from secure nation.

The research information also provides vital information that benefit future researchers, students and academicians. Scholars and students of strategic and security management may use this study as a guide to research and pedagogical discussion on security management. Suggestions may be made on where more studies need to be done in the area thus might greatly be helpful to future researchers. The study can also be a rich source of empirical review.

1.5 Summary

This chapter discusses the background of the study which explains how successful organizations have embraced the aspect of strategy in adapting their bureaucracies, strategies, systems, products and cultures to survive the shocks and prosper from the forces that decimate competition. The background of the study also gives an overview of the challenges that organisations face in the business environment and the need for strategy as a tool for survival becoming more and more relevant as the years go by.

The concept of strategy has been discussed in this chapter which refers to the direction and scope of an organization over the long term, which achieves advantage
in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations according to Johnson Scholes and Whittington (2008). The chapter also discussed strategic response as a set of decisions and actions that result into formulation and implementation of plans designed to achieve an organizations objective (Ansoff and McDonnel, 1990). Organizations exist in an open turbulent environment hence face significant constraints and contingencies from these external environments and their competitiveness depends on their ability to monitor the environments and adapt their strategies accordingly. Therefore organizations require appropriate strategic responses in order to overcome the challenges they face.

The government structure has been discussed where Republic of Kenya is a unitary State that is composed of two distinctive levels of government i.e National Government and 47 County governments and also the Ministry of Interior and Coordination of National government who’s core function is to keep Kenya safe and secure and to coordinate national government functions. The chapter has also discussed in depth the research problem, research objective as to determine the strategic responses to security challenges in Kenya by the Ministry Of Interior and Coordination of National Government also and the value of the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks at the literature review on strategic responses to security challenges. The chapter presents theoretical foundation, political, economic, social and technological (PEST) analysis and strategic response and strategic responses to security threat.

2.2 Theoretical Foundation

Nations, corporations, and individuals constantly need to reason about how to protect their sensitive assets in order to ensure economic growth and prosperity. Security is both a normative and descriptive problem. Decision making for security needs a scientific framework that can handle challenges arising from modern-day heterogeneous, dynamic, and large-scale systems. Decision, prospect and game theories provides a rich set of analytical methods and approaches to address various resource allocation and decision-making problems arising from security challenges.

2.2.1 Game Theory

Game theory is a strategic decision making theory, also known as interactive decision theory, which studies the mathematical models of conflict and cooperation between intelligent, rational decision makers. This theory was developed extensively in the 1950s by many scholars although the first known discussion of game theory occurred in a letter written by James Waldegrave in 1713 (Bellhouse, 2007). Game theory
provides a sound mathematical approach to deploy limited security resources to maximize their effectiveness. A typical approach is to randomize security schedules to avoid predictability, with the randomization using artificial intelligence techniques to take into account the importance of different targets and potential adversary reactions (Leyton-Brown and Shoham, 2008).

Although game theory’s mathematical underpinnings were complicated enough to flummox a non-specialist, in the late 1940s and early 1950s it was popularized in the print media as America’s “secret weapon.” However, from 1970 due to increase in global threats of terrorism, drug-smuggling, and other crimes, there has been significant increase in research on game theory for security response (Julmi, 2012). In the theoretical work, political scientist Steven Brams and mathematician Mark Kilgour state that game theory can be applied to the rigorous development and thoughtful analysis of several critical problems that afflict the security of nations, from the deterrence of foes who might launch attacks, to local criminal networks with the country (Brams and Kilgour, 1991).

Game theory is a comprehensive scientific discipline that deals with conflict situations contingent upon predetermined input parameters and it is applied in private and also public sector as a decision making tool. In decision-making phase there are a number of alternatives which includes economic and technical viewpoints. Therefore, there are many games in which determining the appropriate game is an essential foundation for achieving a successful security responses. Another necessary step is determining which players should be part of the game and the subsequent definition of their rationalities (Julmi, 2012).
Game theory is important in analyzing responses to insecurity as it reflects interaction between attacked subject and perpetrators of insecurity, while individual steps are mutually depending. At least one party acts in a way to maximize their profit. Basic prerequisites for a game theory application are: at least one player is rational; all the players know the rules which are unchanged during one game; and, players are familiar with the values in the game and know the loss and profit amounts. In this context, subjects and perpetrators of insecurity act with the aim to gain a strategic advantage (McCain, 2014). Besides, game theory describes perpetrators of insecurity and government actions as mutually dependent: governments and the criminals are rational actors who react to counterparty’s actions; governments and criminals act in a way to gain a strategic advantage; governments and criminals act to maximize their profit (aircraft hijacking); and, governments and terrorists make decisions in the situation of incomplete information. Thus, game objective is a strategy based on the analysis of an aggregate of decision-making unit. That is, the one who takes an attempt in strategic behaviour should be clear about several aspects, the objective to approach. The objective is to choose an optimized strategy that respects assumed strategy or steps to be taken by other player or players; individual players can mutually react, change strategies and create countermeasures (Leyton-Brown and Shoham, 2008).

In the context of terrorism, Sandler and Arce (2011) modeled situation where government faces the decision whether and when they should accept terrorist requirements. The first one reflects the attitude of the government that is required to be persistent at any circumstances. The second condition is incomplete information on the terrorist side about the governmental anti-terrorist measures.
2.2.2 Decision Theory of Response to Insecurity

Also known as theory of choice, decision theory is concerned with identifying the values, uncertainties and other issues relevant in a given decision, its rationality, and the resulting optimal decision. Although closely related to game theory, it is concerned with the choices of individual agents whereas game theory is concerned with interactions of agents whose decisions affect each other. Decision theory offers guidance for national security policy and associated civil liberty issues introduced by sporadic insecurity scenarios. Two approaches; prescriptive and descriptive approach are adopted by the decision theory.

Normative or prescriptive decision theory is concerned with identifying the best decision to take assuming an ideal decision maker who is fully informed, able to compute with perfect accuracy, and fully rational. However, in practice, there are situations in which "best" is not necessarily the maximal, optimum may also include values in addition to maximum, but within a specific or approximate range. The practical application of prescriptive approach (how people ought to make decisions) is called decision analysis, and aimed at finding tools, methodologies and software to help people make better decisions.

Positive or descriptive decision theory is concerned with describing observed behaviors under the assumption that the decision-making agents are behaving under some consistent rules. These rules may, for instance, have a procedural framework or an axiomatic framework, reconciling axioms with behavioural violations of the expected utility hypothesis, or they may explicitly give a functional form for time-inconsistent utility functions.
2.2.3 Prospect Theory of Response to Insecurity

The theory was created in 1979 and developed in 1992 by Daniel Kahneman and Amos Tversky as a psychologically more accurate description of decision making and strategic response (Kahneman and Tversky, 1979; Tversky and Kahneman, 1992). Prospect theory is a behavioral economic theory that describes the way people choose between probabilistic alternatives that involve risk, where the probabilities of outcomes are known. The theory states that people make decisions based on the potential value of losses and gains rather than the final outcome, and that people evaluate these losses and gains using certain heuristics. The model is descriptive: it tries to model real-life choices, rather than optimal decisions.

According to Schneier (2007), security risk is both a subjective feeling and an objective reality, and sometimes those two views are different so that national security organs fail to act correctly. Assuming that people act on perceived rather than actual risks, security agencies sometimes do things they should avoid, and sometimes fail to act like they should. In security, people may both feel secure when they are not, and feel insecure when they are actually secure (Kahneman, 2003). With the recent attempts in security that aim to quantifying security properties, also known as security metrics, prospect theory seek to achieve correct metrics that can help a decision-maker control security.

Three key concepts in prospect theory reflect potential decision bias which differs from normative rational theory. First, decision-makers are reference-dependent, meaning that risky prospects are evaluated relative to a reference point rather than to final outcomes (Yudkowsky, 2006). The effect of this subjective viewpoint is known
as framing, with the reference of the decision-maker affecting how a prospect is qualitatively judged as either a loss or a gain. Second, decisions are loss-aversive, meaning that losses are perceived relatively stronger than gains, based on empirical results showing that losses are disproportionally harder to consider when weighted together with gains. Third, probabilities are weighted non-linearly: small probabilities are over-weighted while moderate or large probabilities are often underweighted relative to their objective values (Hulth´en, 2008). The second and third properties attempt to provide explanations understand many non-intuitive effects regarding risk-seeking, risk-aversion and behavior deviating from the purely rational agent.

2.3 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis and Strategic Response

PEST analysis is analysis of the external environment by considering political, economic, social-cultural and technological factors influencing an organization. The aim of environmental analysis is to help a company understand its current position in the external environment. PEST analysis allows a company to identify and understand the broad general factors impacting upon it, such as legislation and social behaviour of current or potential customers. Analysis of the competitive environment considers the role of regulation and the factors driving competition (Capon, 2008).

The external environment is literally the big wide world in which organization operate. Whatever the nature of their business, organizations do not and cannot exist in splendid isolation from the other organizations or individuals around them, be they customers, employees or suppliers. It is therefore clear that the external environment or any organization is a large and complex place. ‘Environment’ here is more
appropriately interpreted as the external context in which organizations find themselves undertaking their activities. Each organization has a unique external environment which has unique impacts on the organization, due to the fact that organizations are located in different places and are involved in different business activities, with different products, services, customers and so on. In addition to this unique context, individual organization all have their own distinctive view of the world surrounding them, leading them to interpret what is happening in the external environment correctly or incorrectly, depending on their ability to understand the external forces affecting them (Edward and Peppard, 1994).

According to Porter (1985), for firms to be able to retain competitive advantage, they need to examine their environment both internal and external and respond accordingly. Ansoff and McDonnell (1990) also point out that the success of every organization is determined by the match between its strategic responsiveness and strategic aggressiveness and how these are matched to environmental turbulence. This is because each level of environmental turbulence has different characteristics, requires different strategies and requires different firm capabilities. Therefore, each level of environmental turbulence requires a matching strategy and the strategy has to be matched by appropriate organizational capability for survival, growth and development.

The first three strategies are usually pursued with the same technical, financial and merchandising resources used for the original product line, whereas diversification usually requires a company to acquire new skills, new techniques and new facilities. Therefore, diversification is meant to be the riskiest of the four strategies to pursue for a firm. According to him, diversification is a form of growth marketing strategy for a
company. It seeks to increase profitability through greater sales volume obtained from new products and new markets. Diversification can occur either at the business unit or at the corporate level. At the business unit level, it is most likely to expand into a new segment of an industry in which the business is already in. At the corporate level, it is generally entering a promising business outside of the scope of the existing business unit, (Ansoff 1980).

The company’s corporate strategy should help in the process of establishing a distinctive competence and competitive advantage at the business level. There is a very important link between corporate –level and business level. According to Johnson et al. (2002), corporate level responses is the first level of strategy at the top of the organization, which is concerned with the overall purpose and scope of the organization, which is concerned with the overall purpose and scope of the organization to meet the expectations of owners or major stakeholders and add value to different parts of the enterprise. This includes issues of geographical coverage, diversity of product/services or business units and how resources are to be allocated between the different parts of the organization.

### 2.4 Strategic Responses to Security Threat

Jarvis and Lister (2010) state that new threats could be successfully overcome if there is a participation of the population in the execution of the security policy. Any person participating in it is called a stakeholder of security. It is also stressed that participation through state instruments alone is not enough. This is especially true for the strategies of counter-terrorism fight, pointing out that it is a contemporary threat, employing different methods than the Cold War adversaries. Such a threat is
unforeseeable, with varying forms and instruments, challenging the efforts towards effective protection, thus posing a serious challenge to modern societies. The strategies of the fight against terrorism making up a frame for the determining the participation of the population, as well as of the way of their participation (Jarvis, 2009).

According to Ablong (2012), effective response to national insecurity require three special security goals: establishment, development and enforcement of adequate policies, measures, activities and institutions in the security area; development of convenient security environment at the regional and global level through the incorporation in international security integration and cooperation with other states; and, through the development of a stable and economically advanced society that would be capable of building and maintaining long-term effective security mechanisms and resources and able to effectively react to security challenges, risks and threats.

Emergency management and business continuity planning (collectively referred to as contingency planning) are vital programs for any organization that wants to survive and prosper. Contingency planning can be a time-consuming, costly process and, consequently, it is used in public and private sector entities to varying degrees. In the absence of proper planning, a crisis or disaster could devastate an organization, its people and its assets (Brown and Shoham, 2008). Various estimates of failure rates of businesses after a disaster abound.

Due to the fear of terrorist attacks, cyber crime, pandemics and the increasing costs of natural disasters, more organizations than ever before are considering contingency planning to help protect their people, assets, and facilities. As organizations become
more complex, disruptions can cause greater and more frequent impacts (Johnson, Scholes and Wittington, 2006). A challenge for organizations is lack of knowledge about how to effectively implement a contingency planning system and incorporate it into the entity’s strategic plans (Kiechel, 2010). Strategic response process is vital to every organization’s survival because it is the process by which the organization adapts to its ever-changing environment, and the process is applicable to all management levels and all types of organizations (Elman, 2008). Processes that are deeply analyzed in terms of continuity will usually be more secure, and new ways of working may emerge to help streamline operations. Contingency planning can be useful when forging alliances with external organizations or during acquisition phases. Contingency planning should be part of an organization’s quality cycle as well (Wohlfarth, 2010).

In line with prospect theory, what developing nations call security metrics is in state of ideas about best-practice rather than scientific examination of whether it is rational to use and adopt such metrics. The current state of the field raises the question whether it is really enough with just proposing metrics rather than basing such suggestions on empirical or theoretical validation (Schneier, 2007). However, the alternative for control of operational security with many decisions under uncertainty is to let experts pick between options using inherently subjective decision criteria. While domain-specific expertise seems the standard way to manage security, this typically does not provide any quantitative methods and measures to understand, control and improve the security risks inherent in different security decisions (Pat’e-Cornell, 2007).
There are many ideas but no strong consensus on what security metrics should be and which properties they need to fulfill their goals. Any rational usage of security metrics requires either explicit modelling of gains and losses, or support by empirical work showing the efficiency of letting metrics affect security decisions. Security metrics need to: provide precise quantified indicators of future security performance; and, be rationally usable with respect to the decision-maker (Kiechel, 2010).

Security agencies need to develop metrics by measurement of a system in an environment they faces at least two different issues involving uncertainty: uncertainty in measurement regarding how well one directly or indirectly observes security events that succeed and fail with respect to goals; and, uncertainty in an environment for how well results generalize beyond what has been measured in a particular case (Asgharpour, Liu and Camp, 2007). With limited information about the future of security system, these uncertainties need to be taken into account. These are major challenges to developing stable metrics for operational situations (Hulth´en, 2008).

Besides, even precise and quantified metrics themselves generally do not come without threats or problems when they are supposed to support decisions in a rational way. It has turned out to be a considerable challenge to develop metrics in practice for real-world security problems as there are no good established solutions on the horizon. Such metrics are still considered in a stage of lacking both theoretical and empirical evaluation of their efficiency (Kahneman, 2003).

From the decision theory, the decision making is not as straight-forward as policy makers may like. Security agencies must confront a pesky problem — there is no single best decision, because each alternative has linked costs and benefits that cannot
be finessed. For example, the only way to detect more security threats is to incorporate a rigorous intelligence framework (Wohlfarth, 2010). Security decisions become more controversial when the security agencies shift attention to the profile perpetrators of the crime. Fortunately, decision theory cuts through political hyperbole and clarifies the conflicting demands of security and civil liberty. As in the task of bomb detection, the only way of increasing terrorist detection is to lower the criterion for civil liberties an act that necessarily yields more false accusations and Muslim ethnic community profiling, for instance (Elman, 2008).

No method of improving detection rates magically escapes the costs of more false alarms. Through trial-and error, humans and other animals learn cues relevant to discovering stimuli. The police generate a profile of a likely suspect which helps in the detection of a criminal (Buzan and Hansen, 2009). Focusing on relevant cues increases the efficiency of the search, but is the basis of profiling can be a potential threat to the civil liberty of targeted groups (Sheehan, 2005). According to Baras, Katz and Altman (2011), approaches to stimulus detection and decision making are well understood and grounded in value-free theoretical and empirical research. The challenge is to balance the social costs and benefits of various options when decision protocols become policy.

2.5 Summary

This chapter discusses the literature review on strategic responses to security challenges. The chapter presents theoretical foundation, political, economic, social and technological (PEST) analysis and strategic response and strategic responses to security threat. It discusses theoretical foundation where decision, prospect and game
theories provide a rich set of analytical methods and approaches to address various resource allocation and decision-making problems arising from security challenges. The theories discussed in this chapter include;

Game theory which is a strategic decision making theory, also known as interactive decision theory, which studies the mathematical models of conflict and cooperation between intelligent rational decision makers. Game theory provides a sound mathematical approach to deploy limited security resources to maximize their effectiveness. Decision theory of response to insecurity is another theory discussed in this chapter and is concerned with identifying the values, uncertainties and other issues relevant in a given decision, its rationality, and the resulting optimal decision. It offers guidance for national security policy and associated civil liberty issues introduced by sporadic insecurity scenarios. Two approaches: prescriptive and descriptive approach are adopted by the decision theory. Prospect theory of response to insecurity discussed in this chapter is a behavioral economic theory that describes the way people choose between probabilistic alternatives that involve risk, where the probabilities of outcomes are known. The theory states that people make decisions based on the potential value of losses and gains rather than the final outcome, and that people evaluate these losses and gains using certain heuristics.

This chapter also presents Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis and Strategic Response is analysis of the external environment by considering political, economic, social-cultural and technological factors influencing an organization. The aim of environmental analysis is to help a company understand its current position in the external environment. PEST analysis
allows a company to identify and understand the broad general factors impacting upon it, such as legislation and social behaviour of current or potential customers.

Strategic responses to security threat has also been discussed widely in this chapter and they include among others, participation of the population in the execution of the security policy. Any person participating in it is called a stakeholder of security. It is also stressed that participation through state instruments alone is not enough. This is especially true for the strategies of counter-terrorism fight. Strategic response process is vital to every organization’s survival because it is the process by which the organization adapts to its ever-changing environment, and the process is applicable to all management levels and all types of organizations (Elman, 2008). Processes that are deeply analyzed in terms of continuity will usually be more secure, and new ways of working may emerge to help streamline operations.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology that was adopted by the study. It particularly discusses the research design, target population and sampling technique, type of data and data collection procedure, and data analysis technique.

3.2 Research Design

This study adopted a case study research design. This design was preferred because it permits gathering of data from the respondents in natural settings and the data that was collected was qualitative in nature. This design gave the researcher an in-depth understanding of the strategic responses to security challenges by the ministry of Interior and Coordination. According to Saunders; Lewis and Thornhill (2009) research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

3.3 Data Collection

The research instrument that was used to collect data in this study is an interview guide. Data was collected using an interview guide which was administered to 5 (five) respondents in the Ministry of Interior and Coordination. The Interview guide was administered by conducting an individual interview. This is a one-to-one interview between the researcher (Interviewer) and respondents (Director NIS, Director CID, PS
The researcher created rapport with the respondents then personally administer the interview.

### 3.4 Data Analysis

The data collected from the respondents was qualitative in nature. The data was analyzed using content analysis which enabled the researcher to reduce a large mass of data to simpler, more understandable terms hence making it easier to understand the data that was used (Gay, 1996). The researcher used content analysis to analyze the data through describing phenomena, classifying it and seeing how the concepts interconnect as was indicated by the respondents. This approach of analysis was preferred because it gave results that were predictable, directed, or comprehensive.

### 3.5 Summary

This chapter presents research methodology that include research design, data collection and data analysis. The research design that was adopted in this study is a case study as the data that was collected was qualitative in nature. Data was collected using an interview guide that was administered through an individual interview. The data collected was analyzed using content analysis since the data was qualitative in nature.
CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the result of the analysis of data collected through interviews with 5 (five) respondents in the Ministry of Interior and Coordination namely: Director NIS, Director CID, Principal Secretary to the Ministry of Interior and Coordination of National Government, Director Immigration and Registration of Persons, and Inspector General of Police. The data was analyzed using content analysis based on meanings and implications emanating from respondents information and documented data. Specifically, it starts with the analysis of the general information of the respondent and their organization then proceeds to interpret results on the strategic responses to security challenges in Kenya by the Ministry of Interior and Coordination of National Government.

4.2 Security Challenges in Kenya

This section presents the general information about the interviewees targeted by the study at Ministry of Interior and Coordination of National Government. The findings were presented in the following subsections of the study.

According to the response from Criminal Investigation Department (CID), investigations are often not done well despite alert warnings leading to attacks. The interviewee intimated that this situation come in part as intelligence report come in blanket form and not specific hence ambiguity. Hence it is difficult to make the
correct interpretation of the report. In addition, the intelligence reports or alerts do not contain the five interrogative questions (who? what? when? where? and why?). The challenges of investigations also include inadequate equipment hence the need to advance high level of intelligence collection. According to the Directorate, a good intelligence report should answer the following questions: who, what, when, where and why. To the question on whether there has been any training for the officers to increase their competences, the response was affirmative. The officers have been trained on analysis course to enhance capacity and level of competence including travelling outside Kenya for training on international terrorism.

On how corruption has affected the fight against security, the responses indicated that corruption has compromised security as it has made terrorists to find their way through the Kenyan road blocks and security agencies checks. Corruption has made it easier for criminals to acquire illegal ID cards and other statutory documents. The Ministry has thus tried to curb this by intensifying counter checks on highways.

The study sought responses on whether tribalism has been a major security problem in Kenya and the strategies adopted curb the same. The responses indicated that tribalism, specifically negative ethnicity, is a threat to Kenya’s security. The Principal Secretary to the Ministry noted that due to tribalism people have been denied ownership of property in some parts of country. The responses indicated that the Ministry strives to solve the problem through the work of the Olekaparo commission (National Commission for Integration and Cohesion); National Steering Committee, national forums to bring harmony between victim communities. Additionally, the interviewees noted that the constitution has dealt with tribalism. The responses further indicated that technology has been a security challenge to the Ministry bringing about cybercrimes and other new forms
of crime. The Ministry has responded through training for capacity development, acquisition of new equipment to combat technology based crime inter agency operations within the Government’s and with international partners.

4.3 Strategic Responses to Security Challenges

The study findings established the strategic responses to security challenges by the Ministry of Interior and Coordination in a bid to revive the safety of the nation. The response revealed strategic responses on matters security trickle down form the Ministry of Interior and Coordination through the permanent secretary; the national intelligence service; criminal investigation department; the inspector general of police and also the involvement of the director department of immigration and registration of persons. These different departments under one umbrella of the Ministry of Interior and Coordination employ different strategic responses to deal with security challenges in the country.

The office of the Principal Secretary to the Ministry employ strategic responses to address inadequate funding by writing to the National Treasury for funding to invest in the modernization of resources such as fleet of vehicles that would readily be available for response in the event of security crisis and also to fund the acquisition of aircrafts to facilitate surveillance within the country. The permanent secretary has a responsibility to agitate for resources through parliament committees on security and budget committee. Once these resources have been attained, they are relocated to serve their purpose of facilitating the strategic responses in place. The PS seeks for partnerships with foreign governments that show interest in supporting Kenya to curb security challenges. For example, the British, United States and Swedish governments
have offered vehicles and they help in training officers at the ground. These are some of the strategic responses at the capacity of the permanent secretary in the Ministry of Interior and Coordination is mandated to carry out.

The National Intelligence Service employ different strategic responses in addressing the challenge of increasing illegal firearms in the hands of civilians posing a serious threat to security in Kenya. The NIS implement regular surveys to provide up-to-date information on the firearm dealers to the local authority; continue to advice the relevant government agencies on emerging conflict situations that are usually exacerbated by use of firearms; maintain cross-border collaboration with other security outfits to contain the flow of firearms to the country and also stimulate support of international organization to obtain equipment that assist in marking of genuine firearms which facilitate easy identification of illegal ones. However, it was noted that the NIS role is advisory and its responses to the same cannot go beyond that.

On the measures put in place by the NIS to ensure that misleading information is not given, the interviewee noted that the Intelligence Service: conducts continuous capacity building of the analysis units to enhance accuracy; ensures proper verification of information before releasing it to the relevant security agencies; uses internal quality control systems to test the accuracy of information; uses secure communication systems to disseminate the information in time hence deterring information interception and adulteration; and, holds regular meetings with stakeholders to harmonize information received and create a common-ground on stakeholder relations.
The study inquired about NIS strategies in ensuring that the Service is abreast of the mutating nature of terrorism overtime. The responses revealed that each NIS officer has a plan on how to tackle the threat of terrorism and partners with friendly intelligence services including carry out joint operations. The NIS also undertakes continuous monitoring of changing tactics of the terror criminals including following up of reported cases to their logical conclusion. The Service further maintains an up-to-date data on terror criminal elements and their associates.

On cattle rustling, the NIS’ strategy includes: mapping hotspot areas to enhance monitoring; using the provincial administration and opinions leaders in the affected areas to pacify the situation; provision of advice on the need to provide alternative sources of livelihood to the pastoral communities; supporting disarmament initiatives in the affected areas; and, establishment of direct communication channels with other security agencies to enhance early warning.

On measures taken against organized gangs who regroup and commit heinous crimes, the NIS assesses and identifies the reasons for sprouting of organized gangs; supports investigations meant to crack-down on organized gangs; advises the Judiciary on clauses that can be used to curb the problem sustainably; relay timely information for disruption of the threats.

To the question on the strategies put in place by the Department of NIS employ to ensure that Kenya is secure, the interviewee intimated that the Service: safeguard the Kenya’s national security from threats emanating from within and without; put in place workable systems that facilitate collection of information of security interest; ensure that there is unfettered access to the relevant security organs; facilitate
placement of officers in strategic areas that are of importance to the country; ensure holistic/wider approach in identification of issues that undermine national security political, economic and security; and, put in place measures that respect human rights.

On the strategies the CID employ to ensure that Kenya is secure, the responses highlighted: collection of intelligence through development of investigation intelligence, sharing inter-, training of officers in a curriculum covering current crimes, agency information and elementary investigation course at CID Training School. The response on the constraints and contingencies that CID faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly included: political influence culminating in long process it takes to prosecute, and inadequate equipment such as lack of enough vehicles.

The study sought to establish the challenges faced in the process of strategy formulation, implementation and evaluation. The interviewees averred that there is lack of enough capacity in terms of intellectual thinking whereby the level of education for most officers is a challenge in developing strategy. Additionally there is staff turnover and inadequate resources.

The Inspector General of Police Department has placed strategic responses to ensure that the police do not misuse fire arms or use the fire arms to commit criminal offenses. The strategy implemented ensures that the police are issued fire arms by regulations and held accountable for their fire arm in the event it is reported in committing criminal offenses or misused. In the case where the security officer misuses the fire arms, there is a standing order that is passed by the officer in charge of the operation for example, a shoot to kill order. Some of the police officers have
been reported to hire out fire arms to criminal but this information cannot be verified to be true.

The study sought to determine what strategies the Ministry has adopted to integrate technology in combating insecurity in Kenya. The response revealed that the strategies adopted by the ministry include: ICT policies that are being developed to integrate policing work; the set-up of surveillance cameras; command and control center of these ICT policy for Nairobi, Mombasa, Nakuru, Kisumu and Eldoret; County governments have also installed CCTV cameras; installation of full board scanners at places like airports and planned connectivity for the border surveillance at the control center.

The study looked into the strategies employed by the Ministry to address the ever changing tactics used by terrorists in causing a series of attacks in the country. The study revealed some of the strategic responses in place as: intensified intelligence collection; increase surveillance in sailable areas; a lot of training in combating terrorism; equipment are being procured to reign force vice; awareness creation on suspected terrorists intensified; intelligence sharing with other countries; intensified security checks in the highways and malls and increase patrols in cities.

4.4 Challenges to Strategic Response by the Ministry to Security

Challenges

As response to the external environment challenges, the Ministry has carried out peace initiatives among the warring communities; various committees have been formed to look at various challenges; performance contracting committees and monitoring and evaluation committee has been formed to monitor the implementation
of programs within the Ministry; corruption prevention committees have also been established. All these committees are cascaded down to the level of service delivery. Performance contracting has been put in place to ensure quality reporting on performance.

On the constraints and contingencies that NIS faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly, the responses included: competing interests with global powers; evolving nature of threats which have largely become trans-boundary; advent of information technology whose misuse puts a strain on existing resources; and, competition from other actors such as the media and other intelligence outfits. According to the Ministry PS, other external environment forces are incitement from politicians, absence of a stable governments is Somalia and Sudan, lack of corporation by Communities in the North, and proliferation of weapons from across the border.

On measures put in place to ensure proper investigations are always conducted, the CID pointed out that forensic lab is almost complete in terms of finger prints. The strategies put in place to ensure that investigation reports are provided in time, coming from a background where these reports have been taking longer periods than necessary, include annual inspections of the reports to ensure no delays in all cases.

4.5 Measures Taken to Curb the Challenges to Strategic Responses

The interview guide sought response on the measures put in place to ensure security challenges are overcome. The national intelligence service department has been accused not to give intelligence information in time or even give misleading information. To ensure that this does not happen, measures have been put in place to
ensure misleading information is not given by continuously building capacity of the analysis units in the department to enhance accuracy; proper verification of information before releasing it; the use of internal quality control systems to test the accuracy of information; the use of secure communication systems to disseminate the information in time and holding regular meetings with stakeholders to harmonize information received and create a common-ground on stakeholder relations.

The response on the how the Ministry has managed the above challenges and they have ensured that Department’s objectives are met despite the stated challenges shows that the CID have increased number of vehicles and manpower; and, leasing of vehicles from Subaru Kenya. The response to the question on whether the Ministry reviews its strategic plan was affirmative and done annually. On rating of performance of the various Directorates in the Ministry over the past five years, all the Directorates averred that there has been improvement. This included improved efficient. The study inquired about whether corruption and bribery has been a major issue and the strategies that has been put in place to address the issue. The responses were affirmative. It was intimated that corruption has led to dismissal of (rogue) officers. In CID for instance, departments have been formed to register public complains and where the public can report corruption case, standing orders which guide in relation to discipline has been formulated and implemented to support the internal officer disciplinary system, and officers have been trained on integrity issues.

The measures in place to ensure proper investigations are always conducted by the criminal investigation department include forensic laboratories that are almost complete which will use Biometrics and training of the in charges on new methods for criminal investigations. The measures in place to counter terror attacks, a situation by
which the attacks mutate continuously, by the NIS in ensuring the officers are up to
date on the way they gather intelligence information are: by gathering intelligence on
terrorism; each officer has a plan on how to tackle the threat of terrorism; partnership
with friendly intelligence services including joint operations; continuous monitoring
of changing tactics of the terror criminals; following up of cases up to their logical
conclusion and to maintain up to date data on terror elements and their associates.

The study sought to determine whether there exist insufficient mechanisms to respond
to terror attacks within the country. The response from the PS revealed that terrorism
is a direct attack and hence it takes a natural operation. The mechanisms are deemed
insufficient because of the inadequate intelligence i.e. community does not speak well
in North Eastern County, there is language barrier hence it bars correct information
from reaching the authorized persons; there is inadequate facilities to detect
explosives; there is also inadequate equipment within the police force and there is
inadequate or no trained officers to deal with terrorism.

To the question on whether poverty and unemployment contribute to insecurity cases,
the responses were affirmative. According to the PS to the Ministry, unemployment
and poverty have led to: theft burglary carjacking, kidnapping for ransom by youth,
pickpocketing and mugging. It has also led to cattle rustling and stock theft in the
Kenyan villages. The Ministry works on sensitization using local networks such as
chiefs and mobilize funds for tackling these societal problems. The Ministry also
deploys security officers to deter crime, promote formation of youth empowerment
groups and support the sensitization of youth for recruitment into the National Youth
Service (NYS) and the Police Service.
The responses indicated that misunderstanding and poor coordination between different groups of police officers has led to poor implementation of security policies. For instance vehicles and housing for police officers has brought in a lot of challenges due to low level of funding, change in technology (some equipment’s become obsolete). Besides, weather challenges and ragged terrain make coordination and communication difficult.

The Ministry has responded by seeking for sufficient budgetary allocation, public private partnership ventures such as Close-Circuit Television surveillance camera (CCTV) with Safaricom, leasing of vehicles instead of buying the same due to lack of resources. 

The study further investigated whether politics play a key role in the security status in the Country and what the Ministry has done to ensure that politics do not lead to violence. The responses elucidated that politics can play both harmful and positive role in the Country’s security. In cognizance of the same, the Ministry has established peace committees at the grass roots to promote peace and security. The Olekaparo Commission (NCIC) and Nyumba Kumi initiative has also been formed towards the same end. Legislation on hate speech and incitement was a political process towards enhancing security.

Legislation has also been used to address the challenges to the strategies for combating insecurity. The legislations put in place by the Ministry to assist in addressing insecurity challenges are: National Police Act; National Government Coordination Act; County Policing Act; and, Independent Police Oversight Authority Act (IPOA).
4.6 Summary

The chapter presents data analysis, results and discussion. Regarding security challenges, it was found from the response of Directorate of Criminal Investigation (CID) that investigations are often not done well despite alert warnings leading to attacks. The interviewee intimated that this situation come in part as intelligence report come in blanket form and not specific hence ambiguity. Hence it is difficult to make the correct interpretation of the report. Other security challenges discussed in this chapter include inadequate equipment and facilities by the police and other security agencies, Inadequate training of the officers conducting security operation and corruption.

Results of strategic responses to security challenges were also analyzed and discussed in this chapter where it was found out that the ministry has address inadequate funding by writing to the National Treasury for funding to invest in the modernization of resources such as fleet of vehicles that would readily be available for response in the event of security crisis and also to fund the acquisition of aircrafts to facilitate surveillance within the country. The results from National Intelligence interviewee also showed that NIS conducts continuous capacity building of the analysis units to enhance accuracy; ensures proper verification of information before releasing it to the relevant security agencies; uses internal quality control systems to test the accuracy of information; uses secure communication systems to disseminate the information in time hence deterring information interception and adulteration; and, holds regular meetings with stakeholders to harmonize information received.
From the analysis of the data collected from an interview with Inspector General of Police, strategic responses to security challenges have been enhanced through ICT policies that are being developed to integrate policing work; the set-up of surveillance cameras; command and control center of these ICT policy for Nairobi, Mombasa, Nakuru, Kisumu and Eldoret; County governments have also installed CCTV cameras; installation of full board scanners at places like airports and planned Connectivity for the border surveillance at the control center. These among other strategic responses have been discussed in detail in the chapter. Challenges to Strategic Response by the Ministry to Security Challenges and Measures Taken to Curb the Challenges to Strategic Responses have also been discussed in the chapter.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings and also gives the conclusions and recommendations of the study which are based on the objectives of the study.

5.2 Summary

This chapter discusses the summary conclusion and recommendations. In summary, it was obtained that the Country has had a series of security challenges that include terrorism, organized gangs, robberies and cattle rustling among many other security threats. However, the Ministry has put in place strategic responses to curb the above challenges in line with its service charter. The ministry, thus, coordinates these strategies through its various directorates and security agencies. Despite the Ministry’s efforts to combat insecurity there are challenges that inhibit it performance which include inadequate facilities and equipment for use by police. Among these challenges also include corruption where law enforcers engage in acts of bribery at the expense of the security of the country. This has been noted where officers manning borders of our country receive bribes from illegal immigrants who eventually find their way into the country and some of the illegal immigrants are terrorists who have caused terror attacks in various parts of the country. Some officials at department of immigration have also been bribed to grant illegal passports to illegal immigrants. However the ministry has put up various measures to curb these challenges that include embracing high level of integrity in all departments.
5.3 Conclusion

From the findings in the previous chapter, a number of conclusions can be drawn. The study concludes that a number of security threats have bedeviled the Country which include but not limited to: organized inter and intra boundary crimes; illegal possession of fire arms; theft, pickpocketing, burglary and robbery with or without violence; narcotic or drug trafficking and abuse; rampant and incessant terrorism; ethnic and gender based violence among others. The Ministry has, thus, put in place strategic responses to the above challenges in line with its service charter. The ministry, thus, coordinates these strategies through its various directorates and security agencies including: National Intelligence Service, Criminal Investigation Department, Department of Immigration and Registration of Persons, and Regular and Administrative Police among others.

The Ministry has periodic strategic plans which it reviews annually with an aim of curbing the high security challenges. Among the challenges employed includes that of conducting regular surveys to provide up-to-date information security loopholes and criminals. While the National Intelligence Service and other investigative agencies advice the relevant government agencies on emerging conflict and security situation in the country, the Ministry also maintains cross-border collaboration with other security outfits to contain the flow of criminal elements. The security agencies also seek the support of international organization to obtain equipment that assist in assessing and identifying the security threats to the Country.

However, the curbing of the security challenges are undermined by inadequate coordination between various security agencies and Government’s departments. This
has been attributed to the intelligence report that come in blanket form and not specific hence became ambiguous and difficult to make the correct interpretation of the report. These intelligence reports do not meet five interrogative challenges of investigations of answering the question on what, when, where, why and who.

5.4 Recommendations

The study makes a number of recommendations from the findings and the conclusions. To begin with, the Ministry should strengthen good governance within the security agencies and requisite Directorates. This includes put up mechanisms that enhance efficiency of institutions, transparency, accountability, inclusion and participation. This more so owes to the fact that, fight against security challenges has been hampered by corruption within the Ministry.

The study established that unemployment and poverty has increased the prevalence of security challenges. Thus, the security situation can be improved by creating jobs for the youth. Better economic policies will ensure the youths meet their social needs. The Ministry should also ensure capacity building of national security services. The security agencies need sustainable training and improvement of new security approaches and strategies. Besides, they should be well equipped for the responsibility of protection, monitoring, security and development. This will ensure that the security agencies enhance the security of territory, institutions, population and goods.

There should also be constant reviews of national security policies/frameworks to enhance their efficiency. Strategic change will ensure that security services to adapt to new threats of the Country. There should be reinforcement of intelligence services.
This will ensure monitoring, detection, follow up and gathering information/coordination of intelligence agencies within the different directorates of the Ministry. Public awareness and education on the national security should be implemented in line with the Nyumba Kumi Policy framework so as to increase its buy-in. This owes to the fact that the fight against insecurity is not limited to Government, the security agencies or the Ministry; the population should join efforts with security agencies. Population should participate in peaceful conflict resolution, monitoring of suspected cases and vigilance in communities such as those in Rift Valley and North Eastern provinces where resource conflicts and banditry is rife. Awareness should focus on dialogue, cooperation and mutual trust between the security services and the population. Besides, there should be collaboration between security services of public sector, private sector, and international organizations. Dialogue mechanisms, collaboration and information sharing are needed to coordinate actions and produce national interest result. The Ministry should strengthen collaboration between different departments of national security and international community. In a globalized world, a country is no longer capable of ensuring its security alone, regardless of its possibilities. Security now becomes interdependent.

5.5 Limitations of the Study

Due to the sensitivity of the departments in the ministry, some of the respondents interviewed were cagy on divulging some of the information as they regard them as confidential. Some of the respondents were constantly busy and data collection had to take more days than anticipated.
5.6 Suggestions for further research

The study recommends that future studies to be done on the strategic responses by the private and business entities to the security challenges in Kenya. This owes to the negative impact that insecurity poses on business in a Country. Similarly, studies can be done on the effect of security challenges on economic growth in Kenya. Since other organs of the Government such as Judiciary plays a pivotal role on the security sector management in terms of prosecution and justice dispensation, the study recommends that future studies can look at the strategic response and coordination of national government to security challenges. Such a study can focus on the Department of Justice, Directorate of Public Prosecution, and, various directorates in the Ministry of Interior and Coordination. This will bring about an exhaustive and comprehensive finding as it will produce a holistic view of how the Government responds to security threat.
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APPENDICES

Appendix I: Letter of Introduction

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

DATE: 13/05/2015

TO WHOM IT MAY CONCERN

The bearer of this letter, REUBEN KIRWA MAIYO,
Registration No. D61/30389/2007,
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 availied to the interviewed organizations on request.

Thank you,

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

13 MAY 2015
Appendix II: Interview Guide for the Director National Intelligence Service

Service

1. There has been continuous increase of illegal fire-arms in the hands of civilians that have posed a serious threat to security in Kenya. What strategic responses have you put in place to address this problem?

2. Your department has been accused not to give intelligence information in time or even give misleading information. What measures have you put in place to ensure this does not happen?

3. Terrorism attacks have been known to be mutating over time. What measures have taken to ensure your officers are up to date the way they gather intelligence information?

4. What strategies has your department put in place to combat cattle rustling?

5. Organized gangs have been able to re-group and execute heinous acts despite the existence of your officers. What has your department done to avert this?

6. What strategies does the Department of NIS employ to ensure that Kenya is secure?

7. What are the constraints and contingencies that NIS faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly?

8. Explain any challenges faced in the process of strategy formulation, implementation and evaluation in your department?

9. 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.

10. Does the department of National Intelligence Service review its strategic plan?
    (If yes, after how many years)

11. Rate the extent of Intelligence services for the last five years (Explain)

12. Has corruption and bribery a major issue with your department? If yes, explain.
    What strategies has your department done to address the issue?
13. Has tribalism been a major security problem in Kenya? Explain. Are there any strategies adopted by your department curb this challenge?

14. How has technology been a security challenge and what strategies have you adopted to address this?

15. Have there been delays in provision of intelligence information to CID? If yes, explain. What measures have your department put in place to address the problem?

16. Do politics play a key role in the security of the country? Explain. Have you had any strategies to ensure politics does not lead to violence in Kenya?

17. Laxity of some officers in their jobs is a security threat. Explain. How do you work to ensure that no officer sleeps on the job?

18. Are there cases of inadequate facilities and equipments in your department? If yes, why is it so and what strategies have you put in place to combat this?


THANK YOU FOR YOUR COOPERATION!!!
Appendix III: Interview Guide for the Director (Criminal Investigation Department)

This section seeks to gather information on the strategic responses adopted by the Criminal Investigation in facing security challenges in Kenya.

1. Despite security alert from the department of NIS, Investigations are sometimes not done well hence leading to attacks despite alert. What strategies has your department done to address this problem?

2. Has there been any training on your officers to increase their competences? Explain.

3. What measures have you put in place to ensure proper investigations are always conducted?

4. Investigation reports have been known to take longer periods than they should. What strategies have you put in place to ensure that these reports are provided as soon as they are required?

5. What strategies does the Department of CID employ to ensure that Kenya is secure?

6. What are the constraints and contingencies that CID faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly?

7. Explain any challenges faced in the process of strategy formulation, implementation and evaluation in your department?
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. Does the department of Criminal Investigation Department review its strategic plan?
   (If yes, after how many years)

10. Rate the extent of Criminal Investigation Department for the last five years (Explain)

11. Has corruption and bribery a major issue with your department? If yes, explain. What strategies has your department done to address the issue?

12. Has tribalism been a major security problem in Kenya? Explain. Are there any strategies adopted by your department to curb this challenge?

13. How has technology been a security challenge and what strategies have you adopted to address this?

14. Have there been delays in provision of investigation reports to police? If yes, explain. What measures have your department put in place to address the problem?

15. Do politics play a key role in the security of the country? Explain. Have you had any strategies to ensure politics does not lead to violence in Kenya?

16. Laxity of some officers in their jobs is a security threat. Explain. How do you work to ensure that no officer sleeps on the job?

17. Are there cases of inadequate facilities and equipments in your department? If yes, why is it so and what strategies have you put in place to combat this?

THANK YOU FOR YOUR COOPERATION!!!
Appendix IV: Interview Guide for the Principal Secretary Ministry of Interior and Coordination

This section seeks to gather information on the strategic responses adopted by the Ministry of Interior and Coordination in facing security challenges in Kenya.

1. What strategic responses have you put in place to address inadequate funding within the ministry?

2. There exist insufficient mechanisms to respond to terrorism attack within the country.

(Explain)

3. What strategies have the ministry adopted to integrate technology in combating insecurity in the country?

4. Rate the overall security situation in the country for the last five years. (Explain)

5. There have been a series of terrorism attacks in the country. Has the ministry employed any strategies to address the ever changing tactics used by terrorists?

6. Is corruption a challenge within the ministry? If yes, what has the ministry done to control this?

7. What are the constraints and contingencies that ministry of Interior and Coordination faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly?

8. Explain how you have managed the above challenges and how you have ensured that ministry’s objectives are met despite the challenges in your department.

9. Does the ministry of Interior and Coordination review its strategic plan?
(If yes, after how many years)

10. What legislations if any has the ministry put in place to assist in addressing insecurity challenges?

11. Rate the extent of ministry of Interior and Coordination for the last five years (Explain)

12. Is technology a security threat to the country? If yes, explain.

13. Do politics play a key role in the security status in the country? What has the ministry done to ensure that politics do not lead to violence?

14. Tribalism is a threat to security in Kenya. Explain. What strategies has the ministry put in place to address tribalism?

15. Do poverty and unemployment contribute to insecurity cases? If yes, then how? What measures has the ministry done to curb this menace?

16. Miss understanding and poor coordination between different groups of police officers has led to poor implementation of security policies. Explain.

17. Are there any cases of extra judicial killing within the ministry? If yes, explain.

18. Are there cases of inadequate facilities and equipments in your ministry? If yes, why is it so and what strategies have you put in place to combat this?

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Appendix V: Interview Guide for the Director Department of Immigration and Registration of Persons

1. What strategies have you put in place as a department to control influx of illegal immigrants into the country?

2. What strategies have your department adopted to integrate technology in combating insecurity in the country?


4. What strategies does the Department of immigration and registration of persons employ to ensure that Kenya is secure?

5. What are the constraints and contingencies that the department of immigration and registration of persons faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly?

6. Explain any challenges faced in the process of strategy formulation, implementation and evaluation in your department?

7. 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.

8. Does the department of immigration and registration of persons review its strategic plan?

   (If yes, after how many years)

9. Rate the extent of immigration and registration of persons department for the last five years (Explain)
10. Is corruption and bribery a major issue with your department? If yes, explain. What strategies has your department done to address the issue?

11. Has tribalism been a major security problem in Kenya? Explain. Are there any strategies adopted by your department curb this challenge?

12. How has technology been a security challenge and what strategies have you adopted to address this?

13. Have there been delays in provision of investigation reports to police? If yes, explain. What measures have your department put in place to address the problem?

14. Do politics play a key role in the security of the country? Explain. Have you had any strategies to ensure politics does not lead to violence in Kenya?

15. Laxity of some officers in their jobs is a security threat. Explain. How do you work to ensure that no officer sleeps on the job?

16. Are there cases of inadequate facilities and equipments in your department? If yes, why is it so and what strategies have you put in place to combat this?

17. Rate the overall security situation in the country for the last five years. (Explain)

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1. Are there cases of security officers misusing fire arms? If yes, explain.

2. Do police officers hire fire arms to criminals? If yes explain.

3. Are there any strategies that have been put in place by the department to ensure that this stops?

4. Police officers have been reported to commit suicide more often. If this is so, is it a security threat? What leads to such behaviours?

5. There exist insufficient mechanisms to respond to terrorism attack within the country.

   (Explain)

6. What strategies have the Police department adopted to integrate technology in combating insecurity in the country?

7. Rate the overall security situation in the country for the last five years. (Explain)

8. There have been a series of terrorism attacks in the country. Has the department employed any strategies to address the ever changing tactics used by terrorists?

9. Is corruption a challenge within the ministry? If yes, what has the police department done to control this?

10. What are the constraints and contingencies that police department faces from external environment that affects their ability to monitor the environments and adapt their strategies accordingly?
11. 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.

12. Does the police operations department review its strategic plan?

(If yes, after how many years)

13. What legislations if any has the department of police put in place to assist in addressing insecurity challenges?

14. Rate the extent of police operations department for the last five years (Explain)

15. Is technology a security threat to the country? If yes, explain.

16. Do politics play a key role in the security status in the country? What has the department done to ensure that politics do not lead to violence?

17. Tribalism is a threat to security in Kenya. Explain. What strategies has the department put in place to address tribalism?

18. Do poverty and unemployment contribute to insecurity cases? If yes, then how? What measures has the police department done to curb this menace?

16. Miss understanding and poor coordination between different groups of police officers has led to poor implementation of security policies. Explain.

19. Are there any cases of extra judicial killing within the police department? If yes, explain.

20. Are there cases of inadequate facilities and equipment in your department? If yes, why is it so and what strategies have you put in place to solve the problem?

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