



UNIVERSITY OF NAIROBI

FACULTY OF ARTS, SOCIAL WORK AND AFRICAN WOMEN STUDIES

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

**Assessing the Counter-Terrorism Preparedness and Mitigation of Terrorist
Attacks: The Case of Dusit D2 Hotel in Nairobi, Kenya**

By

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the Award of the Degree of Master of Arts in Advanced Disaster Management
at the University of Nairobi.**

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DECLARATION

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



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SUPERVISOR'S DECLARATION

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



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DEDICATION

I dedicate this work to everyone who made it possible for me to complete this research project. In heartfelt gratitude, I extend my sincerest appreciation to those who have played pivotal roles in the realization of this endeavor. I express profound gratitude to my parents, James Makori and Correta Bonareri, for their unwavering moral support throughout this academic journey. To my beloved wife, Immaculate Gesare, and our precious daughter, Shirley Nyaboke, your constant prayers have been a source of inspiration and strength. I extend my gratitude to Paramount Bank for providing an enabling environment and extending invaluable social support. I also wish to acknowledge the collective contributions of my classmates, friends, and relatives, whose camaraderie and encouragement have enriched this scholarly pursuit. Your support has been instrumental, and I am profoundly thankful for your role in making this thesis possible.

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TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	ix
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS.....	xi
ABSTRACT.....	xii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	11
1.3 Research Questions.....	13
1.4 Objectives of the Study.....	13
1.4.1 General Objective	13
1.4.2 Specific Objectives	13
1.4 Justification of the Study	14
1.5 Scope and Limitations of the Study	15
1.6 Operationalization of Key Variables	16
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK.....	18
2.1 Introduction.....	18
2.2 Nature and Level of Staff Preparedness and Mitigation Training	18

2.3 Institutional Anti-Terrorism Preparedness and Mitigation Activities	21
2.4 Documentation of Disaster Coordination Plans.....	22
2.5 Communication and Early Warning Systems.....	24
2.6 Adequacy of Access Control Measures	25
2.7 Theoretical Framework.....	27
2.6.7 Risk Perception and Communication Theory	27
2.7.2 Coordination Theory.....	29
2.8 Conceptual Framework.....	31
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.2 Site of the Study.....	33
3.3 Research Design.....	34
3.4 Unit of Analysis and Observation.....	35
3.5 Target Population.....	35
3.6 Sample Size and Sampling Procedure	36
3.7 Data Collection Methods and Tools	37
3.8 Pre-testing	38
3.9 Ethical considerations	39
3.10 Data Analysis	39
CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION	40
4.1 Introduction.....	40

4.2 Response Rate.....	40
4.3 Demographic Characteristics of the Respondents	41
4.3.1 Gender.....	42
4.3.2 Level of Education.....	42
4.3.3 Period Working in the Hospitality Industry.....	43
4.3.4 Employment Cadres.....	44
4.3.5 Counter-Terrorism Training	46
4.4 Nature and Level of Staff Preparedness and Mitigation Training	47
4.4.1 Level of Preparedness and Mitigation Training	47
4.4.2 Specific Counter-Terrorism Training	49
4.4.3 Adequacy of Counter-Terrorism Training.....	50
4.4.4 Objectives of the Training	52
4.4.5 How to Increase the Level of Staff Counter-Terrorism Preparedness.....	53
4.5 Disaster Coordination Plans in the Event of Terror Attacks.....	55
4.5.1 Extent of Availability of Disaster Coordination Plans	55
4.5.2 Effectiveness of Disaster Coordination Plans.....	58
4.5.3 Ways of Improving Disaster Coordination Plans	59
4.5.4 Role of Coordination Plans in the Prevention of Terrorist Incidences	62
4.5.5 Frequency of Disaster Coordination Plan Reviews	65
4.6 Nature of Communication and Early Warning System	69
4.6.1 Availability and Adequacy of Communication and Early Warning Systems	69
4.6.2 Effectiveness of Communication and Early Warning Systems.....	71
4.6.3 Constraints Facing the Communication and Early Warning Systems.....	73

4.6.4 Strategies for Improving the effectiveness of Communication and Early Warning System	75
4.7 Adequacy of Access Control Measures	79
4.7.1 Availability and Adequacy of Access Control Measures	79
4.7.2 Effectiveness of Access Control Measures.....	81
4.7.3 Access Control Limitations	83
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	88
5.1 Introduction.....	88
5.2 Summary of Findings.....	88
5.2.1 Nature and Level of Staff Preparedness and Mitigation Training	88
5.2.2 Disaster Coordination Plans in the Event of Terror Attacks	89
5.2.3 Nature of Communication and Early Warning System	89
5.2.4 Adequacy of Access Control Measures	90
5.3 Conclusions.....	91
5.4 Recommendations.....	91
5.5 Areas for Further Research	93
REFERENCES.....	94
APPENDICES	i
APPENDIX I: Letter of Introduction	i
APPENDIX II: Interview Schedule for Primary Respondents (Hotel Employees)	ii
APPENDIX III: Interview Schedule for Secondary Informants (Counter terrorism personnel and private security personnel).....	vii

APPENDIX IV: Krejcie and Morgan Table	x
APPENDIX V: NACOSTI Letter	xi
APPENDIX VI: University of Nairobi Authorization Letter	xii

LIST OF TABLES

Table 3.1: Target Population.....	36
Table 3.2: Sampling Frame and Size	37
Table 4.1: Response Rate.....	41
Table 4.2: Gender of the Respondents	42
Table 4.3: Respondents' Level of Education	43
Table 4.4: Level of Preparedness.....	47
Table 4.5: Specific Counter-Terrorism Training	49
Table 4.6: Disaster Coordination Plans Effectiveness	56
Table 4.7: Perception of Disaster Coordination Plans in Deterring Terrorism Attacks	58
Table 4.8: Role of Disaster Coordination Plans.....	63
Table 4.9: Frequency of Disaster Coordination Plan Review.....	65
Table 4.10: Availability and Adequacy of Communication and Early Warning Systems.....	69
Table 4.11: Effectiveness of Communication and Early Warning Systems	71
Table 4.12: Communication and Early Warning System Constraints.....	73
Table 4.13: Evaluation of Access Control Measures	79
Table 4.14: Effectiveness of Access Control Measures.....	81
Table 4.15: Access Control Limitations.....	84

LIST OF FIGURES

Figure 2.1: Conceptual framework	31
Figure 4.1: Experience Working in the Hospitality Industry.....	44
Figure 4.2: Respondents' Position.....	45
Figure 4.3: Counter-Terrorism Training.....	46
Figure 4.4: Adequacy of Counter-Terrorism Training	50
Figure 4.5: Steps to Increase Staff Counter-Terrorism Preparedness.....	53
Figure 4.6: Strategies to Enhance Disaster Coordination Plan Effectiveness	60

ABBREVIATIONS AND ACRONYMS

AMISOM	-	African Union Mission in Somalia
ATPU	-	Anti-terrorism Police Unit
BPU	-	Border Police Unit
EU	-	European Union
CAPI	-	Computer-Assisted Personal Interviews
GSU	-	General Service Unit
GTD	-	Global Terrorism Database
ISIS	-	Islamic State of Iraq and Syria
JKIA	-	Jomo Kenyatta International Airport
KDF	-	Kenya Defence Forces
NCTC	-	National Counter Terrorism Centre
NPS	-	National Police Service
UK	-	United Kingdom
UN	-	United Nations
USA	-	United States of America

ABSTRACT

The aim of this study was to assess the status of counter-terrorism preparedness and mitigation of terrorist attacks at the Dusit D2 hotel in Nairobi County in the aftermath of 2019 terrorist attack. The specific objectives of the study were to: determine the nature and level of staff preparedness and mitigation training, document counter-terrorism coordination plans, ascertain the nature of communication and early warning systems, and assess the adequacy of access control measures. The study was guided by the risk perception and communication theory and coordination theory. The study adopted a descriptive research design. Target population for this study were 200 staff/personnel tasked with manning Dusit D2 Hotel, whereas Key Informants were 50 knowledgeable law enforcement personnel. Stratified random sampling technique was applied to pick 132 primary respondents, whereas purposive sampling technique was applied to successfully select 20 Key Informants from Border Police Unit, ATPU, private security services, and NTCT. Data was successfully collected from 110 primary respondents and 50 Key Informants. The study's findings were that a majority (50.0%) of respondents perceived Communication and Early Warning Systems to be effective, with clear lines of communication and various tools contributing to a robust security infrastructure. Regarding Access Control Measures, respondents praised the presence of physical barriers (68.2%), access control points (57.3%), and CCTV surveillance (60.0%), but highlighted the need for more frequent reviews and additional measures like biometric authentication and secure storage. Disaster Coordination Plans were perceived by 51.8% of the respondents as effective, with timely response facilitated by communication between relevant agencies and regular training, yet 67.3% of respondents expressed concerns about limited scope and the importance of security audits. Regarding the Nature and Level of Staff Preparedness and Mitigation Training, a majority (70.2%) of the respondents indicated moderate to large levels of preparedness. However, 29.8% respondents reported limited preparedness or no training at all, emphasizing the need for continuous training and expanded scope. It is then recommended that Dusit D2 Hotel should regularly review and expand the scope of the training program so as to address evolving security challenges comprehensively. It should also conduct more frequent security audits and risk assessments and identify vulnerabilities and areas for improvement, which may lead to better-prepared response strategies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Terrorism has become a significant security issue worldwide and remains a direct threat to the prosperity and stability of nations (Hunsicker, 2006). Although the 2020 Global Terrorism index estimates that there was a reduction in terrorism-related deaths by 15.1% and a reduction in attacks by 13% in 2018 and 2019, attacks have become widespread in other regions, with the most significant increase observed in Africa and Asia (Institute for Economics & Peace, 2020). Between 2002 and 2018, the number of terrorist attacks was at its highest in the Middle East and North Africa (36.1%), 34.1% in South Asia, 13.4% in Sub-Saharan Africa, 9.2% in East Asia, 4.6% in Europe and less than 1% in North America (Global Terrorism Database, 2019). To reverse this order, there is need for various security players, such as state security agencies, private security, members of the public, civil society, among others to coordinate and build counter-terrorism capacities aimed at mitigating cases of such terrorism attacks.

The high prevalence of terrorism incidents in Africa and Asia and lower prevalence in Europe and America perhaps points to the ineffectiveness of counter-terrorism strategies in Africa and Asia. A trend that has devastating consequences on the victims' lives, properties and economies. For instance, skewed disaster coordination measures and insufficient early warning systems have been cited as some of the noticeable impediments to mitigation of terrorism attacks (Wirtz & Rohrbeck, 2018). Although there have been efforts by various countries to repudiate this state of affairs, it appears that existing strategies are not effective. To that end, escalation of incidences of terrorism in Africa and Asia calls for proactive counter-terrorism approaches aimed at preventing the occurrence of terrorist attacks and enhance preparedness to effectively anticipate, respond to and mitigate the impact of terrorist episodes.

Presently, terrorism has evolved into highly complex operation requiring highly technical and technologically enhanced counter-terrorism strategies. The US Department of Homeland Security (2019) observes that the availability of social media has made it easy for violent extremists to disseminate their ideologies across the globe and lure vulnerable individuals to radicalization. With the significant rise in youth radicalization, countries are not only experiencing threats from foreign terrorist organizations but also home-grown domestic terrorists (Sanyal, 2021). With the development of the dark web proliferation of encryption and crypto-currencies, terrorist tactics have evolved into sophisticated and highly technical approaches that are hard to monitor or track. Terrorists are now technically skilled individuals with knowledge of navigating the internet with intentions of gleaning technical information, which could possibly enable them plan and execute terrorist attacks. Notably, US Department of Homeland Security (2019) reveals that terrorist groups, such as Islamic State of Iraq and Syria (ISIS), are now using modern technologies, such as consumer drones, to drop explosives on security forces. This persistence nature of terrorist attacks perhaps denotes low control measures and preparedness by concerned countries.

The 9/11 attack by the Al-Qaeda terror group in the USA and massive attacks in Africa targeting US and western installations, most notably the US embassies in Kenya and Tanzania in 1998, have profoundly heightened the sense of insecurity and vulnerability leading to adoption of counter measures like counter-terrorism preparedness and mitigation. Additionally, the threat of terrorist attacks has brought together nations under the United Nations (UN) Security Council to galvanize their collective efforts to combat terrorism across the globe by adopting Resolution 1373 of 2001 (Tyitende, 2021). The resolution uses a multi-prong approach involving proactive approaches in detecting, preventing, protecting, and mitigating terrorism.

The resolution by UN Security Council requires states to cooperate in providing early warning signs through sharing intelligence on activities that have a nexus to terrorism. As a result of this collaborative approach, it is anticipated that security agencies can act proactively to prevent attacks before they happen; for instance, by preventing and suppressing the financing of terrorist activities (Heathcote, 2018). Furthermore, the resolution obligates states to criminalize the collection of funds for financing terrorism and freeze funds and other financial assets of people who commit terror or finance terror activities. For instance, the Counter-Terrorism and Security Act 2015 legislated by United Kingdom (U.K.) has greatly enable the country to respond to incidences of terrorism (Dresser, 2018). Locally, Kenya has legislated and operationalized the prevention of terrorism act of 2012, particularly on counter-financing of terrorism. Regrettably, the extent to which prevention of terrorism act of 2012 has been effective is yet to be determined. To that end, this study delved into the nature and level of effectiveness of existing counter-terrorism policies against the backdrop of Dusit D2 Hotel terrorist attack.

Counter-terrorism measures and preparedness have become a critical aspect of global security in the 21st century. In an effort to mitigate the threat of terrorism, many countries have developed and implemented a range of mechanisms aimed at preventing and responding to terrorist attacks. Some of the common counter-terrorism measures employed by various countries include intelligence and surveillance (Office of the Director of National Intelligence, 2021), physical security (Department of Homeland Security, 2021), emergency response planning (Home Office, 2021), law enforcement and military action (Ministry of Home Affairs, India, 2021), and counter-radicalization and deradicalization programs (Federal Bureau of Investigation, 2021).

Despite these efforts, there are still many challenges in the global counter-terrorism efforts. Limited coordination between different countries and agencies in their counter-terrorism efforts can result in gaps in information sharing and a lack of consistent approaches (Berti & Forcella, 2019). Increased use of surveillance and intelligence gathering measures has raised concerns about privacy and civil liberties (Rid & Hecker, 2019). The cost of implementing and maintaining effective counter-terrorism measures can be substantial, and many countries struggle with resource constraints (OECD, 2021). Additionally, the threat of terrorism is constantly evolving, and there is a need for continuous adaptation of counter-terrorism measures to keep pace (Council on Foreign Relations, 2021).

Counter-terrorism measures and preparedness have become a critical aspect of global security, particularly in African countries. Many African nations have developed and implemented a range of mechanisms aimed at preventing and responding to terrorist attacks. Some of the common counter-terrorism measures employed by African countries include intelligence gathering and analysis (African Union, 2019), physical security measures such as border control and checkpoints (African Union Mission in Somalia, 2021), and military operations (African Union Mission in Mali, 2021). Additionally, some countries have implemented counter-radicalization and deradicalization programs aimed at addressing the root causes of terrorism (United Nations Office on Drugs and Crime, 2021).

Notwithstanding these efforts, there are still many challenges in the African counter-terrorism efforts. A lack of resources, both financial and human, can limit the effectiveness of counter-terrorism measures (Konrad-Adenauer-Stiftung, 2018). The vastness and porous nature of many African borders makes it difficult to effectively monitor and control the movement of individuals

and goods (Chapman, 2019). Corruption and political instability in some countries can also undermine counter-terrorism efforts (Chapman, 2019). The evolving nature of the threat of terrorism and the growth of new forms of terrorism, such as cyber terrorism, pose additional challenges for African countries (African Centre for the Study and Research on Terrorism, 2021).

While African countries have developed frameworks for combating terrorism, most countries cannot effectively execute counter-terrorism strategies. Most security agents due to limited operational and technical know-how in counter-terrorism investigation and response, law enforcement agencies are sometimes unable to unravel terrorism activities (Magogo, 2017). This capacity limitation has constrained countries from gathering counter-terrorism intelligence proactively. Because of this limited capability to collect actionable intelligence, a number of African countries rely on the British and American intelligence agencies. Unfortunately, such information is relayed to the local counter-terrorism agencies when it is too late to avert attacks. As a consequence of this lacklustre approach, lives have been lost and properties destroyed much to the detriment of economy.

One of the no notable challenges to counter-terrorism is disjointed coordination among institutions responsible for combating terrorism. For instance, lopsided coordination among countries has been cited as one of the contributors to terror attacks, where terrorists target and exploit weak border infrastructure to commit attacks (Roele, 2022). To that end, it appears that countries have not operationalized counter-terrorism strategies suggested by UN Security Council, such as implementing international standards and good practices of sound, modern integrated and cooperative border management to stop terrorist and illegal trafficking. Moreover, heavy reliance on development partners to fund security operations and provide technical assistance and training has limited the ability of security agencies to adequately prepare and avert terror attacks (Kyule,

2018; Musau, 2018). Regrettably, efforts by African countries to enact and operationalize counter-terrorism legislative frameworks is lacking. As a result, most of the African States continue to bear the brunt of terror attacks.

Terrorism activities and attacks, such as radicalization and recruitment, in the Horn of Africa have proliferated to unprecedented levels. As a consequence, there is widespread fear in individual countries, particularly Kenya because of her invasion of Somalia to stem out Al-Shabaab (Ekanem, 2022). While African Union Mission to Somalia (AMISOM) has been instrumental in dislodging Al-Shabaab from crucial areas, the terror group has not relented in attacks, especially in countries such as Kenya, which provide military personnel to the mission. Notably, Al-Shabaab has carried out retaliatory attacks in countries contributing to AMISOM troops as a way of regaining their ground. Locally, terror skirmishes on Westgate Mall standouts as the first significant attack in the country since the 1998 bombing of the US Embassy and the most severe retaliatory attack after the deployment of Kenyan troops to Somalia in 2011 (International Centre for Counter-terrorism, 2020).

Security has deteriorated due to multiple terror attacks in Kenya, killing hundreds and injuring thousands. In July 2010, a bombing in Kampala, Uganda, occurred during a World Cup viewing event, which left 85 dead (Lind *et al.*, 2017). Therefore, despite the military interventions, the terror groups still can wage multiple retaliatory attacks in the region. In addition to security operations, there is need to address other issues that contribute to terrorism, such as corruption among police officers; weak border controls among countries; high unemployment rates, which provide breeding grounds for radicalizing youth and funding terrorist activities.

In Kenya, for example, counter-terrorism efforts have been focused on improving intelligence gathering and analysis, enhancing border security, and strengthening law enforcement capabilities. The government has established specialized units such as the Anti-Terrorism Police Unit (ATPU) to deal with terrorism-related cases, and has also established a national counter-terrorism center to coordinate the efforts of different agencies. Kenya has also been participating in regional and international counter-terrorism initiatives, such as the East African Police Chiefs Cooperation Organization (EAPCCO) and the Intergovernmental Authority on Development (IGAD). Despite these efforts, there are still challenges that hinder the effectiveness of counter-terrorism measures in Kenya. These include limited resources, inadequate training, and lack of coordination between different security agencies. The country has also faced criticism for its human rights record, with allegations of arbitrary arrests, illegal detentions, and extra-judicial killings of terrorism suspects. Counter-terrorism measures and preparedness are crucial for preventing and responding to acts of terrorism. Kenya has taken various steps to counter terrorism, but there are still challenges that need to be addressed.

To strengthen counter-terrorism strategies, the Kenyan government enacted the Prevention of Terrorism Act in 2012. The Act subsequently led to the establishment of the National Counter-Terrorism Centre for coordinating national counter-terrorism efforts and other government agencies; establishing and maintaining a database for assisting law enforcement agencies in developing counter-terrorism and de-radicalization strategies, and conducting public-awareness campaigns on terrorism. The government established the Directorate of Criminal Investigation with a specialized crime unit to gather intelligence on possible terror threats before they occur. These are the anti-terrorism Police Units to deal with terrorism and organized crime, a bomb squad for detonating bombs and an anti-fraud unit to deal with money laundering. The government

revised the Anti-Money Laundering Act of 2009 (2012) to enhance efforts to suppress funding of terror activities. While these Acts provide the legal framework for anti-terrorism strategies, continued terror attacks in the country point out to ineffective enforcement of available policies. Hence, the current study sought to establish the level and nature of counter-terrorism preparedness in Kenya using the Dusit D2 Hotel case study.

There are a set of regulations and legislations guides the manner in which Kenya acts on terrorism. Kenya's legal framework largely borrows from the counter-terrorism strategy authored by the United Nations Office of Counter-Terrorism (UNOCT). Kenya uses the Prevention of Terrorism Act (amended in 2014) to investigate and prosecute terrorism (U.S. Bureau of Counterterrorism, 2019). The Prevention of Terrorism Act offers express legal provisions on necessary steps to proactively prevent terror attacks through collection of actionable intelligence, preparedness to mitigate the effect of terror attacks, investigation of terror incidences and possible conviction of perpetrators (Muindi, 2021). Additionally, Prevention of Terrorism Act of 2014 (amended) provides actionable counter measures that are aimed at preventing terror attacks before they take place. One of the notable approaches is through counter measures on terrorism financing. By thwarting financing of terror activities, the Government of Kenya anticipates to stifle such activities since they aid radicalization and possible recruitment of people into terror groups be it local or international.

Furthermore, Prevention of Terrorism Act of 2014 takes into account the sanction list provided by UNOCT. This ensures that individuals who have been involved in terror attacks do not enter the country to wreak havoc. Other regulations contained in the Act include prevention of arms proliferation into the country (Riunga, 2019). Entry of arms and weapons are thought to be used in terror attacks, such the ones encountered at Dusit D2 Hotel. The Prevention of Terrorism Act of

2014 offers insights into the penalties and deterrence that should be put in place in order to mitigate terror activities. The court system is one of the strongest pillars of prevention of terrorism in Kenya. Although terror-related convictions have been successful, a number of challenges still exist (Muindi, 2021). For instance, cases of terror attacks, such as the Dusit D2 Hotel attack are still in court due to lack of sufficient evidence (Brankamp & Gluck, 2022). Similarly, Kenya has been somewhat accused of violating human rights in the fight against terrorism. This has substantially slowed down the tempo created following the implementation of the United Nations Security Council resolutions on suppression of terrorism.

The coordination mechanism on counter-terrorism incorporates various agencies that are in charge of security in Kenya. Kenya National Police Service through its three branches (National Police Service, Directorate of Criminal Investigations, and Administration Police). DCI's Anti-Terrorism Police Unit, Bomb Disposal Unit, and Cyber Forensics Investigative Unit are the core security units in charge of counter-terrorism measures. Apart of NPS, Kenya's National Intelligence Service (NIS) and Kenya Defense Forces (KDF) also play substantive roles in terrorism related counter measures. To ensure that private security takes part in counter-terrorism, Kenya's National Counterterrorism Center (NCTC) plays a major role in training them on counter-terrorism measures (Riunga, 2019). However, lopsided coordination between and among state security agencies and private security has been one of the weaknesses in the fight against terrorism (Campbell, 2020).

That tourism is critical to Kenya's economic growth, is underscored by the fact that in 2017 tourism contributed 9.7% of Kenya's gross domestic product, which translated to 9% of job creation within the same period (Buigut, 2019). However, in the recent past, inefficiencies in dealing with terrorist attacks has caught Kenya's business communities unaware, thus resulting in

massive business losses and loss of lives. Kenya appears to be targeted by terrorists due to its ability to attract Western international organizations and its ability to attract a large number of foreign tourists.

The tourism industry has been greatly affected by terrorist attacks. For instance, close to sixty attacks were carried out between the years 2011 to 2017 by different terrorist groups (Buigut, 2019). Specifically, in 2014 the attacks were in the region of 100 incidents. Unfortunately, these have resulted in great losses in the tourism sector through stagnation and job loss in such activities as hotel operators, cab and supply services. To that end, this study detailed information on the nature and level of preparedness by hoteliers to combat the possibility of terrorism in their premises. Although the existing legal framework (Prevention of Terrorism Act of 2014) has been operational for a while, its level of effectiveness in countering terrorism financing and attacks is yet to be determined. One of the reasons for sustained terror attacks could be as a result of delayed trial of suspects, thus dampening the deterrence objective. As a result, terrorists appear to have incentives to continue with the attacks. Despite this present state of affairs,

This study was justified on the hypothesis that counter-terrorism preparedness and mitigation will hopefully enable the country to look into the future of counter-terrorism by building on the backdrop of gains made to proactively cushion the country against terror attacks. By anticipating and eventually preventing terror attacks, there will perhaps noticeable protection of lives and properties. These actions are thought to positively contribute to national security goals. Counter-terrorism preparedness by state security agencies, private security and staff of key installations, such as Airports, Hospitals, Malls, among others, will advertently secure the country not only against future attacks, but also spur economic growth and development as a result of absence of threats to national security. It is instructive to note that terrorism is one of the leading threats to

national security of many countries across the globe due to its divesting consequences of the citizens and governments.

1.2 Statement of the Problem

In the previous decade, the hospitality industry has experienced several terrorist attacks, which have taken place in various forms, such as use of explosive devices, active shooters, and cyber-attacks, among others. For instance, suicide bombing at the Taj and Oberoi hotels in Mumbai, India and the Intercontinental Hotel in Kabul, Afghanistan in 2011 (Boylan & Greenawalt, 2021). The hotels' response to the activities was to introduce physical and technological counter-terrorism measures, such as bomb detectors, to limit the attacks, since, use of security guards and officers to deter terrorist activities had proven ineffective in protecting and cushioning the hotels against terrorist attacks (Paraskevas, 2012). However, the nature and level of deterrence resulting from such measures remains unclear since there is a paucity of empirical evidence on its level of deterrence at the international, regional, and local contexts. Thus, this study sought to investigate adequacy and effectiveness of the modern counter-terrorism technologies, such as biometric identification, explosive detection systems, facial recognition technologies, among others, in combating terror threats.

Despite the enactment of anti-terrorism policies and implementation of various anti-terrorism strategies, Kenya remains vulnerable to terrorist attacks, since Hotels and malls are categorized as soft targets that are not easy to protect and vulnerable to attacks due to the nature of their social activities. For instance, Hotels and malls experience a continuous flow of people coming in and going out, thus rendering them vulnerable to terrorist attacks since it is difficult to control the flow of people. This assumption is in line with the perspective of Pizam (2010) who opined that Hotels and Malls are vulnerable to terrorist acts due to poor preparedness and mitigation measures

whenever they are hosting foreigners. Notably, Kenya experienced terrorist attacks of monumental proportions at Dusit D2 Hotel in January 2019, possibly due to foreign clients that frequent this business entity. Because of inadequate counter terrorism measures by staff, private security, and law enforcement agencies, Versi (2019) opined that terrorists had the opportunity to organize and execute terror attacks, which claimed 21 lives at Dusit D2 hotel.

Counter-terrorism preparedness is a key approach in mitigating against attacks, such as those witnessed at the Dusit D2 Hotel. To cushion social places against modern threats to national security, it is important to put in place disaster coordination plans, control measures and early warning systems to mitigate terror activities. Regrettably, Kenya continues to experience an array of attacks perhaps because of inadequate strategies and plans to encounter terror attacks. Consequently, it was important to assess the nature and level of preparedness to mitigate against disasters, specifically those relating to terror attacks. Furthermore, it was essential to review disaster coordination plans and how early warning systems are deployed to manage crisis in case of any.

Campbell (2020) opined that Kenya is ill-prepared to deal with incidences related to terrorism; however, specific or attendant circumstances for such low preparedness were not cited. This is what the current study sought to delineate. Thus, it is possible to infer that there is little attempt in mainstream academic literature to delineate the interconnected nature of counter-terrorism preparedness and possible mitigation of terror attacks. This lack of sufficient empirical evidence or statistics on the level of preparedness of the different cadres of employees in hospitality facilities provided the necessary justification for this study. This study was therefore designed to empirically determine the nature and counter-terrorism preparedness at Dusit D2 Hotel by interviewing the Staff and private security at the facility in addition to relevant arms of the law enforcement

agencies. While the nature and level of counter-terrorism preparedness has been confirmed elsewhere, for instance in the United States and United Kingdom, the same cannot be said locally. It was in light of this state of affairs that this study investigated the nature and level of counter-terrorism preparedness and mitigation measures that were instituted in the aftermath of the Dusit D2 hotel terrorist attack.

1.3 Research Questions

The study sought to answer the following questions:

- i. What is the nature and level of staff preparedness and mitigation training at the Dusit D2 Hotel?
- ii. What are the counter-terrorism coordination plans to be activated in the event of a terrorist attack at the Dusit D2 Hotel?
- iii. What is the nature of communication and early warning systems available at the Dusit D2 Hotel?
- iv. How adequate are the access control measures at the Dusit D2 Hotel?

1.4 Objectives of the Study

This study was guided by broad and specific objectives as follows;

1.4.1 General Objective

To assess the status of counter-terrorism preparedness and mitigation of terrorist attacks at the Dusit D2 hotel in Nairobi County in the aftermath of 2019 terrorist attack.

1.4.2 Specific Objectives

The following research objectives guided this study:

- i. To determine the nature and level of staff preparedness and mitigation training at the Dusit D2 Hotel.
- ii. To document counter-terrorism coordination plans to be activated in the event of a terrorist attack at the Dusit D2 Hotel.
- iii. To establish the nature of communication and early warning systems available at the Dusit D2 Hotel.
- iv. To assess the adequacy of access control measures at Dusit D2 Hotel.

1.4 Justification of the Study

The findings of the study will hopefully add to the body of knowledge on the nature and level of counter-terrorism preparedness with particular focus on the hospitality industry. Notably, in-depth information on what can be done in case of a terror attack since the effectiveness of the existing disaster coordination plans, communication and earlier warning systems has not been adequately documented. Furthermore, the results of this study may offer an empirical exposition on the adequacy of control measures in combating threats associated with terror activities. Similarly, law enforcement officers and National Counter Terrorism Centre (NCTC) may find useful inputs to their counter-terrorism preparedness and mitigation training since the immediate impact of terrorism is a decline in tourism arrivals and revenues over a given time-period.

The management of malls and hotels could possibly find the results of this study useful since the study may shade some light on what more can be done to anticipate terror threats and proactively respond to them. On their part, private security agencies may find the results of this study useful since they are mostly stationed at the points of entry and exits to malls and hotels, and are mainly in need of knowledge and practical information on how to respond to terrorist incidences. By establishing the level and nature of counter-terrorism preparedness, insights may be drawn on how to intervene and reverse the prevalence of terror activities in the Hotel Industry.

1.5 Scope and Limitations of the Study

The study aimed at assessing the status of counter-terrorism strategies on preparedness and mitigation of terrorist attacks at Dusit D2 hotel in Nairobi County. More specifically, it set out to establish staff preparedness and mitigation training, coordination activities, access control measures, communication and early warning systems. The study was limited to Dusit D2 Hotel within Nairobi and the above stated variables. It used a mixed methods approach, but largely relied on a qualitative inquiry in order to draw out the level and nature of counter-terrorism preparedness. Unfortunately, this formed a limitation since use of qualitative techniques are mired with biases, such as participant and sampling biases, which potentially affects the conclusions and generalizations reached. Thus, the findings of the study are limited to the case study, Dusit D2 Hotel. Given the analytical approach of the study, results did not yield cause-effect relationships. The study also relied on real and perceived qualitative primary data and information adduced by the respondents; thus, generalizations of the study results are only applicable to the population under study. Notably, the findings of the study only apply to the Dusit D2 Hotel in view of the fact that different Hotels and tourism sites have access to different security facilities and challenges.

1.6 Operationalization of Key Variables

Concept	Key Variables	Measurable Variable Indicators
Access Control Measures	Access control gadgets/procedures	<ul style="list-style-type: none"> • Types of access control • Number of CCTVs, bomb detectors, x-tray machines • Number of sniffer dogs • Number of trained guards • Availability of access records
Communication Systems	Communication structures and channels, media and social media platforms	<ul style="list-style-type: none"> • Variety of internal communications networks • Number of Walkie talkies, telephones. • Types of communication networks • Accessibility to Telephone, Radio call, Police line 999.
Counter-terrorism Preparedness	Level of preparedness to proactively combat terrorism	<ul style="list-style-type: none"> • Frequency of terror attacks • Number of reports/arrests/terrorists • Physical or virtual actions suggesting an attack
Disaster Coordination Plans	Relevance of coordination plans	<ul style="list-style-type: none"> • Adequacy of collaboration networks with stakeholders • Sufficiency of the sources of information/data • Adequacy of the budget
Early Warning Systems	Nature of communication	<ul style="list-style-type: none"> • Existence of information sharing • Availability of quality communication

		<ul style="list-style-type: none"> • Adequacy of actionable intelligence
Mitigation	Mitigation of terrorism	<ul style="list-style-type: none"> • Number of barriers. • Number of man-traps. • Number of biometric doors.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter presented the insights on counter-terrorism preparedness and mitigation of hotels and malls. Furthermore, it introduced the concept of counter-terrorism and the conceptual framework as well as the theories to support the study.

2.2 Staff Preparedness and Mitigation Training

Preparedness and mitigation play a critical role in the alleviation of terror attacks. The emergency plans need to be part and parcel of the hotel's key objectives and, as such, should be adopted, evaluated and updated in tandem with the changing tactics of terrorist activities. Furthermore, top management needs to commit to the emergency plans by approving the projects, providing the required resources in line with the budget, assisting in developing capacity-building workshops for staff, and executing the training workshops (AIBattat, 2013).

The emergency plans should be based on a framework to ensure a well-laid-out plan on how to approach the emergency plan to mitigate terrorist attacks. The program should have several stages that include proactive planning and emergency preparedness, which include scanning of hazard forecasting, reducing risk, and safety and adaptation of the development plans and analysis. Preparedness and planning implementation provides for planning evaluation and control, disaster communication, resource management and involvement of hotel stakeholders. Then there is the resolution and normality stage where resolutions and restoration take place, reevaluating and re-planning, effectiveness, reinvestment and resource modification and organization learning. It relates to the provision of feedback and education. Hotel management should organize periodical

preparedness and mitigation audits, including an assessment of all hotel activities and operations within the hotel compound and the immediate surroundings.

Consequently, the hotel management should have an interdisciplinary stakeholder committee for all hotel departments and the various stakeholders that include the immediate neighboring staff. It is a critical step in ensuring that the hotel management shares its counter-terrorism plans with the primary and external stakeholders. The purpose has been to work and collaborate as a team at all times, during and after terrorist episodes (FEMA, 2022). In terms of security management, it is paramount for the hotel to establish and appoint a security department and a team to handle all security issues through the appropriate procedures in line with the hotel policies. This department needs a security manager to oversee the department's operations and guide the hotel management in counter-terrorism preparedness and mitigation (AHLA, 2010). Preparedness and mitigation are enhanced by employing good housekeeping activities, which will not only go a long way in advancing the hotel impression but will also minimize the occurrence of unwanted objects. Good housekeeping activities ensure the utilization of appropriate storage and on-site maintenance equipment (AHLA, 2010).

Staff preparedness and mitigation training are achieved through proper planning and management of hotel activities. In addition, preparedness can be achieved through collaboration, communication throughout routine activities, departmental meetings, and budgeting for all the needs required to support counter-terrorism activities at the hotel. It ensures that the hotel is prepared in the event terrorists strike the hotel. Preparedness for terrorist attacks should be based on developing an emergency management plan for guiding and updating communication before, during and after the terrorist attack. Hotels that have experienced a terrorist attack are highly placed to ensure that they have a well-developed emergency or disaster management plan. The crisis or

disaster management plan should be a continuous activity whereby updating and constant communication of the hotel changes and adaptation of additional security measures and guidelines. AIBattat, 2013: Giustina (2003) opines stages necessary for disaster planning: recognizing current risks, developing an updated disaster management plan and assuring the hotel's level of preparedness for the terrorists' attacks. The emergency plan should include utilization maintenance and continuous upgrade for mitigation measures.

Hotel management is critical to maintaining staff preparedness and mitigation training annually. Trained and efficient employees are a vital resource in terms of achieving counter-terrorism preparedness and mitigation. Training is administered to all hotel staff through workshops and certification for cases like first aid, government laws and fire and emergency evacuation training. Employee training instils discipline and builds confidence due to acquiring knowledge for working within and attaining organization and individual objectives (FEMA, 2022). It greatly reduces hazards and deaths in hotels (Henderson, Shufen, Huifen, & Xiang, 2010). In addition, training motivates the staff in areas such as emergency preparedness. It will enable staff to provide feedback in case of any suspicious activity or items to the hotel management through the security department (Henderson et al., 2010). In addition, training allows the hotel management to recruit credible employees, having conducted thorough background checks. Emergency preparedness is applied to mitigate to assist in the aftermath of the terrorists' activities before they occur to reduce the effects of the attacks. The emergency preparedness plans need to be approved by the top management at the hotel and audited and frequently validated to ensure that the projects reflect the currently expected terror attacks to enhance the potential of detecting signals to avert or respond to the attacks. Attempts have been made to develop hotel security standards, for instance, the SS545:2009 Singapore Standard for Hotel security (Paraskevas, 2013; Spring Singapore, 2009).

On the contrary, there seems to be no globally accepted standard. However, hotels need to develop, adhere to and implement standard operating procedures to enable the hotel management to recoup and provide security to its staff and clients (APEC Counter-Terrorism Working Group, 2017).

2.3 Institutional Anti-Terrorism Preparedness and Mitigation Activities

Kenya has been a target of terrorist activities in recent years, with the most prominent being the Dusit D2 Hotel attacks in Nairobi in January 2019 (Bryden & Bahra, 2019). To mitigate and prepare for such incidents, Kenya has established several institutions that work towards anti-terrorism preparedness and mitigation activities. These institutions include the Border Police Unit, the Anti-Terror Police Unit, and the National Counter Terrorism Centre (Musoma, 2021). The Border Police Unit was established in 2014 to enhance security along Kenya's borders with Somalia, Ethiopia, and South Sudan, which are considered to be high-risk areas for terrorist activities (Lusiola, 2021). The unit works to prevent the infiltration of terrorists into the country by strengthening border security through the deployment of additional security personnel, the use of surveillance technology, and the establishment of checkpoints. The Anti-Terror Police Unit (ATPU) was formed in 2003, following a series of terrorist attacks in Kenya. The unit is tasked with investigating and preventing terrorism in the country (Mogire & Agade, 2011).

The ATPU works closely with other law enforcement agencies, such as the National Intelligence Service, to gather intelligence on potential threats and disrupt terrorist activities. The unit has been successful in preventing several attacks, including the 2010 Kampala bombings, which were planned by the Somali terrorist group al-Shabaab. The National Counter Terrorism Centre (NCTC) was established in 2014 to coordinate Kenya's efforts in countering terrorism (Ogada, 2017). The centre works closely with the ATPU and other law enforcement agencies to develop and

implement counter-terrorism strategies. The NCTC also engages with communities to enhance their understanding of the threat of terrorism and to encourage them to report any suspicious activities.

The Dusit D2 Hotel attacks in Nairobi on 15th January 2019 was a tragic incident that highlighted the need for continued efforts towards anti-terrorism preparedness and mitigation activities in Kenya (Ndar, 2019). The attack was carried out by al-Shabaab, a Somali-based terrorist group. The group had previously carried out attacks in Kenya, including the 2013 Westgate Mall attack in Nairobi, which killed 67 people (Ogada, 2017). Following the Dusit D2 Hotel attacks, the ATPU and other law enforcement agencies launched a massive operation to track down the attackers and their accomplices (Lusiola, 2021). Several suspects were arrested, and the ATPU was able to identify the mastermind of the attack. The operation demonstrated the effectiveness of Kenya's anti-terrorism institutions in responding to such incidents. In conclusion, Kenya has established several institutions to enhance anti-terrorism preparedness and mitigation activities, including the Border Police Unit, the Anti-Terror Police Unit, and the National Counter Terrorism Centre. These institutions work together to prevent terrorist attacks, gather intelligence, and respond to incidents. The Dusit D2 Hotel attacks highlighted the importance of these institutions and demonstrated their effectiveness in responding to such incidents.

2.4 Documentation of Disaster Coordination Plans

Counter-terrorism preparedness and mitigation can have enhanced by documenting disaster coordination plans on all aspects of the hotel. The hotel management needs to record an incident activity log which documents the various attacks and incidences at the time of occurrence. It can be supported by establishing lists of the main staff to access the hotel during an attack,

documenting an emergency list, and documenting the manuals for counselling after an attack. In addition, to documentation, it is important for all floor plans to be archived off-site.

Contrary to the shambolic response to the Westgate Mall attack, there was improved coordination and response during the 15th January 2019 high-profile attack by the Al-Shabaab on the Thai-owned DusitD2 Hotel. A report by the International Centre for Counter-terrorism (2020) indicates that the attack began at around midday and the Kenyan security forces managed to secure and take control of the building at around 2000 hours. The centralized command centre under the command of the General Service Unit (GSU) ensured a well-coordinated response by the military and police counter-terror units, foreign security agents, ambulance and fire brigade. Effective response reduced civilian casualties resulting in the death of 21 people, including the five shooters. There was coordinated communication of information to the public by the Minister of Interior and the Inspector General (Muindi, 2020). The attack demonstrated a significantly improved coordination by security forces in response to terror. It took less time for security forces to neutralize the attackers and secure the building; it reduced the number of casualties, and the responsible agencies coordinated the operation well. Musoma's (2021) comparative assessment of multiagency coordination response during the Westgate and Dusit D2 attacks revealed that there was an effective and properly coordinated response by tactical teams in the Dusit D2 attack in comparison to the Westgate attack due to standardization of operation guidelines; sharing of information, joint training and exchange of best practices. Even though the study was carried out on Dusit D2 hotels, the study assessed the effectiveness of multiagency cooperation in responding to terrorism. In contrast, the present study aimed at assessing availability of any coordination plans in the event of a terrorist attack.

In contrast, the current study assesses counter-terrorism preparedness and mitigation. Even though Ngaina's (2016) evaluation of counter-terrorism strategies at the Jomo Kenyatta International airport (JKIA) found that the airport implemented effective intelligence that detects terrorist activities before they occur, this study was carried out in an airport, a highly secure government entity hence the findings may not apply to a hotel and mall. Documentation of plans as well as standard operating procedures assists in guiding how to respond before, during and after an attack.

2.5 Communication and Early Warning Systems

Communication systems in a hotel setting include the mitigation measures, infrastructure, communication protocols and dissemination of information. Enhanced by developing a dissemination plan for data in all forms (APEC Counter-Terrorism Working Group, 2017). The hotel management needs to have security equipment installed in all strategic areas of the hotel. The mass notification system, and panic alarm system, provide systems that provide prompt information sharing with the national security organs. Hotel communication protocol should provide details of personnel and organizations to be contacted in the event of an attack. In addition, the hotel management, through the security manager, should carry out constant monitoring, surveillance, and inspection through a schedule (FEMA, 2022).

While it is critical for hotels can bolster their communication system through the use of ICT infrastructure to enable early warning. It is also important that the hotel management identifies and builds collaborations with like-minded institutions that provide early warning information. For instance, cooperation with the International Crisis Group would go a long way in assisting hotels in implementing and executing counter-terrorism preparedness and mitigation. In addition, the Nightwatch newsletter disseminates information by analyzing current information and international security advancements. Through an in-house project, Kansas University can

scrutinize terrorism activities in various countries. Recently the project was able to predict security issues in Peru, Italy and Tunisia (ACSRT, 2021).

Hotel management needs to extend the essence of having preventive preparedness to avert injuries and death to all clients and staff of the hotel. It is achieved by firming up safety precautions such as installing CCTV, fire sprinklers and smoke detectors. This safety aspect is further reinforced by using experienced security guards on all hotel floors for security matters and guiding clients to the right destination. The hotel management needs to capture the cost of all the requirements in the annual budget to have the services available (AIBattat, 2013). During the aftermath of the Mumbai attack in 2008, all luxury hotels and major malls embarked on a campaign to implement mitigation measures, including strict access control measures, handheld and door-framed metal detectors, CCTVs, and verifying all staff (APEC Counter-Terrorism Working Group, 2017).

2.6 Adequacy of Access Control Measures

Access control measures are concerned with the accessibility of the physical area of a hotel by clients, suppliers, mail and all types of vehicles (APEC Counter-Terrorism Working Group, 2017). Furthermore, the hotel management needs to evaluate sensitive aspects within the hotel that terrorists might use during an attack. These areas include control rooms, and communication rooms, especially where the ICT server is located. In addition, there is a need to have minimal access points for ease in management. Regarding staff accessibility, it would be important for the hotel management to ensure that all staff have their identification as they carry out their duties and visitors. Hotels should foster proper mail management by scrutinizing all parcels and packages, accepting mail from known companies and promptly reporting suspicious mail. The hotel management should consider physical barriers in the parking area and the hotel compound. These barriers will control the movement of clients and the traffic flow of vehicles. In comparison, there

was a well-coordinated response to DusitD2 Hotel (Musoma, 2021). The hotel experienced security risks such as delays in enforcing security cordons, failure to attend to suspicious vehicles and unexploded grenades (Oladipo, 2019).

Although access control measures, such as using metal detectors, bomb detectors and sniffer dogs, have been implemented in the country, the attack on DusitD2 Hotel, located in a high-profile area, indicates that these strategies are reactive and often heightened when terror alert is high in the country. Whereas Musoma (2021) observes that training of security agents led to an effective response in the DusitD2 attack, it is not clear whether DusitD2 Hotel staff have received counterterrorism preparedness and mitigation training. These gaps increase the vulnerability to attacks, especially on soft targets such as hotels and shopping malls. Hence there is a need to assess counterterrorism strategies implemented at DusitD2 Hotel in the aftermath of terrorist attacks to determine if the vulnerability has been reduced. The advent of ICT with the various aspect of communication has found its place in the hotel industry. Today, nearly all hotel functions have been automated; these include reservations, internet connectivity and housekeeping.

Consequently, using ICT in hotel management has led to risks such as unauthorized access to client data and access to client's guest rooms, especially where access to the guest rooms is through electronic cards. In this case, the hotel management must ensure the use of powerful computer software that has been developed to work with minimal disruptions to mitigate personnel data and other aspects (H. Kim, Lee, & Ham, 2012). Furthermore, hotels have relied on biometric services to enhance safety and mitigate various threats experienced. Biometric services are utilized for physical access as a warning signal for recognizing terrorists and unauthorized people. Appropriate use and maintenance of biometric services can result in minimal theft cases by clients and staff and proper use of hotel equipment. For counterterrorism to be successful, the hotel management

can mitigate terrorism activities by maintaining constant communication with the national security agencies (AIBattat, 2013).

Due to the nature of hotel activities, hotels have become soft targets for terrorism activities. It is because of the aspect of open access with 24-hour open access, several entrances and exits, several meeting and conference rooms and high dependency on foreigners. For the mentioned reasons, the hotel management should involve the architects and other designers in providing services that will consider the preparedness of hotel clients by ensuring the safety and security aspect of the hotel car park, entrances and exits and washrooms (Henderson et al. (2010). Consequently, hotels have adopted and installed safety surveillance, scanning luggage and vehicles of all types, using personal metal detectors and collaborating with national security services.

2.7 Theoretical Framework

2.6.7 Risk Perception and Communication Theory

The theory of Risk Perception and Communication was authored by Fischhoff, Bostrom, and Quadrel (1993). The theory cites risk perception as a method in which people perceive and evaluate various types of risks and disasters about the level of exposure of the workplace, infrastructure, and loss of lives. In addition, it is the experience of an individual or an organization's day-to-day activities, the perceptions attached to the values and culture of attending to an organization's activities and the organization's norms. This kind of perception allows an individual to make informed decisions and accept that risks can occur and therefore affect how they might approach the event prior to its occurrence, at the time of occurrence and after the disaster has occurred. Additionally, Risk perception is evaluated through risk appraisal where staff in an organization conduct an appraisal of the expected risks and also provide mitigation methods for the same (Rohrman, 1999). However, risk perception depends on the level at which administrative staff is

physiologically prepared to acknowledge the risk and the mode of hazards based on an individual's thoughts and understanding. Thus, quantification of risk perceptions is achieved by applying survey data collection methods.

On the other hand, the theoretical construct of communication is associated with social activities whereby individuals are made aware of the expected hazards and are guided to change their attitude and therefore are involved in making informed decisions about risk management as part of preparedness and mitigation of events. For communication theory to be effective in promoting preparedness and mitigation of disasters, staff need to have adequate knowledge of the expected risks and the appropriate methods of mitigating the events. Thus, for an organization to achieve preparedness and mitigation against terrorist attacks, the management should develop proper plans and strategies and communicate the information to all the staff. In addition, staff's active participation and communication of relevant information are needed. The communication channels employed in risk management to disseminate information within an organization include social media, emails, memos, and staff meetings.

Risk communication theory was applicable to the current study since it describes how terror risk is perceived and communicated during the response stage to the occurrence of a disaster. The activities involved include sharing warning messages, provision of plans to respond to events, restoring and repairing the image of an organization. For the mentioned activities to be practical, communication within an organization must be delivered to all staff through an engaging process (Seeger & Padgett, 2010). The Risk perception and communication theory is essential in understanding the various risks and communication methods in counter-terrorism preparedness and mitigation within the hotel and mall industry. One of the notable limitations of the Risk perception and communication theory is that it negates the place of coordination in undertaking

disaster management tasks. Furthermore, the theory isolates the place of coordinating with others so that learning and help is integrated into disaster management.

2.7.2 Coordination Theory

Alfred Werner is credited for expounding the theory of coordination to explain how various actors should coordinate in order to accomplish the stated goals (von Zelewsky, 2014). Overtime, the theory has been applied to explain the importance of various organs/departments of an organization to leverage synergies as a way of achieving desired results. Crowston and Osborn (1998) stated that inability of various actors to get the required results means that they are facing coordination challenges.

The coordination theory underlines the need for coordination as a mechanism of circumventing challenges that may hinder the production of results. Moreover, the theory postulates the existence of dependency between an actor and activity, where the happening of the activity depends on possible constraints that must be delimited through coordination. During disasters, such as terror attacks, the constraints to counter-terrorism appear to affect the mitigation of terror activities. Thus, counter-terrorism measures are dependent on the functionality of the actors involved in prevention of terrorism, such as state security agencies, private security, and the staff of establishments frequented by people. The constraints to terrorism can be ameliorated through coordination and partnerships between malls/hotels and state security agencies.

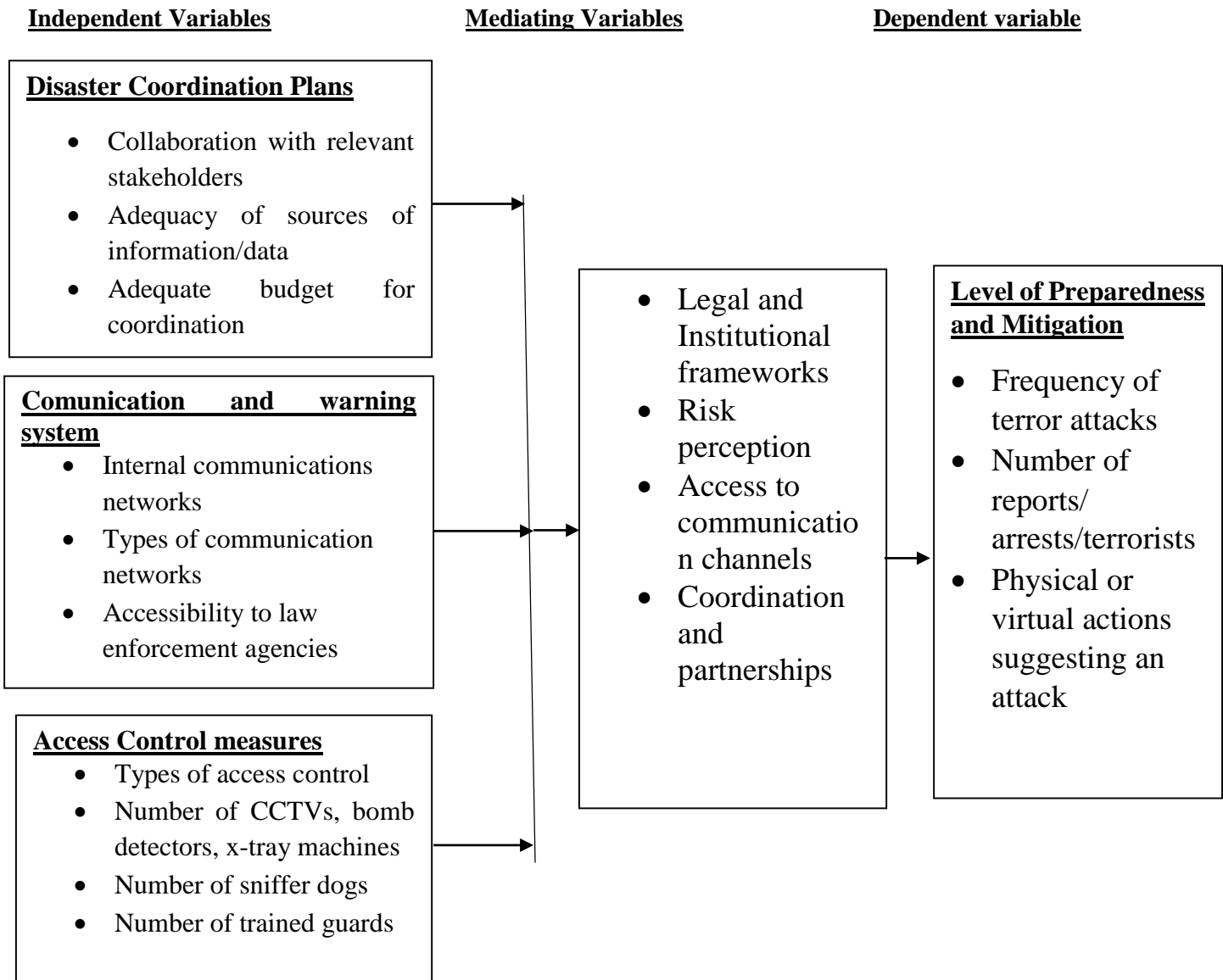
The coordination theory has been developed overtime to underline the need for diverse interrelated actors to undertake their related activities harmoniously in order to achieve desired outcomes (Malone & Crowston, 1990). The anti-terror security actors are diverse since this involves an array of state security agencies and private security who should coordinate to ensure there is safety of

people. Crowston and Osborn (1998) argued that execution of various coordination efforts is critical for finding solutions to the prevailing security challenges. Thus, in the realm of the counter-terrorism, security challenges can be circumvented through coordination among various stakeholders, ranging from the staff to the law enforcement agencies. For instance, there is need to apply multiagency and inter-organizational tools to enhance the synergies across diverse security actors. The coordination theory portends that coordination between disaster management organizations can solve complexities that may hinder the achievement of the desired goals.

The coordination theory was applicable to the present study since it underlines the importance of synergies between state security agencies, private security and the staff of malls or hotels in terms of information and resource sharing since this solves complexities or constraints for achievement of desired goals. In the case of the nexus between counter-terrorism measures and mitigation, any complexities in form of adequacy of control measures and communication can be resolved through coordination of various security agencies, private security and the staff of malls or hotels. It is instructive to note that prevention of terrorism has a number of state security actors: National Police Service, NIS, KDF, NCTC, among others. Although ATPU has the key role of coordination of these state security actors, it has been observed that there is lack of coordinated efforts among state actors mandated with critical counter-terrorism. Thus, for these complexities brought about by over-legislation of counter-terrorism measures, there is need to deepen coordination among all the involved actors.

2.8 Conceptual Framework

Figure 2.1: Conceptual framework



Counter-terrorism preparedness is important in mitigating against terrorism activities. It is thought to enhance the proactive response to incidences that are likely to predispose lives and property danger and even possible death and destruction respectively. Counter-terrorism preparedness is seen from nature and level of staff preparedness, disaster coordination plans, communication and earlier warning systems, and adequacy of access control measures. Coordination plans entails how

security of the establishments collaborate/partner with various stakeholders, share information, and adequacy of budget to implement coordination plans.

Additionally, communication and early warning systems are central to mitigation of terrorism. For instance, internal communication networks enable security to detect unusual activities and communicate within the buildings to avert activities that are thought to endanger lives of people. Furthermore, communication networks and access to law enforcement agencies is crucial in encumbering activities that may possibly predispose people to injury or even loss of life. Access control measures are central to mitigating against terrorism. For example, regulated access to social places, such as Malls, is key in preventing terror-related attacks. Thus, types of access controls, such as mandatory or role-based access controls, are important in ensuring that only designated personnel access given points. Importantly, use of modern technological security equipment, such as CCTVs, bomb detectors, x-tray machines, is important in enhancing terrorism mitigation measures. Use of trained guards and sniffer dogs (K9) is important at the entry and exit points to check luggage and people as they enter or sometimes exit the premises.

These counter-terrorism measures must be implemented within the purview/confine of legal and institutional frameworks, risk perception, access to communication channels, and coordination and partnerships. These mediating variables are thought to provide process upon which counter-terrorism preparedness follows to mitigation. The level of preparedness and mitigation is indicated by the frequency of terror attacks, number of reports/ arrests/terrorists, and physical or virtual actions suggesting an attack. For instance, low rate of terror attacks suggests higher level of mitigation and vice versa.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter detailed the methodological approach that the study adopted in data collection and analysis. Accordingly, it specified the site of the study, research design, units of analysis and observation, target population, sampling procedure and sample size, data collection techniques, data analysis, and ethical considerations.

3.2 Site of the Study

This study was carried out in Nairobi City County, which the capital city and headquarters of Kenya and was confined to Dusit D2 Hotel. The site was selected since it is home to majority of international organizations, such as the United Nations Environmental Programme (UNEP), World Bank, RTI international, World Food Programme, among others. Expatriates and foreigners visiting or working in these organizations frequent shopping malls and hotels possibly because most of these establishments are located in upmarket neighborhoods. The location is thought to be secure and closer to the headquarters of many international organizations and/or where their staff live. Nairobi City County has 15 shopping malls scattered around the city, namely: the Junction Mall, Village Market, Rosslyn Riviera Mall, Freedom Heights Mall, Galleria Shopping Mall, Two Rivers Mall, Garden City, among others. Some of the malls provides both shopping and residential areas.

The Dusit D2 Hotel Nairobi is a renowned, contemporary hotel strategically located in the heart of Nairobi, Kenya. This upscale establishment is recognized for its exceptional design, luxurious accommodations, and a diverse range of amenities. It caters to both business and leisure travelers, offering spacious, well-appointed rooms and suites with modern furnishings and breathtaking

views of the city. The hotel placed significant emphasis on providing a secure and welcoming atmosphere, ensuring guests' comfort and safety during their stay.

The choice of the Dusit D2 Hotel Nairobi as the subject for the study was justified by the unfortunate terror attack that took place there. In January 2019, the hotel was the target of a devastating terrorist attack carried out by the Somalia-based extremist group, al-Shabaab. The attack involved a coordinated assault on the hotel complex, which included a hotel, office spaces, and restaurants, resulting in multiple casualties and extensive damage. The aftermath of this tragic event served as a compelling reason for the focus of the study. It underscored the critical importance of assessing the counter-terrorism preparedness and mitigation strategies of the Dusit D2 Hotel Nairobi.

Although malls and many high-end hotels are deemed safe, they have often been targeted by various terror groups and persons. This is possibly because of the number of patrons and customers in these establishments, which possibly makes them vulnerable to terror attacks. A number of terror attacks have been reported in the hospitality sector. Probably because of the level of counter-terrorism preparedness in the named facilities. Here in Kenya, Dusit D2 Hotel has in the past suffered the worst brunt of terrorism. Due to the unpredictable nature of terrorism in the hospitality industry, the nature and level of counter-terrorism preparedness and mitigation ought to be investigated.

3.3 Research Design

This study adopted a descriptive research design. This research design describes the characteristics of a particular individual, or of a group. The selection of a descriptive research design enabled the researcher to undertake an in-depth study by using a mixed research approach that integrates both

quantitative and qualitative techniques. Furthermore, a descriptive research design is primarily used in describing a phenomenon under investigations when the goal of the study does not encompass cause-effect relationships.

3.4 Unit of Analysis and Observation

Units of analysis refer to social units whose social characteristics are relevant to the study. In the current study, the unit of analysis is counter-terrorism preparedness and mitigation. On the other hand, unit of observation are defined as the sources of data. These were Dusit D2 Hotel staff, private security on duty as well as counter terrorism officers drawn from the Directorate of Criminal Investigation's Anti-Terrorism Police Unit (ATPU), Border Police Unit and Kenya National Counter Terrorism Centre (NCTC).

3.5 Target Population

Target population for this study were the staff/personnel tasked with manning Dusit D2 Hotel. This cluster of respondents formed the primary target population. For purposes of collecting in-depth information, the study targeted knowledgeable personnel from law enforcement agencies in relation to the counter-terrorism measures in the aftermath of the 2019 terrorist attack. Through the discretion of the Kenya National Police Service, information was sought from DCI's ATPU, Border Police Unit (BPU) and Kenya National Counter Terrorism Centre (NCTC). Furthermore, data was sought from private security personnel who provide security to the establishment since they are first responders in the event of a terror attack. Preliminary survey indicates that there were 200 employees at Dusit D2 Hotel at the time of conceptualizing this study. However, the population keeps changing owing to the effects of COVID-19 that had slowed down operations in the mentioned facility. To assess the level of preparedness, the study targeted primary respondents as detailed in Table 3.1.

Table 3.1: Target Population

Position	Sampling frame	Proportion (%)
Top managers	20	10.0
Middle managers	40	20.0
First level/support staff	140	70.0
Total	200	100.0

3.6 Sample Size and Sampling Procedure

Various sampling techniques were applied in selecting respondents and informants of the study. In sampling primary respondents (Hotel staff), the stratified random sampling technique was applied. This sampling technique was justified on the basis that the population was categorized into different strata, namely: top managers, middle managers, and first level/support staff. Each stratum represented a different proportion of the total population. Use of stratified random sampling ensured that the sample was representative of the entire population. It further ensured that there was a sufficient number of participants from each stratum. This enabled the researcher to make more accurate inferences about the population as a whole and to analyze differences between different strata. The first level of sampling involved stratifying employees/staff as top/senior managers, middle-level managers/personnel, and first level/sub-ordinate/support staff. Consequently, random sampling was applied to select a proportionate number of respondents from each stratum. However, in selecting proportionate samples from each cadre, exclusion and inclusion criteria was applied. For instance, employees must have worked in the said property for not less than 2 years.

Purposive sampling technique was applied to select Key Informants: Law enforcement personnel (Border Police Unit and ATPU), private security personnel, and NCTC. The inclusion criteria encompassed knowledgeable security personnel who work in these professions, while the selection of participants also considered expertise, rank or position within their organization, and location.

For instance, individuals with significant expertise or holding senior positions, such as a head of department, team leader, or supervisor were selected for data collection. Exclusion criteria included individuals who did not meet the inclusion criteria, those with a conflict of interest, and those who may have previously participated in a similar study. Selecting participants based on these criteria ensured that the data collection process yielded high-quality data and was relevant to the study's research questions. The researcher also solicited data from 20 informants from the projected 50 of the secondary population to offer a detailed account of the phenomenon under study. Soliciting in-depth data from 20 key informants/participants is justified in literature by several authors, such as Nowell *et al.* (2017) found that sample sizes from 15 to 60 participants are adequate.

To arrive at the correct sample size, the study employed the Krejcie and Morgan (1970) table for sample size determination. A population of 200 yielded a sample size of 132 primary respondents. The sample size was proportionately distributed according to the population size of each group.

Table 3.1: Sampling Frame and Size

Position	Sampling frame	Sample size	Proportion (%)
Top managers	20	13	10.0
Middle managers	40	26	20.0
First level/support staff	140	93	70.0
Total	200	132	100.0

3.7 Data Collection Methods and Tools

Online questionnaires were used to collect data from Dusit D2 Hotel employees, while interview schedules were used for Key Informants. Given that most employees in this establishments possessed basic levels of education, online questionnaires were generated and a link sent to them upon clearance from the management of the Hotel. Questionnaires contained both open and close-

ended questions, aimed at soliciting qualitative and quantitative data. Apart from online surveys, the researcher physically distributed questionnaires to the selected primary respondents in order to get information from those who could not be accessed through online platforms. The use of interview schedules for 50 informants (secondary respondents) was selected on the basis that the study sought to solicit in-depth information on counter-terrorism measures, where self-reported questionnaires may not yield adequate information. Both physical and online data collection methods were applied. Upon completion of data collection, the researcher successfully solicited data from 20 secondary respondents

To collect in-depth information, the researcher targeted key informants in the security sector. Through the discretion of the Kenya National Police Service, information was sought from Directorate of Criminal Investigation's Anti-Terrorism Police Unit (ATPU), Border Police Unit and Kenya: National Counter Terrorism Centre (NCTC). Furthermore, data was sought from private security firms who provide security to the establishments since they are first responders in case of terror attacks. Computer Assisted Personal Interviews (CAPI) and recorded phone interviews were used to collect information from key informants. To corroborate some information, the researcher applied observations so as to get a complete picture of a phenomenon in its natural setting

3.8 Pre-testing

Validity and reliability of the data collection instruments (interview guide and questionnaire) were established through pre-testing technique. Pre-test was done by administering 10 Interview schedules and questionnaires and undertaking one interview to establish accuracy and aptness of data collection instruments. The pilot study offered hindsight on the data collection procedure, which informed the basis for remodeling the study or not. The basis of the pre-test was to

establish whether respondents and informants were able to effectively respond to the questions or not. This provided foundation for amending or not re-phrasing the instruments in light of the pilot results. However, the results of the pre-test were not included in the final data analysis.

3.9 Ethical considerations

The university letter of introduction was used to explain to the respondents that the research was purely for academic purposes and were guaranteed that their privacy was protected by a strict standard of anonymity. After validation of research tools, the researcher sought authorization from relevant authorities to gather information for the research. The researcher also obtained a license from the National Commission for Science, Technology, and Innovation (NACOSTI) to collect data. The research observed ethics as outlined in the University of Nairobi ethical standards, which encompassed originality and referencing/citation. Follow-ups were done using personal appearance. Interviews for the key informants were done on a face-to-face session and/or recorded phone interviews with utmost respect for their work.

3.10 Data Analysis

The researcher used SPSS version 25.0 software to analyze quantitative data. While the qualitative data was analyzed using narratives given by the respondents in terms of topical questions as stated in the objectives of this study and personal stories to back-up the narratives. The SPSS programme enabled the researcher to run descriptive statistics, such as frequencies and percentages. Descriptive statistics such as frequency, percentages, standard deviation, and mean were generated to offer a glimpse of patterns and trend of the responses. Data was presented majorly using narratives and taking into consideration verbatim as given by the respondents, graphs, charts, figures and tables where necessary.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter encompassed analysis of data, interpretation and presentation of results. Data was collected from the staff at Dusit D2 Hotel who were primary respondents in addition to personnel from state security agencies (ATPU, BPU, NCTC) and private security who were the secondary respondents. Quantitative data was analyzed using SPSS version 26.0 and Excel Spreadsheet. In contrast, qualitative data was analyzed using a thematic approach and data was presented along quantitative data to validate results. The findings emanating from the data were presented using tables and figures/diagrams. The following were the objectives of the study:

- i. To determine the nature and level of staff preparedness and mitigation training at the Dusit D2 Hotel.
- ii. To document counter-terrorism coordination plans to be activated in the event of a terrorist attack at the Dusit D2 Hotel.
- iii. To establish the nature of communication and early warning systems available at the Dusit D2 Hotel.
- iv. To assess the adequacy of access control measures at Dusit D2 Hotel.

4.2 Response Rate.

The sample size of the study was 132 primary respondents. However, the researcher successfully collected data from 110 respondents. This high response rate was achieved since the study only

focused on Dusit D2 Hotel and respondents were largely accessible and willing to provide data. Table 4.1 presents results of the analyzed data.

Table 4.1: Response Rate.

Category	Response (N)	Non-Response (N)	Response Rate (%)	Non-Response Rate (%)
Top managers	10	3	76.9%	23.1%
Middle managers	22	4	84.6%	15.4%
First level/support staff	78	15	83.9%	16.1%
Total	110	22	83.3%	16.7%

Table 4.1 presents results of the response rate for the primary respondents who at the time of the study were working at Dusit D2 Hotel. As seen from Table 4.1, the sample population was 132 primary respondents, where data was successfully collected from 110 primary respondents (83.3%). However, the researcher was unable to access and/or collect data from 22 primary respondents (16.7%). The response rate of 83.3% as summarized in Table 4.1 is adequate for the study as outlined in the American Statistical Association (ASA), which recommended a target of 75%. Therefore, the response rate of 83.3% obtained is sufficient since it indicates a strong level of participant engagement and suggests that the collected data was likely to be representative and reliable. On the other hand, data were successfully solicited from 50 Key Informants whose information aided in triangulating the results from quantitative data.

4.3 Demographic Characteristics of the Respondents.

This section presents demographic information of the respondents in regard to their gender, education level, experience in the hospitality industry, position held, and whether they have

received any counter-terrorism training. The following sub-section shed more light to the socio-demographic attributes of the respondents.

4.3.1 Gender

The study sought to establish the gender of the respondents. This was intended to provide snapshots into the gender distribution of the respondents. Table 4.2 summarizes analysis of data.

Table 4.2: Gender of the Respondents.

Gender	N	%
Female	59	53.6
Male	51	46.4
Total	110	100.0

Table 4.2 illustrates the gender distribution of respondents. Evidently, the majority of respondents were female, comprising 53.6% (59 out of 110) of the total sample. On the other hand, males accounted for 46.4% (51 out of 110) of the respondents. This result implies that in the study, there was a higher representation of females compared to males. The proportion of females was slightly larger than that of males, with a difference of 7.2 percentage points. Thus, understanding the gender composition in counter-terrorism preparedness studies helps in ensuring that mitigation strategies and preparedness measures are inclusive and account for the diverse perspectives, experiences, and contributions of both genders.

4.3.2 Level of Education .

Data on the education level of respondents was collected in order to offer an overview of the educational attainment of the respondents. This was partly to determine the extent to which respondents understood counter-terrorism, and the level of preparedness to mitigate terrorist attacks at Dusit D2 in particular. Table 4.3 visualizes results emanating from analysis of data.

Table 4.3: Respondents' Level of Education.

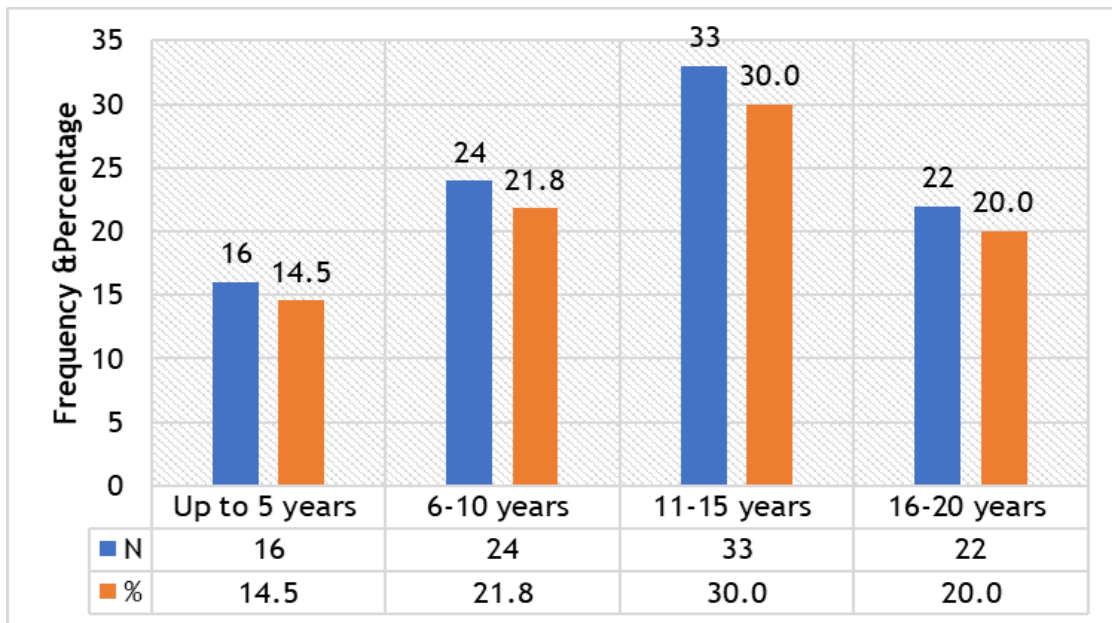
Education Level	N	%
No education	2	1.8
Primary	5	4.5
Secondary	18	16.4
College	54	49.1
Degree and above	31	28.2
Total	110	100.0

The results depicted in Table 4.3 indicate that the respondents' level of education varied. Out of the total sample, 1.8% had no education, 4.5% had a primary education, 16.4% had a secondary education, 49.1% had a college education, and 28.2% held a degree or higher. These findings suggests a diverse educational background among the respondents, with a majority of respondents (77.3%) having attained college education or above. The data on education levels provides insights into the respondents' educational attainment, which can be relevant for understanding the contents of training programs on counter-terrorism and preparedness to mitigate terrorist attacks at Dusit D2.

4.3.3 Period Working in the Hospitality Industry.

Experience in the hospitality industry is crucial in understanding the dynamics of the sector, not only concerning the trends of customer tastes and preferences, but also on their physical security, which is a crucial component of human security. Figure 4.1 visualizes the summary of from analyzed data.

Figure 4.1: Working Experience in the Hospitality Industry.



As summarized in Figure 4.1 above, it is evident that the results show that 14.5% of the respondents had up to 5 years of experience; 21.8% had experience ranging from 6 to 10 years; 30.0% possessed experience spanning 11 to 15 years; 20.0% had accumulated 16 to 20 years of experience; and 13.6% had served for more than 20 years of experience. These findings indicate a diverse range of experience levels within the hospitality industry. But more importantly, the data underscores the importance of practical knowledge and expertise in ensuring physical security. It further showcases the respondents’ professional backgrounds, which contribute to their understanding of industry dynamics, customer trends, and the critical aspect of physical security within the hospitality sector.

4.3.4 Employment Cadres

Respondents’ position is one of the crucial predictors of their knowledge on the counter-terrorism preparedness. In contrast, it is important to establish whether lower cadre employees are involved

and/or prepared to mitigate against terrorist attacks. Figure 4.2 visualizes results from the analyzed data.

Figure 4.2: Respondents' Employment Cadres.

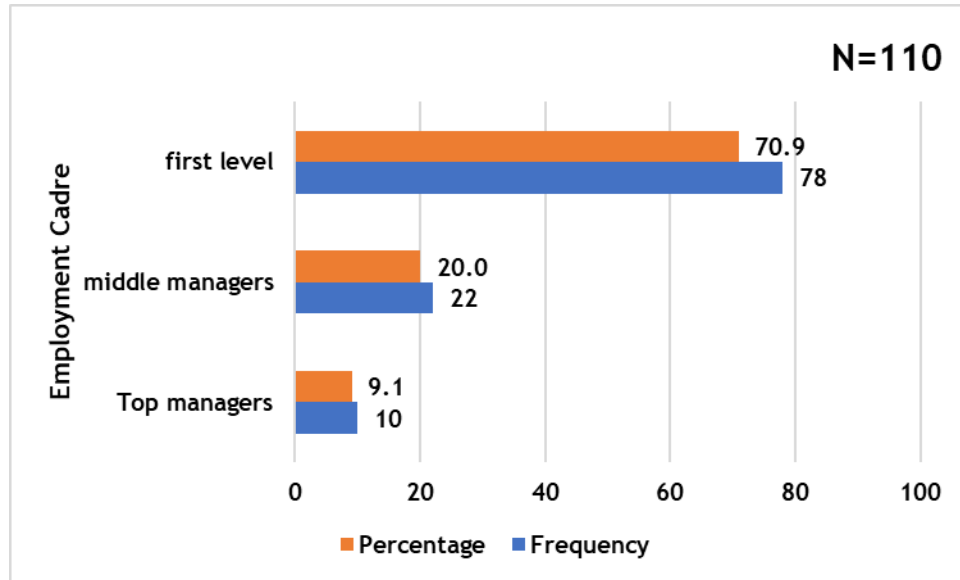
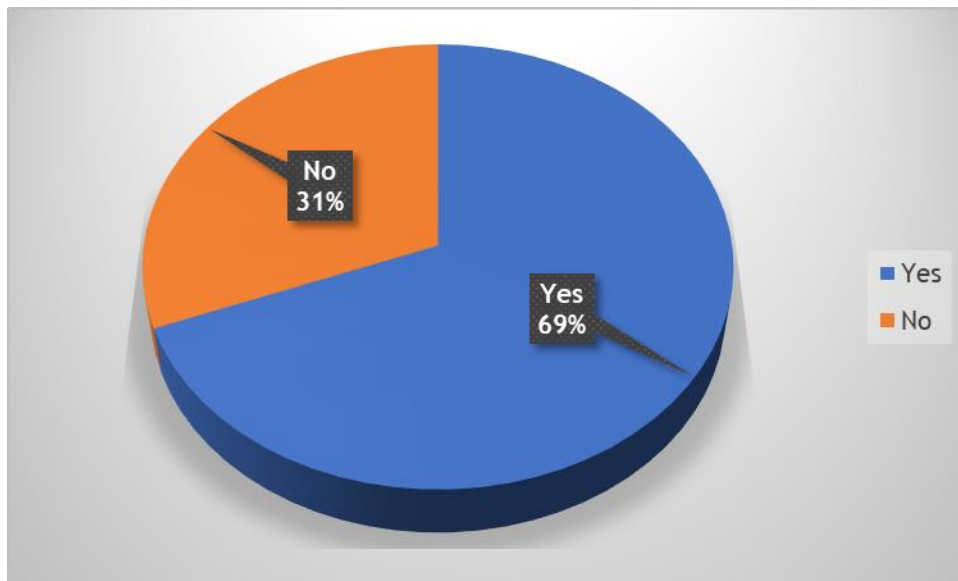


Figure 4.2 illustrates the distribution of respondents based on their positions, aligning with the information provided before it. The positions include top managers, middle managers, and first level/support staff. Among the respondents, 9.1% were top managers, 20.0% were middle managers, and the majority of 70.9% consisted of first level/support staff. It is not surprising that majority of the respondents were first level cadre personnel given that the hospitality industry is highly populated at the lower levels, whereas top level management is lean. This means that top managers should provide leadership, particularly on the type counter-terrorism training so as to be prepared to manage terrorist incidences and/or threats. Notably, top management teams are directly in charge of the trainings and the choice of disaster coordination plans and the communication and early warning systems, which directly influence counter-terrorism preparedness.

4.3.5 Counter-Terrorism Training.

The study sought to establish whether respondents had received any form/type of counter-terrorism training. This was intended to elicit a follow up question on the specific training that the staff at Dusit D2 Hotel had received. Figure 4.3 presents findings from analysis of collected data.

Figure 4.3: Counter-Terrorism Training.



As visualized in Figure 4.3, the data shows that 69.1% of the respondents had received counter-terrorism training, while 30.9% had not. These findings indicate a significant proportion of respondents had undergone some form of training, implying that the staff at Dusit D2 Hotel may have some knowledge and skills related to counter-terrorism measures. Thus, most of the respondents had appropriate characteristics for the study. From the results, it possible to argue that counter-terrorism training prepares the staff to manage or even mitigate unforeseeable incidences of terrorist incidences and threats. On the other hand, this paper is of the view that those who have not received are ill prepared to counter various forms of terrorist incidences.

4.4 Nature and Level of Staff Preparedness and Mitigation Training.

The first objective of the study was to establish the nature and level of staff preparedness and mitigation training at the Dusit D2 hotel. Various questions were posed to the respondents so as to understand the interconnected nature between the preparedness and mitigation of terrorist attacks.

4.4.1 Level of Preparedness and Mitigation Training.

The study sought to establish the extent to which the staff at Dusit D2 were prepared to tackle any terror-related attacks at the establishment. The question posed to the respondents was in form of a 5point Likert scale. Table 4.4 presents a summary of the analyzed data.

Table 4.4: Level of Preparedness

Preparedness Level	N	%
No extent	12	10.9
Small extent	23	20.9
Moderate	30	27.3
Large extent	32	29.1
Very large extent	13	11.8
Total	110	100.0

Table 4.4 above indicates that 10.9% of the respondents had no extent of preparedness, while 20.9% reported a small extent. Furthermore, 27.3% expressed a moderate level, 29.1% indicated a large extent, and 11.8% reported a very large extent of preparedness. Data reveals a range of preparedness levels among the respondents, with a significant portion (77.3%) indicating a moderate or large, very large extent of preparedness. This suggests that a significant portion of the staff at Dusit D2 considers themselves to be adequately prepared to tackle terror-related attacks at

the establishment. Reflecting on the percentage (69.0%) of those who had received counter-terrorism preparedness, it is possible to argue that the training may help individuals to understand various of terrorist incidences and/or threats. As a result of their training, respondents may have acquired crisis management skills, emergency response, and threats assessment skills that are crucial in counter-terrorism measures.

4.4.2 Specific Counter-Terrorism Training.

The study sought to establish the specific counter-terrorism training that the staff at Dusit D2 had received. Several types and/or forms of counter-terrorism training were posed to the respondents, containing a binary question for each, that is, whether (yes/no) they had recently received training after the terror attack that occurred at the establishment. Table 4.5 reflects the respondents' self-reported engagement with specific training areas related to counter-terrorism preparedness.

Table 4.5: Specific Counter-Terrorism Training after the Terrorist Attack

Types of Counter-Terrorism Training	Yes		No	
	N	%	N	%
Identification of suspicious behavior	23	20.9%	87	79.1%
Response to bomb threats	42	38.2%	68	61.8%
Handling of suspicious packages	18	16.4%	92	83.6%
Response to active shooter situations	34	30.9%	76	69.1%
Awareness of different types of terrorist attacks	29	26.4%	81	73.6%
Use of security equipment	45	40.9%	65	59.1%
Communication and teamwork during emergencies	38	34.5%	72	65.5%
Risk assessment and analysis	27	24.5%	83	75.5%
First aid and emergency medical procedures	41	37.3%	69	62.7%
Cyber- security and information technology security	36	32.7%	74	67.3%

As tabulated above in Table 4.5 above, it can be observed that the highest participation rate (40.9%) was in the training for the use of security equipment, with 40.9% indicating their involvement. Followed closely by response to bomb threats (38.2%); First Aid and Emergency Medical Procedures (37.3%). On the other hand, the lowest participation rates were seen in

handling suspicious packages (16.4%) and risk assessment and analysis (24.5%). The data suggests that although a significant proportion of respondents have undergone training, the majority averaging 79.1% had not gone through any form of counter-terrorism training after the 2019 terrorist attack at the Hotel. This means that lack of receiving any form of training may reduce ability to identify and report suspicious activity or even lead to increased likelihood of panicking or freezing in the event of an attack.

4.4.3 Adequacy of Counter-Terrorism Training.

The study sought to determine whether counter-terrorism training for the staff was adequate in mitigating against terror-related attacks at Dusit D2 Hotel. This was a follow up question from the preceding section on the specific training that the staff had received. Figure 4.4 visualizes analysis of the collected data.

Figure 4.4: Adequacy of Counter-Terrorism Training

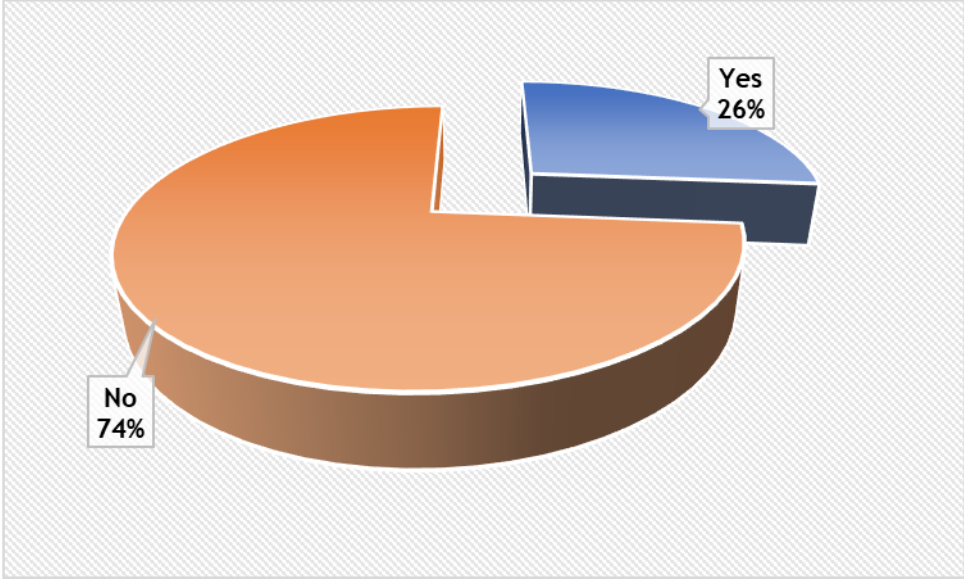


Figure 4.4 represents the analysis of collected data on the adequacy of counter-terrorism training for the staff at Dusit D2 Hotel in mitigating terror-related attacks. It is evident that 26.0% of the respondents believed that the counter-terrorism training was adequate, while the majority, 74.0%,

expressed the opposite view. Inadequate counter-terrorism training may be attributed to the fact that most of the respondents in the preceding section stated that they have not gone through specific counter-terrorism training, such as identification of suspicious behavior and handling of suspicious packages. As a result, a majority of the respondents may not feel prepared to handle terrorist incidences, thus indicating low adequacy of counter-terrorism training.

Based on the question regarding the adequacy of Counter-Terrorism Training, respondents were asked to explain their answer. For those who stated 'no' (74.0%) regarding the adequacy of Counter-Terrorism Training, their concerns revolved around several key factors namely: shallow depth of training since it did not sufficiently cover various scenarios and best practices required to effectively respond to terror-related attacks; limited scope of the training program, since it focused on the identification of suspicious behavior, use of security equipment, among others, while neglecting critical issues, such as cyber- security, information technology security, handling of suspicious packages, and response to active shooter situations, to name but a few. Besides, there hasn't been any reinforcement of the training in form of refresher and/or practical exercises to maintain preparedness; higher expectations based on previous experiences with more comprehensive training, which led them to perceive the provided training as inadequate.

In contrast, those who stated 'yes' (26.4%) regarding the adequacy of Counter-Terrorism Training explained their perspective in a different light. They emphasized that the training was comprehensive and effective in preparing them for potential threats. They specifically mentioned that the training covered a broad range of topics, including the identification of suspicious behavior, response to different types of attacks, communication during emergencies, and the use of security equipment. Participants highlighted the practical application of the training through exercises, simulations, and case studies, which enhanced their understanding and ability to apply

counter-terrorism measures. They also appreciated the ongoing support provided, such as regular updates, refresher courses, and access to resources, which enabled them to stay up to date with evolving counter-terrorism practices and maintain their skills and knowledge.

The contrasting responses to the adequacy of Counter-Terrorism Training (26.4% yes, 73.6% no) stem from differing perceptions. ‘No’ respondents cited shallow training, limited scope, and a lack of reinforcement, shaped by prior experiences. In contrast, ‘yes’ respondents praised the comprehensive training, practical application, and ongoing support, which influenced their positive assessment. These divergent views reflect varying expectations and experiences among respondents.

4.4.4 Objectives of the Training.

The study sought to establish the specific aims and objectives of counter-terrorism training. The question posed to the respondents was open-ended, suggesting that respondents had the discretion to give an array of responses. Analysis of the narrative data pointed out that the aim of the training was to enable the staff to respond to terrorist threats/incidences in a more timely and organized manner. Notably, the study established that counter-terrorism training serves crucial objectives essential for equipping individuals and organizations with the necessary knowledge and skills to prevent, respond to, and mitigate terrorist threats and attacks. The training effectively raises threat awareness, enabling participants to recognize and report suspicious activities and behaviors related to terrorism. It includes risk assessments to identify vulnerabilities and implement appropriate security measures.

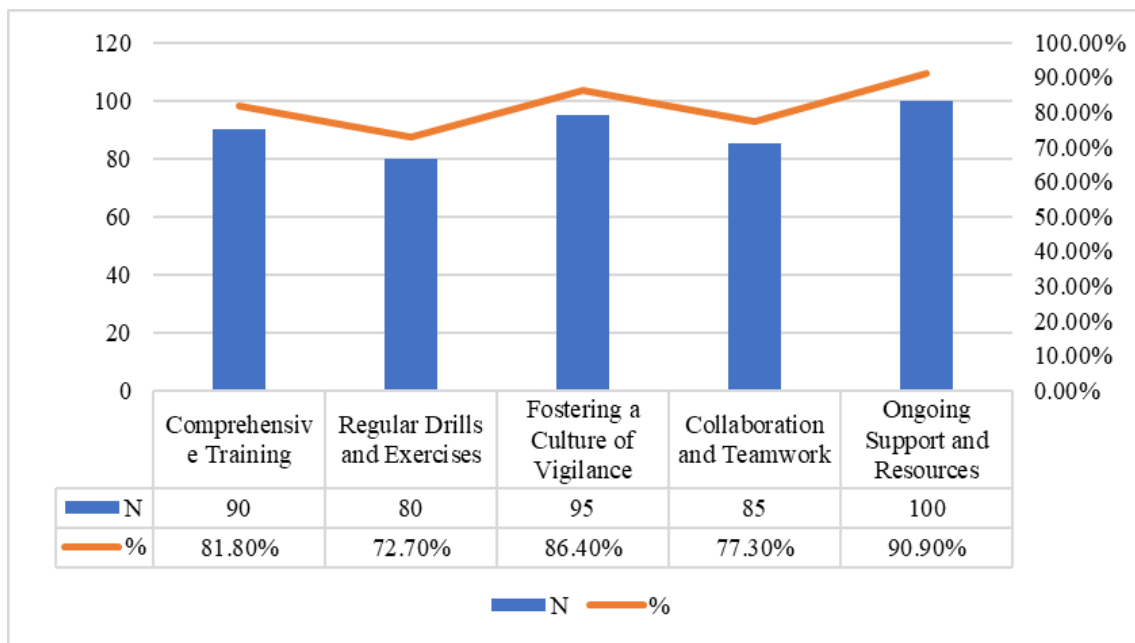
Moreover, the training emphasizes emergency response protocols, ensuring swift and efficient action during crisis situations. Effective communication, teamwork, and collaboration are also prioritized among stakeholders, including law enforcement, security personnel, and the public.

Additionally, the study identified the need to address the emerging threat of Cyber-Terrorism and emphasized adherence to legal and ethical standards. Furthermore, continuous updates and evaluations of training were highlighted to keep abreast of evolving threats and best practices.

4.4.5 How to Increase the Level of Staff Counter-Terrorism Preparedness.

The study sought to enumerate applicable steps that could be taken so as to increase the level of staff counter-terrorism preparedness. To offer an overview of the stated steps, a thematic approach was adopted to visualize data from the field. Figure 4.5 summarizes the responses from the participants of the study.

Figure 4.5: Steps to Increase Staff Counter-Terrorism Preparedness



As illustrated in Figure 4.5 above, it is evident that participants stressed the importance of comprehensive counter-terrorism training programs that cover various aspects of threat recognition, response protocols, and security measures (81.8%). They stressed the need for training that addresses specific scenarios relevant to the hotel industry, including identification of suspicious behavior, response to active shooter incidents, handling of suspicious packages, and

communication during emergencies. Integrating practical exercises and real-life simulations into the training was also highlighted as an effective way to reinforce learning. Furthermore, field transcripts highlighted the value of conducting regular drills and exercises to test staff preparedness and response capabilities (72.7%). In line with this, a key informant had the following to say:

“These exercises should mimic realistic terror-related scenarios to assess how staff react in high-pressure situations. Through incident simulation, staff can practice their roles and familiarize themselves with evacuation procedures, communication protocols, and collaboration with law enforcement and emergency responders.”
(ATPU Officer 4, 2023).

The above quote emphasizes the importance of conducting exercises that closely resemble real-life terror-related situations. These exercises aim to evaluate how staff responds under high-pressure conditions. Incident simulations allow staff to rehearse their designated roles and become acquainted with critical aspects such as evacuation procedures, communication protocols, and cooperation with law enforcement and emergency responders. Thus, this paper portends that this practical training helps ensure preparedness and effective responses during actual terror incidents.

Besides, study respondents emphasized the need to instill a culture of vigilance among staff members (86.4%). This involves encouraging an active and alert mindset, where employees are continuously vigilant for suspicious activities and potential threats. Promoting an open reporting culture, where staff feel comfortable reporting any suspicious behavior, is crucial to preventing and mitigating potential terrorist attacks. Similarly, field transcripts revealed the significance of entrenching collaboration and teamwork between different departments and stakeholders within the hotel (77.3%). They also stressed the importance of interdepartmental communication and cooperation during emergencies, ensuring a unified response to terrorist threats. This includes close coordination with law enforcement and emergency services to facilitate a swift and effective

response. Notably, the respondents highlighted the need for continuous support and access to resources for staff members (90.9%). This involves providing ongoing training updates to keep staff informed about emerging threats and best practices. Regular refresher courses and access to educational materials can help sustain staff's counter-terrorism knowledge and skills over time. Additionally, providing access to mental health support and counseling resources can help staff cope with the emotional impact of potential terrorist incidents.

4.5 Coordination Plans in the Event of Terror Attacks.

The second objective of the study was to establish the disaster coordination plans to be activated in the event of a terrorist attack at the Dusit D2 hotel. Various questions were posed to the respondents so as to establish the availability and adequacy of disaster coordination plans.

4.5.1 Extent of Availability of Coordination Plans.

The study sought to establish the extent to which disaster coordination plans were available in the event of a terror attack. The question posed to the respondents was in form of a 5-point Likert scale, ranging from not available to very adequate. Table 4.6 summarizes responses upon analysis of data.

Table 4.6: Coordination Plans Effectiveness.

Disaster Coordination Plans	1	2	3	4	5
Emergency Response Plan (ERP)	10 (9.1%)	28 (25.5%)	42 (38.2%)	24 (21.8%)	6 (5.5%)
Business Continuity Plan (BCP)	7 (6.4%)	18 (16.4%)	38 (34.5%)	30 (27.3%)	17 (15.5%)
Crisis Management Plan (CMP)	15 (13.6%)	21 (19.1%)	35 (31.8%)	26 (23.6%)	13 (11.8%)
Communication Plan	8 (7.3%)	14 (12.7%)	30 (27.3%)	32 (29.1%)	26 (23.6%)
Evacuation Plan	6 (5.5%)	12 (10.9%)	22 (20.0%)	34 (30.9%)	36 (32.7%)
Recovery Plan	12 (10.9%)	20 (18.2%)	32 (29.1%)	22 (20.0%)	24 (21.8%)

The Table 4.6 above presents data on the respondents' perceptions of the adequacy of various disaster coordination plans using a 5-point scale. From the data, it is evident that the Emergency Response Plan (ERP) garnered mixed feedback. While 9.1% of the participants expressed concerns about its absence, 25.5% considered it limited, and 38.2% perceived its availability as moderately effective. On the positive side, 21.8% of the respondents found the ERP to be adequate, and a smaller proportion of 5.5% regarded it as very adequate, implying a satisfactory level of preparedness but with room for improvement. Similarly, the Business Continuity Plan (BCP) received varied ratings. While 6.4% of respondents felt it was not available, 16.4% rated it as limited, and 34.5% viewed it as moderately available. A considerable 27.3% of participants found the BCP adequate, with an additional 15.5% rating it as very adequate, suggesting an overall positive perception of its effectiveness in ensuring business continuity during disruptions.

Regarding the Crisis Management Plan (CMP), 13.6% of respondents expressed concerns about its absence, while 19.1% considered it limited. A substantial 31.8% perceived the CMP as

moderately available, while 23.6% found it adequate. Additionally, 11.8% regarded it as very adequate, signifying general confidence in the plan's capacity to handle crises but also highlighting the need for further enhancements. The Communication Plan garnered feedback in a similar pattern. While 7.3% of respondents were concerned about its absence, 12.7% rated it as limited, and 27.3% found it moderately available. A significant 29.1% perceived the Communication Plan as adequate, with an additional 23.6% rating it as very adequate, indicating overall satisfaction but room for improvement in terms of communication effectiveness during crises.

Concerning the Evacuation Plan, 5.5% of participants indicated its absence, and 10.9% viewed it as limited. However, 20.0% considered it moderately available, while a substantial 30.9% regarded it as adequate. Moreover, 32.7% rated the Evacuation Plan as very adequate, suggesting that it is generally well-received, with participants feeling confident in its ability to facilitate efficient and safe evacuations during emergencies. Notably, the Recovery Plan also garnered varied ratings. While 10.9% of respondents expressed concerns about its absence, 18.2% considered it limited, and 29.1% perceived it as moderately available. A significant 20.0% found the Recovery Plan adequate, and an additional 21.8% rated it as very adequate, indicating general satisfaction with its capacity to facilitate post-crisis recovery and restoration efforts. From the results on Table 4.6 above, most of the coordination plans are available and somewhat effective as seen from the varying responses. Thus, it is possible to argue that Dusit D2 Hotel is prepared to deal with an array of terrorist incidences that may befall the establishment. This is because there are many fallback plans that the security managers may apply to manage the situation.

4.5.2 Effectiveness of Coordination Plans.

The effectiveness of disaster coordination plans in deterring terrorism attacks is a critical concern for any organization or establishment. The ability to respond swiftly and effectively in the face of potential threats can make a significant difference in mitigating the impact of terrorist acts. In this context, we sought to gauge the perceptions of respondents regarding the extent to which available disaster coordination plans are perceived to effectively deter terrorism attacks. The question posed to participants revolved around the varying degrees of deterrence, ranging from 'No extent' to 'Very large extent.' Table 4.7 presents analysis of the responses.

Table 4.7: Perception of Coordination Plans in Deterring Terrorism Attacks.

Extent of Deterrence	N	%
No extent	8	7.3%
Small extent	15	13.6%
Moderate extent	30	27.3%
Large extent	42	38.2%
Very large extent	15	13.6%
Total	110	100.0%

Table 4.7 illustrates that the perceived effectiveness of available disaster coordination plans in deterring terrorism attacks varies significantly among respondents. Evidently, 7.3% of the respondents expressed a lack of confidence in the existing disaster coordination plans, rating them as having 'No extent' in effectively deterring terrorism attacks. These respondents may believe that the current plans are insufficient or inadequate in mitigating the risks posed by potential acts of terrorism. Similarly, 13.6% of the participants perceived the disaster coordination plans to have a "Small extent" of deterrence. This group of respondents may acknowledge some efforts in place

to address security concerns, but they still harbor reservations about the overall effectiveness of the plans. Overall, 20.9% of the respondents did not rate the available coordination plans due to the fact that they did not have proper understanding on how they work or how they can be used in the event of a terrorist incidence.

A significant proportion (27.3%), regarded the disaster coordination plans as having a "Moderate extent" of deterrence. This suggests a moderate level of confidence in the existing plans' ability to respond adequately to potential terrorist threats. However, there remains room for improvement to enhance preparedness and deterrence. On a more positive note, 38.2% of the participants expressed greater confidence in the disaster coordination plans, rating them as having a 'Large extent' of deterrence. This group perceives the existing plans to be substantial and effective in deterring potential terrorist attacks, indicating a higher level of preparedness and assurance. Conversely, 13.6% of respondents regarded the disaster coordination plans as having a 'Very large extent' of deterrence. This group exhibits a high level of confidence in the plans' ability to effectively respond and counter terrorism threats, suggesting a robust and comprehensive preparedness framework. Overall, more than half (51.8%) of the respondents rated the availability of coordination plans highly because they had requisite knowledge on how the plans can be applied to mitigate terror-related incidences. Notably, disaster coordination plans are the cornerstone of security management since they make it possible for all security players to work in a coordinated manner, thereby mitigating against risks.

4.5.3 Ways of Improving Coordination Plans.

The study sought to investigate effective ways to enhance Disaster Coordination Plans in response to terrorism attacks through open-ended questions. Data were collected and analysed using a thematic approach, categorizing respondents' responses into different thematic areas and

identifying corresponding strategies to improve disaster preparedness and response. Figure 4.6 visualizes the results, presenting the key themes and the strategies proposed by the participants.

Figure 4.6: Strategies for Enhancing the Effectiveness Coordination Plan

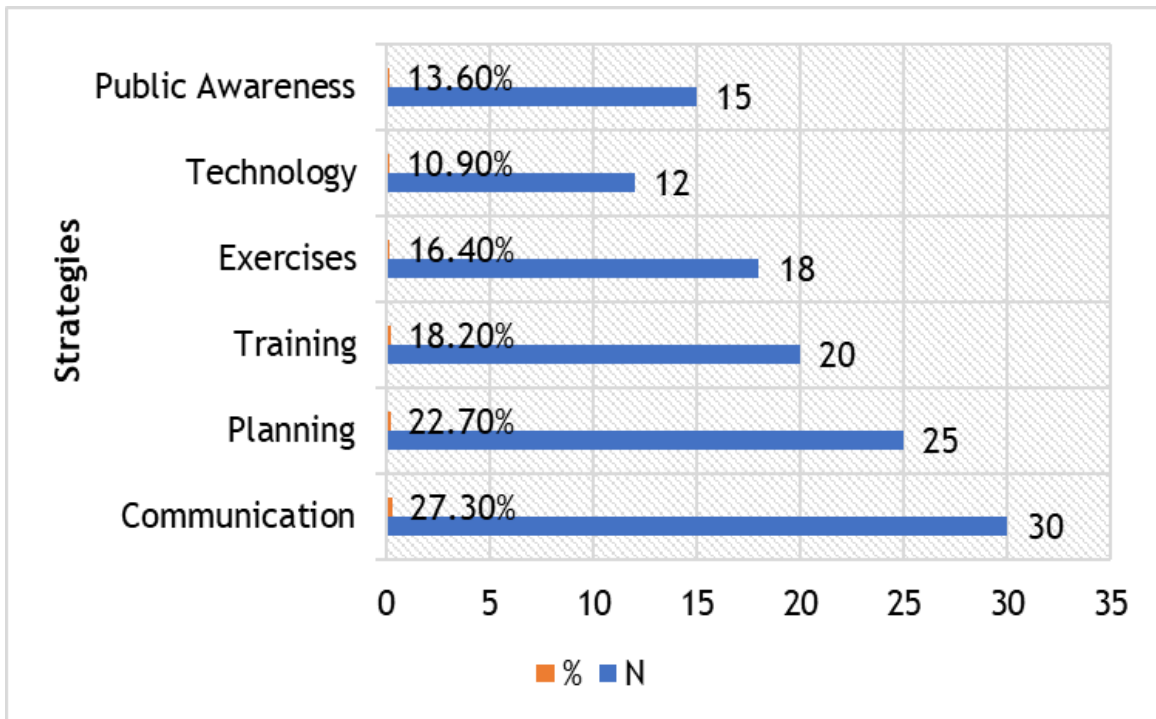


Figure 4.6 above illustrates various ways to improve disaster coordination plans in the event of a terrorist attack, based on the responses and perceptions of the participants. Effective communication (27.3%) emerged as a vital pillar in enhancing the effectiveness of disaster coordination. This may perhaps be attributed to the importance of clear lines of communication between relevant agencies and so as to achieve seamless information sharing and coordination during a crisis. Thus, it is possible to argue that inter-agency communication allows for quick decision-making in the event of terrorist incidence, thus enhancing the overall preparedness and response capabilities. In line with this, a key informant had the following to say:

“Inter-agency communication serves as the linchpin in optimizing disaster coordination plans for terrorist incidents. It acts as the catalyst for efficient

information flow, ensuring a synchronized and agile response that is vital in managing the complexities of such events.” (BPU Officer 06, 2023).

The above verbatim underscores the critical role of inter-agency communication in optimizing disaster coordination plans during terrorist incidents. It emphasizes that communication acts as a catalyst, enabling efficient information sharing among response organizations and stakeholders. This, in turn, empowers decision-makers with real-time data, facilitating well-informed choices in managing the situation. Moreover, the statement highlights that communication improves collaboration and coordination among agencies, ensuring a synchronized response. It enables rapid deployment of response teams, adaptability in response strategies, and optimal resource allocation. This study is of the view that effective communication instills confidence and trust within the community, further enhancing the overall response to terror-related incidents.

Comprehensive and flexible planning emerged as an essential approach to addressing the dynamic nature of terrorism threats (22.7%). Developing plans that consider a wide range of potential scenarios enables responders to be prepared for any eventuality. Efficient allocation of resources is critical in optimizing response efforts and ensuring timely assistance during emergency situations. Regular training of responders is vital to equip them with the necessary skills and knowledge for identifying and responding to terrorist threats (18.2%). Enhancing responders' confidence in handling such attacks is equally crucial in fostering a proactive and coordinated response from the disaster management team.

Conducting regular exercises to test and improve disaster coordination plans merged as key mechanism to preparedness (16.4%). Identifying weaknesses or gaps in the plans through practical simulations allows for timely adjustments and refinements, enhancing the overall effectiveness of

the plans. Leveraging technology in disaster response is increasingly essential in modern contexts (10.9%). Utilizing advanced communication systems enables responders to share real-time information more efficiently and make data-driven decisions during emergencies. Raising public awareness of terrorism risks and response strategies (13.6%) empowers individuals to be more proactive in preparedness efforts. Encouraging the public to take steps to mitigate risks contributes to overall community resilience and preparedness.

From above results, it can be inferred that effective communication emerges as a pivotal element in disaster coordination plans. This underscores the necessity of clear inter-agency communication channels to facilitate information sharing and decision-making during terrorist incidents, ultimately enhancing overall preparedness and response. Additionally, comprehensive and flexible planning is crucial to address the dynamic nature of terrorism threats, allowing responders to prepare for diverse scenarios and allocate resources efficiently. Regular training of responders (18.2%) and conducting exercises play essential roles in equipping personnel with the necessary skills and identifying plan weaknesses, enhancing plan effectiveness. Leveraging technology enhances real-time information sharing, and raising public awareness empowers individuals to contribute to community resilience and preparedness efforts in the face of terrorism.

4.5.4 Role of Coordination Plans in the Prevention of Terrorist Incidences.

The study sought to achieve a comprehensive understanding of the roles/place of disaster coordination plans in mitigating disasters or terror-related activities at Dusit D2 Hotel. Through open-ended question, the researcher aimed to gather valuable insights from the participants, allowing them to freely express their perceptions and experiences related to the hotel's

preparedness and response capabilities. Table 4.8 captures the participants’ responses, providing a summarized view of the thematic areas that emerged from the data analysis.

Table 4.8: Role of Coordination Plans in the Prevention of Terrorist Incidences.

Thematic Area	N	%
Communication	28	25.5%
Staff Training	22	20.0%
Emergency Response Procedures	18	16.4%
Resources Allocation	15	13.6%
Technology Integration	12	10.9%
Crisis Management	15	13.6%

Table 4.8 above, illustrates the findings from an analysis of responses to the question regarding the effectiveness of disaster coordination plans in helping the hotel to ward off disasters or terror-related activities. Evidently, 25.5% of the respondents emphasized the importance of clear and efficient communication among the disaster/counter-terrorism agencies. This suggests that well-established communication channels play a significant role in coordinating responses to potential disasters or terror-related activities, enabling quick information sharing and facilitating effective decision-making. Another significant area is staff training, which was highlighted by 20.0% of the respondents. This indicates that well-trained staff members are better equipped to respond to emergencies promptly and effectively, contributing to the overall safety and security of the hotel. Reflecting on the adequacy of counter-terrorism training, the study established that it was not adequate as reported by 74.0% of the respondents (see Figure 4.4). Therefore, it can be elucidated that Dusit D2 Hotel should offer for tailored and context-specific training so that their staff are prepared to mitigate terrorist incidences.

Additionally, 16.4% of the participants emphasized the importance of well-defined emergency response procedures in the hotel's disaster coordination plans. Having established protocols and procedures ensures a systematic and organized approach to managing crises, minimizing potential damages, and ensuring the safety of guests and staff. Resource allocation also emerged as a crucial aspect, with 13.6% of the respondents stressing its significance. Proper allocation of resources ensures that the necessary equipment, personnel, and support are readily available to respond promptly and mitigate potential threats effectively. Furthermore, approximately 10.9% of the respondents highlighted the importance of integrating technology into disaster coordination plans. This suggests that leveraging technological tools enhances the hotel's disaster preparedness and response capabilities, enabling faster and more informed decision-making during emergencies. Notably, 13.6% of the participants underscored the significance of crisis management strategies within the hotel's disaster coordination plans. Effective crisis management ensures a coordinated, proactive, and measured response to emergent situations, allowing the hotel to mitigate risks and prevent further escalation of incidents.

In summary, clear and efficient communication among disaster and counter-terrorism agencies emerges as a crucial factor, enabling quick information sharing and effective decision-making. Staff training is also vital, ensuring that well-prepared personnel can respond promptly, enhancing overall hotel safety. Additionally, the reported inadequacy of counter-terrorism training underscores the need for tailored programs. Well-defined emergency response procedures, resource allocation, technology integration, and crisis management strategies within disaster coordination plans are all essential components for effective prevention and management of

potential terrorist activities, ensuring systematic and organized crisis handling and a coordinated, proactive response.

4.5.5 Frequency of Coordination Plan Reviews

The study aimed to investigate the frequency of disaster coordination plan reviews in the context of the Dusit D2 Hotel’s preparedness and response measures. In response to the 5-point Likert question, the respondents provided insights into the regularity with which the hotel assesses and updates its coordination strategies. Table 4.9 summarizes responses from participants.

Table 4.9: Frequency of Coordination Plan Review

Frequency of Review	N	%
Regularly	30	27.3%
Often	25	22.7%
More often	20	18.2%
Rarely	15	13.6%
Not reviewed regularly	20	18.2%

Table 4.9 above presents the findings on how often the disaster coordination plan is reviewed, based on responses from 110 respondents. Among the respondents, 27.3% indicated that the plan is reviewed ‘Regularly,’ signifying a proactive approach to disaster management. Another 22.7% reported ‘Often’ reviewing the plan, indicating a commitment to keeping the coordination strategies up-to-date. Approximately 18.2% of the participants stated that the plan is reviewed ‘More often,’ suggesting a higher frequency of assessments, possibly reflecting the hotel’s emphasis on continuous improvement. Similarly, 18.2% responded that the plan is ‘Not reviewed regularly,’ indicating the need for greater attention to reviewing and updating coordination

strategies. Moreover, 13.6% of the participants reported that the disaster coordination plan is reviewed 'Rarely.' This may signal a potential area for improvement, since regular reviews are crucial in maintaining an effective response framework. It is possible to argue that regular and consistent assessments can help the hotel identify and address potential gaps, ensure alignment with changing circumstances, and enhance preparedness to safeguard guests, staff, and assets.

From above, respondents were required to give reasons for their responses. For those who indicated 'Regularly,' (27.3%) they stated that conducting frequent reviews of the disaster coordination plan is essential to remain proactive and well-prepared for potential emergencies. They emphasized the importance of continuously assessing their strategies, identifying any emerging risks, and making necessary adjustments promptly to ensure a state of readiness to tackle disasters or terror-related activities effectively. Respondents who chose 'Often' (22.7%) highlighted their strong commitment to maintaining the currency and relevance of their disaster coordination plan. They expressed the need to adapt swiftly to changing circumstances, recognizing that the threat landscape can evolve rapidly. Conducting regular reviews allows them to ensure that their response strategies remain up-to-date and aligned with current threats and vulnerabilities.

For those who selected 'More often,' (18.2%) the reason was an even greater emphasis on agility and adaptability. They firmly believed that frequent assessments provide an opportunity to enhance their coordination plan's responsiveness to evolving risks and emerging challenges. These participants aimed for continuous improvement in disaster preparedness and response by regularly updating their strategies. On the other hand, some participants who responded 'Not reviewed regularly' (18.2%) pointed to resource constraints or competing priorities as reasons for infrequent

reviews. This response indicated a potential area for improvement, as periodic reviews are essential in ensuring the plan's effectiveness and updating it to align with changing circumstances. For the respondents that chose 'Rarely,' (13.6%) their reasons varied. Some believed that their existing plan adequately covered foreseeable risks, while others acknowledged a potential gap in disaster preparedness efforts, calling for more attention to improve the frequency of reviews.

Generally, a half (50.0%) of the respondents stated that disaster coordination plans are regularly reviewed. This may be attributed to the fact that the landscape of terrorist attacks is rapidly changing to an extent that existing plans ought to be reviewed so as to reflect the current happenings. For instance, technological advancements have changed the manner in which threats to the national security are managed. Furthermore, this study is of the view that regular reviews will incorporate the views of the stakeholders which is critical in preparing and mitigating against terror attacks. In line with this, a key informant had the following to say:

“Regularly reviewing disaster coordination plans is paramount in effectively managing terror-related activities. These reviews enable organizations to adapt to evolving threats, incorporate lessons learned, and ensure that plans remain aligned with changing legal, technological, and resource landscapes. Routine reviews empower organizations to enhance their preparedness, response, and resilience in the face of terrorism and other critical incidents.” (Private Security Personnel 09, 2023).

The above verbatim underscores the critical importance of consistently reviewing disaster coordination plans, particularly in the context of managing terrorist activities. These regular assessments serve as a dynamic process for organizations to adapt to the ever-evolving threat landscape. Learning from previous experiences, staying compliant with changing regulations, embracing technological advancements, and optimizing resource allocation may improve organizations' ability to effectively prepare for and respond to terrorism and other high-impact

incidents. Such periodic reviews foster a culture of continuous improvement, enabling organizations to fortify their overall readiness and resilience in the face of complex and evolving security challenges. In summary, results illuminate the paramount importance of maintaining up-to-date and effective disaster coordination plans, allowing organizations to effectively respond to ever-evolving security challenges, align with changing circumstances, and integrate diverse stakeholder perspectives.

4.6 Nature of Communication and Early Warning System.

The third objective of the study was to establish the nature of communication and early warning systems at the Dusit D2 hotel. Various questions were posed to the respondents so as to answer the question on the mentioned topic.

4.6.1 Availability and Adequacy of Communication and Early Warning Systems

The study sought to assess the availability and adequacy of various communication and early warning systems at Dusit D2 Hotel in relation to counter-terrorism preparedness and mitigation of terrorist attacks. Participants were asked to rate the systems on a scale from 1 (Not available) to 5 (Very adequate). Table 4.10 presents the percentage distribution of respondents' ratings for each communication and early warning system.

Table 4.10: Availability and Adequacy of Communication and Early Warning Systems.

Communication and Early Warning Systems	Not available	Limited	Moderately available	Adequate	Very adequate
1. Emergency phone system	5 (4.5%)	10 (9.1%)	15 (13.6%)	40 (36.4%)	40 (36.4%)
2. PA System	2 (1.8%)	10 (9.1%)	20 (18.2%)	45 (40.9%)	33 (30.0%)
3. Fire alarms	1 (0.9%)	5 (4.5%)	20 (18.2%)	50 (45.5%)	34 (30.9%)
4. Smoke detectors	0 (0.0%)	3 (2.7%)	15 (13.6%)	50 (45.5%)	42 (38.2%)
5. CCTV cameras	3 (2.7%)	8 (7.3%)	20 (18.2%)	55 (50.0%)	24 (21.8%)
6. Intruder alarms	4 (3.6%)	10 (9.1%)	25 (22.7%)	45 (40.9%)	26 (23.6%)
7. Panic buttons	2 (1.8%)	5 (4.5%)	10 (9.1%)	35 (31.8%)	58 (52.7%)
8. Mass notification system	1 (0.9%)	3 (2.7%)	12 (10.9%)	35 (31.8%)	59 (53.6%)

Table 4.10 above reveals the respondents' perceptions regarding the availability and adequacy of different communication and early warning systems at the hotel. Evidently, the Emergency phone system received ratings of 4 (36.4%) and 5 (36.4%), indicating that a significant portion of the respondents considered it to be adequate (4) or very adequate (5) in supporting counter-terrorism preparedness. Similarly, the PA System and Fire alarms both received substantial ratings of 4 (40.9%) and 5 (30.0%), indicating their perceived adequacy. For the Smoke detectors, 45.5% of respondents rated it as a 4 (Adequate) and 38.2% as a 5 (Very adequate), suggesting a high level of confidence in this system's effectiveness. The CCTV cameras also received positive ratings, with 50.0% considering it adequate (4) and 21.8% rating it as very adequate (5). Regarding Intruder alarms, 40.9% of respondents found it to be adequate (4) and 23.6% rated it as very adequate (5). The "Panic buttons" and "Mass notification system" received even higher ratings, with 52.7% and 53.6% respectively, indicating that more than half of the participants regarded them as very adequate (5).

In summary, the majority of respondents expressed positive perceptions regarding the availability and adequacy of various communication and early warning systems at Dusit D2 Hotel in terms of counter-terrorism preparedness. These systems, such as emergency phone systems, PA systems, fire alarms, smoke detectors, CCTV cameras, intruder alarms, panic buttons, mass notification systems, and other unspecified systems, are viewed favorably by a significant proportion of participants. Such positive perceptions suggest that the Dusit D2 Hotel has invested in effective communication and early warning infrastructure, contributing to its overall preparedness to mitigate terrorist threats and respond efficiently during critical situations.

4.6.2 Effectiveness of Communication and Early Warning Systems.

The study sought to establish the perceived effectiveness of communication and early warning systems at the hotel. Participants were asked to rate the systems on a scale ranging from ‘Not at all’ to ‘Very effective’, with an additional option of ‘Can't tell’. Table 4.11 summarizes the findings from the analysis of respondents’ ratings.

Table 4.11: Effectiveness of Communication and Early Warning Systems.

Effectiveness	N	%
Not at all	10	9.1%
Fairly effective	25	22.7%
Moderate Effective	15	13.6%
Effective	40	36.4%
Very effective	15	13.6%
Can't tell	5	4.5%
Total	110	100.0%

As illustrated in Table 4.11, it is evident that most (36.4%) respondents stated that communication and early warning systems were rated effective. This suggests that a significant portion of the participants regarded the Dusit D2 Hotel systems as capable of effectively supporting their counter-terrorism preparedness and response measures. Following closely, 22.7% of respondents found the systems to be fairly effective, further reinforcing the notion that the majority (51%) perceived the communication and early warning mechanisms as positively contributing to the hotel’s security and preparedness efforts. Additionally, 13.6% of participants rated the systems as moderately effective, indicating a considerable proportion who considered them moderately successful in fulfilling their intended purpose.

A smaller portion of the respondents (13.6%) believed that the communication and early warning systems were very effective, implying a high level of satisfaction with the hotel's preparedness measures. Interestingly, 9.1% of participants expressed concerns, choosing 'not at all' to describe their perception of the systems' effectiveness, signifying a potential area for improvement. Notably, 4.5% of respondents responded with 'Can't tell,' which may indicate uncertainty or insufficient knowledge regarding the systems' effectiveness.

Respondents were asked to give reasons for their selection on the level of effectiveness for communication and early warning systems. Evidently, participants' responses regarding the effectiveness of communication and early warning systems at the hotel varied, reflecting diverse perspectives based on their experiences. Those who rated the systems as effective (36.4%) praised their seamless integration and timely response during emergencies, facilitating efficient coordination and enhancing the hotel's ability to handle potential threats effectively. Others found the systems fairly effective (22.7%), acknowledging their functionality but highlighting room for improvement, such as occasional delays or minor gaps. Some participants rated the systems as moderate effective (13.6%), stressing that while certain aspects worked well, there were notable limitations needing enhancement. On the other hand, those who deemed the systems very effective (13.6%) experienced robust communication processes, rapid response times, and comprehensive coverage, ensuring guest and staff safety. However, a subset expressed dissatisfaction, stating that the systems were 'Not at all' effective (9.1%) due to issues like failures or malfunctions. A few participants remained uncertain, indicating can't tell (4.5%) due to limited exposure or insufficient information about the systems' performance.

Based on the foregoing, half (50.0%) of the respondents were of the view that the communication and early warning systems were largely effective or very effective. Thus, this study makes inference that there is need to tackle the remaining half of the system functionality so as to improve the robustness of the communication and early warning systems in not only managing the terrorist incidences, but also in dealing with the overall incidences, such as those related to fire outbreak, theft, lawlessness, among others.

4.6.3 Constraints Facing the Communication and Early Warning Systems.

The study sought to investigate constraints faced by the Dusit D2 Hotel’s communication and early warning system in relation to its effectiveness for counter-terrorism preparedness and mitigation. Participants were asked open-ended questions to identify common challenges hindering the system’s optimal performance during emergencies. The data was analyzed thematically to identify recurring constraints. The results are summarized in Table 4.12 below.

Table 4.12 Communication and Early Warning System Constraints.

Constraint	N	%
Technical Issues	32	29.1%
Lack of Back-up measures	22	20.0%
Inadequate Training	18	16.4%
Limited Coverage	15	13.6%
Insufficient Maintenance	13	11.8%
Communication Protocol	10	9.1%
Staff Awareness	8	7.3%
Budget Constraints	7	6.4%

Table 4.12 above presents results on the constraints faced by the communication and early warning system at the hotel. The thematic approach revealed key challenges reported by the respondents. The most significant constraint, highlighted by 29.1% of the participants, was technical issues. This theme reflects concerns about system failures, signal disruptions, and malfunctioning devices. Such technical problems hinder effective communication and timely warnings during critical situations, potentially compromising the system's reliability and overall performance.

Notably, lack of back-up measures was mentioned by 20.0% of the respondents. They expressed the need for backup systems and alternative communication channels to ensure continuous functionality. The absence of back-up systems may leave the hotel vulnerable to disruptions in communication during emergencies. The theme of inadequate training, cited by 16.4% of the participants, underscored concerns regarding staff competence in using the communication and early warning systems effectively. The lack of comprehensive training may limit the staff's ability to utilize the systems optimally during crisis situations. Limited coverage emerged as a constraint for 13.6% of the respondents. They pointed out that certain areas within the hotel premises lacked sufficient coverage by the communication and early warning systems, leaving potential blind spots during emergencies.

Another notable challenge was insufficient maintenance, identified by 11.8% of the participants. This theme stressed the importance of regular upkeep and timely repairs to ensure the system's longevity and reliable functionality. Communication protocol emerged as a constraint for 9.1% of the respondents. Participants stressed the need for clear guidelines on communication flow, roles, and responsibilities during emergencies to enhance the system's efficiency. Staff awareness was mentioned by 7.3% of the participants, indicating the need to improve the staff's understanding of

the communication and early warning systems' functionalities and protocols. Budget constraints were highlighted by 6.4% of the respondents, emphasizing the necessity for adequate financial resources to address system enhancements and upgrades effectively.

Based on the foregoing, this study makes inferences that the communication and early warning system at the hotel faces various constraints, including technical issues, lack of backup measures, inadequate training, limited coverage, insufficient maintenance, communication protocol challenges, staff awareness gaps, and budget constraints. These constraints collectively imply that the effectiveness of the system in mitigating terrorist incidents may be compromised. Technical issues and inadequate training could hinder timely responses, while limited coverage and communication protocol challenges may create blind spots and coordination difficulties during emergencies. The absence of backup measures and insufficient maintenance could lead to system failures, further impacting the hotel's ability to respond effectively to terror-related incidents.

4.6.4 Strategies for Improving the Effectiveness of Communication and Early Warning System.

Reflecting on the challenges highlighted by respondents above, the study sought to explore potential solutions to ameliorate constraints faced by the communication and early warning system at the hotel. To get comprehensive suggestions, the researcher sought data from key informants since they have in-depth understanding on the best practice of improving the effectiveness of communication and early warning systems. Notably, addressing technical issues promptly and conducting regular maintenance emerged as a fundamental step towards ensuring system reliability and preventing disruptions. Promptly attending to technical concerns and adhering to a structured maintenance schedule may enable the management of the Dusit D2 Hotel to improve the

functionality of its communication and early warning system, consequently enhancing its overall effectiveness. In line with this, a key informant had the following to say:

“Implementing backup systems, comprehensive staff training, expanding coverage, defining clear communication protocols, promoting staff awareness, and allocating sufficient budgetary resources are essential steps to enhance the hotel's communication and early warning system's resilience and effectiveness in counter-terrorism preparedness and mitigation.” (Private Security Personnel 11, 2023).

The above excerpt stresses that implementing backup systems, comprehensive staff training, expanding coverage, defining clear communication protocols, promoting staff awareness, and allocating sufficient budgetary resources are essential strategies for enhancing the hotel's communication and early warning system's resilience and effectiveness in counter-terrorism preparedness and mitigation. This, therefore, means that these measures are pivotal in ensuring that the system functions reliably during emergencies, facilitating a well-coordinated response to potential terror-related attacks. Additionally, the quote speaks about the significance of proactive engagement and continuous improvement to maintain the system's functionality and adaptability.

From the quote, this study makes an inference that establishing back-up systems through the implementation of backup communication channels and alternative systems will significantly contribute to the system's resilience during emergencies. This affirms that back-up measures ensure continuous functionality even in the face of primary system failures, providing crucial communication support during critical situations. This, in turn, fortifies the hotel's counter-terrorism preparedness and mitigation strategies, enabling a swift and well-coordinated response to potential terror-related attacks. Another critical aspect in improving system effectiveness lies in comprehensive staff training. It is the view of this study that provision of training sessions, such as system operation, emergency protocols, and coordination procedures, staff members, could improve their awareness and confidence in utilizing the communication and early warning system.

This heightened competence among staff plays a vital role in reinforcing the hotel's counter-terrorism preparedness efforts, as it ensures a more efficient and effective response during emergencies, thus mitigating the impact of potential terror-related attacks.

From the quote, the key informant expressed the need to expand the system's coverage by strategically installing additional communication and early warning devices in areas with limited reach since it is crucial in eliminating potential blind spots. This comprehensive coverage enables timely communication across the entire premises, further enhancing the hotel's preparedness to respond swiftly and effectively to any terror-related activities. Such improvements contribute significantly to the hotel's counter-terrorism measures, enhancing its capacity to detect and mitigate potential threats. Additionally, defining clear communication protocols and roles during emergencies streamlines information flow and fosters a coordinated response. Establishing communication chains and well-defined roles ensures that vital information is communicated promptly and that staff members are aware of their specific responsibilities during crisis situations. This structured approach bolsters the hotel's counter-terrorism preparedness, enabling a seamless and efficient response to any terror-related incidents.

Regular awareness campaigns play a pivotal role in educating staff about the importance of the communication and early warning system. Encouraging proactive engagement and participation in training sessions enables staff to better understand the system's functionalities and protocols. Enhanced staff awareness further reinforces the hotel's counter-terrorism preparedness efforts, as staff members become proactive and well-prepared to handle emergency situations. Allocating sufficient budgetary resources to support enhancements and upgrades is essential in securing modern and reliable technology for the communication and early warning system. Adequate funding ensures that the hotel can procure and maintain state-of-the-art equipment, providing a

robust and reliable infrastructure that reinforces its counter-terrorism preparedness and mitigation strategies.

4.7 Adequacy of Access Control Measures

The fourth objective of the study was to establish the on the adequacy of access control measures at Dusit D2 hotel. Various questions were posed to the respondents so as to answer the question posed.

4.7.1 Availability and Adequacy of Access Control Measures

The study sought to assess the availability and adequacy of various access control measures at Dusit D2 Hotel concerning their effectiveness in counter-terrorism preparedness and mitigation of terrorist attacks. Respondents were asked to rate each access control measure on a scale from 1 (Not available) to 5 (Very adequate). Table 4.13 summarizes the findings from respondents.

Table 4.13: Evaluation of Access Control Measures

Access Control Measure	Not available	Limited	Moderately available	Adequate)	Very adequate)
Physical barriers (e.g., bollards, barricades)	5 (4.5%)	10 (9.1%)	20 (18.2%)	50 (45.5%)	25 (22.7%)
Access control points with security personnel	2 (1.8%)	15 (13.6%)	30 (27.3%)	45 (40.9%)	18 (16.4%)
CCTV surveillance of entrances, lobbies, and public areas	3 (2.7%)	12 (10.9%)	18 (16.4%)	50 (45.5%)	27 (24.5%)
Biometric authentication systems (e.g., fingerprint scanners)	7 (6.4%)	18 (16.4%)	25 (22.7%)	40 (36.4%)	20 (18.2%)
Secure storage of luggage and personal belongings	8 (7.3%)	20 (18.2%)	22 (20.0%)	40 (36.4%)	20 (18.2%)
Training and drills for staff and guests	6 (5.5%)	10 (9.1%)	25 (22.7%)	45 (40.9%)	24 (21.8%)
Background checks and vetting of employees and contractors	2 (1.8%)	12 (10.9%)	18 (16.4%)	50 (45.5%)	28 (25.5%)
Regular security audits and risk assessments	4 (3.6%)	12 (10.9%)	20 (18.2%)	50 (45.5%)	24 (21.8%)

Table 4.13 above presents the evaluation of access control measures at Dusit D2 Hotel based on respondents' perceptions of their counter-terrorism preparedness and mitigation of terrorist

attacks. Among the access control measures, the majority of respondents rated physical barriers, such as bollards and barricades, as adequate (45.5%) or very adequate (22.7%), making it the most positively evaluated measure. Access control points with security personnel and metal detectors also received positive ratings, with 40.9% of respondents considering them adequate and 16.4% as very adequate. On the other hand, biometric authentication systems received mixed evaluations, with 36.4% of respondents rating them as adequate and 18.2% as very adequate. Secure storage of luggage and personal belongings also had varying ratings, with 36.4% of respondents considering it adequate and 18.2% as very adequate.

CCTV surveillance of entrances, lobbies, and public areas was perceived as adequate by 45.5% of respondents and very adequate by 24.5%. Similarly, training and drills for staff and guests received positive evaluations, with 40.9% rating it as adequate and 21.8% as very adequate. Background checks and vetting of employees and contractors were generally well-received, with 45.5% of respondents considering them adequate and 25.5% as very adequate. Regular security audits and risk assessments also garnered favorable ratings, with 45.5% of respondents rating them as adequate and 21.8% as very adequate.

Based on the foregoing, this study makes an inference that the high ratings for physical barriers like bollards and barricades in the survey results can be attributed to their visible and tangible nature, which provides a sense of security and deterrence to both hotel guests and staff. Respondents likely perceive these physical barriers as robust measures capable of physically preventing unauthorized access and potential vehicle-based attacks, particularly in the context of global security incidents involving such threats. Furthermore, CCTVs and biometric authentication

are likewise important in ensuring that important parts of the Hotel remain secure so as to protect internal and external intrusion.

4.7.2 Effectiveness of Access Control Measures.

The study aimed to determine the extent to which access control measures are effective in ensuring counter-terrorism preparedness and mitigation of terrorist attacks at Dusit D2 Hotel. Respondents were asked to rate the effectiveness of these measures on a scale ranging from no extent to very great extent, with the option of can't tell. Table 4.14 presents the results.

Table 4.14: Effectiveness of Access Control Measures

Extent of Effectiveness	N	%
No extent	2	1.8%
Small extent	8	7.3%
Moderate	16	14.5%
Great extent	53	48.2%
Very great extent	31	28.2%
Can't tell	1	0.9%
Total	110	100.0%

The table 4.14 above illustrates that the access control measures at Dusit D2 Hotel are highly effective, as supported by the majority (48.2%) of the respondents who rated them as having a great extent in enhancing counter-terrorism preparedness. Additionally, a significant portion of the participants (28.2%) perceived these measures to be of very great extent in mitigating potential terrorist attacks. Conversely, a smaller percentage of respondents believed the access control measures to have a moderate (14.5%) or small extent (7.3%) in counter-terrorism preparedness.

Only a few respondents (1.8%) indicated that the measures are not effective, rating them as having no extent. Furthermore, a minuscule portion of the participants (0.9%) stated that they can't tell the effectiveness of these measures, possibly due to insufficient knowledge or uncertainty about the security arrangements.

From the question on the effectiveness of access control measures at Dusit D2 Hotel, respondents were asked to give reasons for their response. Analysis of the narrative data revealed that 48.2% of respondents who believed the access control measures were highly effective explained that they noticed a clear and well-executed security presence throughout the hotel. They expressed confidence in the security personnel's vigilance and the use of advanced technologies, such as CCTV cameras and metal detectors, which provided a sense of safety and deterrence against potential threats. Additionally, respondents who perceived the access control measures to be of very great extent (28.2% of respondents) highlighted the hotel's strict adherence to access protocols. They mentioned that the presence of security personnel at key access points, combined with stringent biometric authentication systems, created a robust security framework that limited unauthorized entry and potential risks. These measures were seen as essential in ensuring that only authorized personnel and guests had access to secure areas.

Conversely, participants who rated the access control measures as having a moderate (14.5% of respondents) or small extent (7.3% of respondents) explained that while some security measures were in place, they observed occasional lapses in implementation and enforcement. They noted that certain access points lacked proper monitoring, leading to potential vulnerabilities in the hotel's security infrastructure. Some respondents cited that training and drills for staff and guests on emergency procedures were insufficient, and there was room for improvement in enhancing

preparedness levels. Moreover, the few respondents who indicated that the access control measures were not effective (1.8% of respondents) expressed concerns about the inconsistent performance of security personnel and occasional technical issues with surveillance equipment. They mentioned instances where unauthorized individuals gained access to restricted areas, signaling the need for more stringent security measures and better coordination among the security team.

Reflecting on the findings above, this study suggests that the perceived effectiveness of access control measures at Dusit D2 Hotel plays a vital role in enhancing counter-terrorism preparedness. The majority of respondents who rated these measures highly effective highlight the significance of a visible and well-executed security presence throughout the hotel. This suggests that a robust security framework, including vigilant security personnel and advanced technologies, provides guests and staff with a sense of safety and deterrence against potential threats. However, concerns raised by those who rated the measures as moderately or slightly effective imply that there is room for improvement in terms of consistent implementation and enforcement, especially at certain access points. Moreover, the need for enhanced training and drills to improve preparedness levels signifies the importance of ongoing efforts to maintain and further strengthen the hotel's security measures. The dissatisfaction expressed by a small minority underscores the necessity for continuous enhancement of security measures and personnel training to ensure a consistently high level of preparedness and effectiveness in countering potential terrorist threats.

4.7.3 Access Control Limitations.

The study sought to identify access control limitations faced by Dusit D2 Hotel in relation to counter-terrorism preparedness and mitigation of terrorist attacks. To collect comprehensive data, views were sought from both the top managers and key informants on the most salient access

control limitations. From the responses given, a thematic approach is adopted, meaning that frequencies did not add to the total number of respondents or key informants since the question was open-ended. Thus, the percentages are limited to those that provided data. The findings are summarized in Table 4.15.

Table 4.15: Access Control Limitations.

Limitation	Frequency (N)	Percentage (%)
Technical Issues	16	14.5%
Staffing and Training	21	19.1%
Inadequate Access Points	13	11.8%
Irregular Audits	28	25.5%
Guest Compliance	8	7.3%

As illustrated in Table 4.15 above, the thematic analysis revealed several access control limitations reported by the respondents. Among the identified themes, the most frequently mentioned limitation was the ‘Irregular Audits,’ accounting for 25.5% of responses. This highlights the need for increased security evaluations and risk assessments to ensure the effectiveness of access control measures. In line with this, a key informant had the following to say:

“Well, the biggest issue we face here is irregular audits. Sometimes it feels like we’re not evaluating our security measures properly, and that can be risky. We need more regular assessments to make sure everything’s working.” (Manager 5, 2023).

The above verbatim states that irregular audits are a major concern, with the manager expressing apprehensions about the infrequency of security evaluations and its associated risks. In this view, this study makes the inference that regular and consistent security assessments are vital in the context of access control measures at Dusit D2 Hotel. Irregular audits may lead to potential security

vulnerabilities going unnoticed, which could compromise the hotel's security and counter-terrorism preparedness.

Additionally, 'Staffing and Training' were cited as a significant limitation by 19.1% of respondents. This indicates the importance of investing in comprehensive training for security personnel to effectively manage access control systems and enforce security protocols. In line with this, a key informant had the following to say:

"I think one of the main problems is staffing and training. Not everyone is well-trained, and sometimes it shows. We need better training programs to manage our access control systems effectively." (Private Security Personnel 5, 2023).

The theme of 'Technical Issues' was mentioned by 14.5% of respondents, emphasizing the importance of addressing technical challenges promptly to maintain the smooth functioning of access control measures. In line with this, a key informant had the following to say:

"Technical issues are a headache. They can disrupt our access control measures, and that's not good. We should address technical challenges faster to keep things running smoothly." (Manager 4, 2023).

Furthermore, 'Inadequate Access Points' were reported by 11.8% of respondents, emphasizing the necessity of ensuring proper security coverage across all areas of the hotel. In line with this, a key informant had the following to say:

"Access points can be inadequate in some areas, and that's concerning. We need to ensure proper security coverage everywhere." (Manager 4, 2023).

Notably, 'Guest Compliance' emerged as a limitation for 7.3% of respondents, indicating the importance of raising awareness and encouraging guests to comply fully with security protocols. In line with this, a key informant had the following to say:

“Guest compliance is an issue sometimes. We should raise more awareness and make sure guests fully follow security protocols.” (Manager 6, 2023).

After discussing the limitations of the Access Control Measures, key informants were asked how the effectiveness could be improved at Dusit D2 Hotel. Analysis of field transcripts revealed the need for enhanced technical support to promptly address any issues with access control systems. Having dedicated technical personnel available on-site or through remote assistance would ensure the seamless functioning of surveillance cameras, authentication systems, and other access control mechanisms. Another crucial aspect highlighted by respondents was the significance of continuous and comprehensive training for security personnel. By providing staff with updated knowledge on security protocols, emergency procedures, and the latest technologies, the hotel can enhance the capabilities of its security team and improve their ability to manage access control systems effectively. In line with this, a key informant had the following to say:

“Training is another piece of the puzzle. We need to keep our security personnel up-to-date with the latest in security protocols and technologies. That way, they can handle access control systems like pros and ensure the hotel's safety.” (NCTC Officer 7, 2023).

Based on the excerpt above, this study is of the view that continuous and comprehensive training for security personnel is seen as a crucial element in enhancing access control measures at Dusit D2 Hotel. The statement emphasizes the importance of keeping security staff well-informed about the latest security protocols and technologies. By doing so, security personnel can effectively manage access control systems, contributing to the overall safety and security of the hotel. This perspective highlights the role of training in equipping personnel with the necessary skills and knowledge to handle their responsibilities adeptly and underscores its significance in strengthening access control mechanisms and ensuring a safer environment for guests and staff.

Moreover, conducting frequent security audits and risk assessments was strongly recommended. Regular audits would allow the hotel to proactively address any weaknesses and strengthen security measures to deter potential terrorist threats. Additionally, expanding access points coverage throughout the hotel was deemed important. Strategically implementing physical barriers, security checkpoints, and surveillance cameras in critical areas would enhance the hotel's ability to prevent unauthorized access and monitor potential security risks effectively. Respondents also stressed the importance of increasing guest awareness and compliance with security protocols. Proactive guest education initiatives, such as providing clear instructions on security measures and emergency procedures, would foster a culture of security-consciousness among guests and promote their active participation in access control efforts. They also highlighted the potential benefits of integrating access control technologies. Creating a comprehensive security ecosystem by connecting different access control systems, such as biometric authentication and CCTV surveillance, into a centralized platform would facilitate better coordination and real-time monitoring.

In summary, the thematic analysis of access control limitations highlights key findings. Irregular audits point to the need for regular security assessments, while staffing and training underscore the importance of comprehensive training for security personnel. Technical issues emphasize the necessity of prompt technical support, and inadequate access points suggest the need for improved security coverage. Guest compliance highlights the importance of proactive guest education initiatives. These findings collectively imply that enhancing access control measures at Dusit D2 Hotel should involve regular assessments, thorough staff training, timely technical support, expanded security coverage, and proactive guest awareness efforts to bolster overall safety and security.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction.

This chapter provides a summary, conclusions, and recommendation emanating from analyzed data. It further sheds lights on areas for further research. Recall that the general objective of the study was to assess counter-terrorism preparedness and mitigation of terrorism attacks at Dusit D2 Hotel. Specifically, the study sought to examine the perception of the respondents on the availability and adequacy of Communication and Early Warning Systems, Access Control Measures, disaster coordination plans, and nature and level of staff preparedness and mitigation training.

5.2 Summary of Findings.

This section provides a summary of the results of the study. The summary was presented in line with the objectives of the study.

5.2.1 Nature and Level of Staff Preparedness and Mitigation Training.

The first objective of the study was to determine establish the nature and level of staff preparedness and mitigation training at the Dusit D2 hotel. Analysis of collected data established that the nature and level of staff preparedness and mitigation training at Dusit D2 Hotel showed a mix of strengths and areas for improvement. It was evident that a significant portion of the hotel staff had received counter-terrorism training, with most showing moderate to high levels of preparedness. However, there were concerns about the adequacy of training in certain areas, such as handling suspicious packages and addressing cyber-security issues. The study also found that aspects related to

communication and teamwork during emergencies were generally well-received, demonstrating a positive aspect of staff preparedness.

5.2.2 Disaster Coordination Plans in the Event of Terror Attacks.

The second objective of the study was to establish the disaster coordination plans to be activated in the event of a terrorist attack at the Dusit D2 hotel. Analysis of collected data established that the disaster coordination plans at Dusit D2 Hotel had a significant impact on counter-terrorism preparedness and mitigation of terrorist attacks. The study findings indicate that the disaster coordination plans were generally understood, with perceptions of effectiveness ranging from adequate to very adequate. Notable strengths highlighted include clear communication channels among agencies and regular training for both staff and guests, fostering confidence and readiness for addressing potential terrorist threats. However, concerns were raised regarding the limited scope of the training program, suggesting the importance of continuous plan review and expansion to encompass evolving security challenges comprehensively. Recommendations included more frequent security audits and risk assessments to identify vulnerabilities and integrating advanced technologies for improved communication and coordination among responders, reinforcing the need for ongoing enhancement of disaster coordination plans.

5.2.3 Nature of Communication and Early Warning System.

The third objective of the study was to establish the nature of communication and early warning systems available at the Dusit D2 hotel. Analysis of collected data established that the communication and early warning systems at Dusit D2 Hotel play a vital role in counter-terrorism preparedness and the mitigation of terror-related attacks. It was also revealed that the assessed communication and early warning systems were generally considered effective, with a substantial proportion indicating they were either adequate or very adequate in their capabilities. The

establishment of clear communication channels among relevant private and state security entities was identified as a key factor in facilitating timely responses to various incidents, including those related to terrorism. Furthermore, the availability of diverse communication tools such as emergency phone systems and panic buttons was found to enhance the overall robustness of the security infrastructure. However, the study also highlighted the importance of conducting more frequent system reviews to identify and address potential technical issues and maintain consistent functionality. Additionally, the research emphasized the significance of regular training and drills for both staff and guests to boost their preparedness in effectively managing emergency situations. To further optimize the effectiveness of these systems, the study recommended the integration of advanced technologies, like centralized platforms for access control and surveillance, to enable real-time monitoring and enhance coordination among security personnel during critical events.

5.2.4 Adequacy of Access Control Measures.

The fourth objective of the study was to establish the on the adequacy of access control measures at Dusit D2 hotel. Analysis of collected data established that the adequacy of access control measures at Dusit D2 Hotel plays a crucial role in counter-terrorism preparedness and the mitigation of terror-related attacks. The study findings indicate that the security measures assessed at Dusit D2 Hotel were generally perceived as effective, with a significant proportion deeming them either adequate or very adequate in bolstering the facility's security infrastructure. These measures include the presence of physical barriers, access control points staffed by security personnel and equipped with metal detectors, as well as the extensive CCTV surveillance. Nevertheless, some emphasized the importance of more frequent reviews to identify and address potential vulnerabilities while ensuring sustained effectiveness. Furthermore, the study underscores the significance of regular staff training and drills to enhance the preparedness of

employees and guests in responding to emergency situations. To further fortify the adequacy of these security measures, the study suggests the implementation of additional measures, including biometric authentication systems, secure storage solutions, and comprehensive background checks for personnel and contractors. These recommendations aim to bolster Dusit D2 Hotel's overall security posture and enhance its capacity to deter potential terrorist threats effectively.

5.3 Conclusions.

In conclusion, this study finds that staff at Dusit D2 Hotel are well-prepared, benefitting from effective counter-terrorism and mitigation training programs that equip them with vital skills for handling emergencies, suspicious packages, and promoting communication and teamwork during crises. Regular training and drills have further enhanced their ability to respond to potential terrorist threats, with a particular focus on cyber-security and access control measures to ensure a secure environment. Additionally, the disaster coordination plans in place are readily accessible and perceived as adequate, with strengths lying in clear communication lines and regular emergency procedure training, though expansion and more frequent security audits are suggested for improvement. Furthermore, the study concludes that the hotel's communication and early warning systems, characterized by clear communication with security agencies and various communication tools, contribute significantly to its robust security infrastructure. Notably, the study underscores the pivotal role of access control measures, including physical barriers, access points with security personnel and metal detectors, and CCTV surveillance, in enhancing the hotel's overall security infrastructure and counter-terrorism preparedness.

5.4 Recommendations.

The following recommendations are made in light of the results and conclusions:

- i. To enhance overall preparedness at Dusit D2 Hotel, we recommend the implementation of a comprehensive and standardized training program for all staff members. This program should include regular exercises and feedback mechanisms. Security audits and risk assessments should be conducted periodically to fortify the hotel's defense against terrorism-related threats. Prioritizing staff training and security measures will create a safer environment, instilling confidence among stakeholders and ensuring effective mitigation of terror-related activities.
- ii. Dusit D2 Hotel should continue to prioritize and invest in disaster coordination plans to effectively counter terrorist attacks. To maintain the availability and adequacy of these plans, it is recommended that the hotel regularly reviews and expands the scope of its training program, addressing evolving security challenges comprehensively. Additionally, conducting more frequent security audits and risk assessments will help identify vulnerabilities and areas for improvement, leading to better-prepared response strategies. Integrating advanced technologies into the communication and early warning systems can further enhance coordination between responders.
- iii. To further enhance the efficacy of the communication and early warning systems at Dusit D2 Hotel, we recommend implementing more frequent reviews to address potential technical issues and ensure consistent functionality. Regular training and drills for staff and guests should be conducted to enhance their awareness and readiness in handling emergency situations effectively. Leveraging advanced technologies, such as integrating access control measures and surveillance cameras into a centralized platform, could enable real-time monitoring and better coordination among security personnel during critical events.

iv. It is recommended that Dusit D2 Hotel prioritizes the regular review and evaluation of their access control measures to identify and address potential vulnerabilities, ensuring consistent effectiveness in deterring and mitigating terror-related attacks. Moreover, the hotel should conduct regular staff training and drills to ensure that employees and guests are well-prepared and aware of emergency procedures. Implementing biometric authentication systems, secure storage of belongings, and thorough background checks for employees and contractors will further strengthen its access control measures and overall security infrastructure. Embracing advanced technologies and integrating them into a centralized platform would enable real-time monitoring and better coordination among security personnel during critical events, enhancing the hotel's preparedness and response capabilities against potential terrorist threats.

5.5 Areas for Further Research.

The study recommends for further research involving other variables since the current study focused only on four variables. Furthermore, the study was restricted to Dusit D2 Hotel, signifying the need to conduct further studies on other sectors of the economy, such as education and transport, to elucidate the state of preparedness to mitigate terrorist incidences since learning institutions and transport firms continue to bear the brunt of terrorist attacks. Additionally, the study was based on a mixed approach and did not incorporate inferential statistics, such as correlation analysis, so as to ascertain the direction and strength of the relationship between the predictor variables and the outcome variable. This is an area that future studies can explore.

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APPENDICES

APPENDIX I: Letter of Introduction

Makori Geoffrey Kenga

Dear Sir/Madam

Subject: Masters Research Data Collection

I am a Masters student at the University of Nairobi, conducting research on “*Assessing the Counter-Terrorism Preparedness and Mitigation of Terrorist Attacks: The Case of Dusit D2 Hotel in Nairobi, Kenya.*”. It is expected that this research will assist to review the nature and level of staff preparedness on counter-terrorism and mitigation. This will hopefully enable management of hotels and mall to have insights on the dynamics of terror-related activities. In a humble way, I appeal to you to fill the questionnaire in the way you judge the statements under each questionnaire item. The answers you provide will be used only for academic purpose. The answers you provide will be handled with strict confidentiality. Not even the researcher will know the identity of the respondents since questionnaires will be given random codes.

Thank you for taking time to participate in the study. Your input is appreciated. The findings if the study will be disseminated to you should you need them.

Yours Faithfully,

Makori, Kenga Geoffrey.

APPENDIX II: Interview Schedule for Primary Respondents (Hotel Employees)

SECTION A: BACKGROUND INFORMATION

1. **Gender**

Male Female

2. **Level of education**

No education Primary Secondary College Degree and above

3. **Period working in the hospitality industry**

Up to 5 years 6-10 years 11-15 years 16-20 years Greater than 20 years

4. **What is your employment cadre?**

Top manager Middle manager First level/support staff

5. **a.) Have you received any counter-terrorism training?**

Yes No

b.) If yes, what type of training and for how long ?

.....

SECTION B: NATURE AND LEVEL OF STAFF PREPAREDNESS AND MITIGATION TRAINING

Section B seeks information on the nature and level of staff preparedness and mitigation training at the Dusit D2 hotel.

6. To what extent are you prepared to tackle any terror-related attacks at the establishment?

No extent small extent moderate large extent very large extent

7. Checking the matrix below here, what specific counter-terrorism training have you received?

Types of Counter-Terrorism Training	Yes	No
Identification of suspicious behavior	<input type="checkbox"/>	<input type="checkbox"/>
Response to bomb threats	<input type="checkbox"/>	<input type="checkbox"/>
Handling of suspicious packages	<input type="checkbox"/>	<input type="checkbox"/>
Response to active shooter situations	<input type="checkbox"/>	<input type="checkbox"/>
Awareness of different types of terrorist attacks	<input type="checkbox"/>	<input type="checkbox"/>
Use of security equipment (e.g., metal detectors, X-ray machines)	<input type="checkbox"/>	<input type="checkbox"/>
Communication and teamwork during emergencies	<input type="checkbox"/>	<input type="checkbox"/>

Types of Counter-Terrorism Training	Yes	No
Risk assessment and analysis	<input type="checkbox"/>	<input type="checkbox"/>
First aid and emergency medical procedures	<input type="checkbox"/>	<input type="checkbox"/>
Cyber-security and information technology security	<input type="checkbox"/>	<input type="checkbox"/>
Any other (specify and tick)		

8. From above, do you think the training you have acquired is adequate to mitigate against terror-related attacks?

Yes No

9. Explain your answer above.

10. What were/are the specific objectives of the training(s) acquired from above?

11. In your opinion, what more should be done by your employer/ hotel owner to increase the level of staff counter-terrorism preparedness?

SECTION C: DISASTER COORDINATION PLANS IN THE EVENT OF TERROR ATTACKS

Section C seeks information on disaster coordination plans to be activated in the event of a terrorist attack at the Dusit D2 hotel.

12. In your opinion, what disaster coordination plans are available in the Hotel and how adequate are they? (1-Not available; 2-Limited; 3-moderately available; 4-Adequate; 5-Very adequate)

Disaster Coordination Plans	1	2	3	4	5
Emergency Response Plan (ERP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Continuity Plan (BCP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crisis Management Plan (CMP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evacuation Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recovery Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Disaster Coordination Plans	1	2	3	4	5
Any other (specify and rank)					

13. Largely, to what extent do you think available disaster coordination plans will effectively deter any terrorism attack?

No extent [] small extent [] moderate extent [] large extent [] very large extent

14. What should be done to improve the effectiveness of disaster coordination plans in the event of terrorism attack?

15. How are disaster coordination plans helping the hotel to ward off disasters or terror-related activities?

16. How often is the disaster coordination plan reviewed?

Frequency of Disaster Coordination Plan Review
1. Regularly
2. Often
3. More often
4. Rarely
5. Not reviewed regularly

17. Give reason(s) for your response question 16 above.

SECTION D: NATURE OF COMMUNICATION AND EARLY WARNING SYSTEM

Section D seeks information on the nature of communication and early warning systems available at the Dusit D2 hotel.

18. Please indicate the availability and adequacy of various communication and early warning systems at Dusit D2 Hotel, as they relate to counter-terrorism preparedness and mitigation of terrorist attacks. (1-Not available; 2-Limited; 3-moderately available; 4-Adequate; 5-Very adequate)

Communication and Early Warning Systems	1	2	3	4	5
1. Emergency phone system					
2. PA System					
3. Fire alarms					
4. Smoke detectors					
5. CCTV cameras					
6. Intruder alarms					
7. Panic buttons					
8. Mass notification system					
Other (specify and rank)					

19. a.) How effective are the communication and early warning systems in the hotel?

Not at all [] fairly effective [] Moderate Effective [] Effective [] Very effective []
 Can't tell []

b.) Please, give reason(s) for your answer above

20. What constraints faced by the communication and early warning system at the hotel?

21. What more should be done to improve the effectiveness of communication and early warning system at the hotel?

SECTION E: ADEQUACY OF ACCESS CONTROL MEASURES

Section E seeks information on the adequacy of access control measures at Dusit D2 hotel.

22. Please evaluate the availability and adequacy of access control measures at Dusit D2 Hotel based on counter-terrorism preparedness and mitigation of terrorist attacks. (1-Not available; 2-Limited; 3-moderately available; 4-Adequate; 5-Very adequate)

Access Control Measure	1	2	3	4	5
Physical barriers (e.g., bollards, barricades) to prevent vehicle-borne attacks					
Access control points with security personnel and metal detectors					
CCTV surveillance of entrances, lobbies, and public areas					
Biometric authentication systems (e.g., fingerprint scanners) for access to secure areas					
Secure storage of luggage and personal belongings					
Training and drills for staff and guests on emergency procedures					
Background checks and vetting of employees and contractors					
Regular security audits and risk assessments					

23. To what extent are access control measures effective in this hotel?
 No Extent [] Small Extent [] Moderate [] Great Extent [] Very Great Extent []
 Can't tell []

24. Please, give reasons for your response to question 23 above?

25. What access control limitations are faced by this hotel?

26. In your view, what more should be done to improve the efficacy of Access Control Measures in this hotel?

APPENDIX III: Interview Schedule for Secondary Informants (Counter terrorism personnel and private security personnel).

PART A: INFORMANT' S PERSONAL PROFILE

1. Name of the Organization

.....

2. Gender

Male Female

3. Level of education

No education Primary Secondary College Degree and above

4. Period Working with the employer

Up to 5 years 6-10 years 11-15 years 16-20 years Greater than 20 years

5. Have you received any counter-terrorism training?

Yes No

6. If yes, what specific training have you received

.....

7. Enumerate the security services that that you will personally provide to Dusit D2 Hotel and/or other public facilities?

SECTION B: GENERAL INFORMATION

8. What specific staff training do you think are relevant to counter-terrorism and mitigation in hotels?

9. In your opinion, what more can be done to increase the level of staff counter-terrorism preparedness in hotels?

10. In what ways are disaster coordination plans helping hotels to overcome disasters or terror-related activities?

11. What should be done to improve the effectiveness of disaster coordination plans so as to prevent terrorism attack in hotels?

12. What constraints are faced by Communication and Early Warning System in hotels?

13. What more should be done to improve the Effectiveness Communication and Early Warning System in hotels?

14. What limitations are faced by Access Control Measures in hotels?

15. What should be done to improve the effectiveness of Access Control Measures in hotels?

APPENDIX IV: Krejcie and Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX V: NACOSTI Letter


REPUBLIC OF KENYA
 National Commission for Science, Technology and Innovation
Ref No: 705183


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
 Date of Issue: 17 June 2023

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This is to Certify that Mr., Geoffrey Kiaga Makari of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: **COUNTER-TERRORISM PREPAREDNESS AND MITIGATION A CASE OF WESTGATE MALL AND DUSIT D2 HOTEL, NAIROBI** for the period ending - 17 June 2024.

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APPENDIX VI: University of Nairobi Authorization Letter



UNIVERSITY OF NAIROBI
DEPARTMENT OF SOCIOLOGY, SOCIAL WORK & AWS

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Kenya

April 4, 2023

TO WHOM IT MAY CONCERN

**SUBJECT: INTRODUCTION LETTER FOR GEOFFREY MAKORI KENGA
(MA STUDENT)**

This is to confirm that Mr. Geoffrey Makori Kenga (C50/9628/2018) is a registered Master of Arts student in the Department of Sociology, Social Work & African Women Studies, University of Nairobi.

He is currently working on his research project entitled, *“Counter Terrorism Preparedness and Mitigation: The Case of Westgate Mall and Dusit D2 Hotel in Nairobi, Kenya”*

Any assistance accorded him during his research period is highly appreciated.

Prof. G.G. Wairire
Chairman
Department of Sociology, Social Work & African Women Studies

