INFLUENCE OF LOCALISATION OF SECURITY RISK MANAGEMENT STRATEGIES ON DECISION-MAKING PROCESSES AT KAKUMA REFUGEE CAMP

FRANCIS MARIAO EKUNOIT
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DECLARATION

I declare that this document and the research that it describes are my original work and that they have not been presented in any other university for academic work.

Name (printed): Francis Mariao Ekunoit

Student signature — Date (dd/mm/yyyy): 27.06.2025

This research was conducted under our supervision and is submitted with our approval as university supervisors.

Supervisor name (printed): DR. Fredrick Otieno.

University supervisor signature — Date (dd/mm/yyyy): 30.06.2025

Supervisor name (printed): Abel Holla.

University supervisor signature — Date (dd/mm/yyyy): 30.06.2025

Africa Nazarene University

Nairobi, Kenya

DEDICATION

This project is dedicated to my family and friends who continue to support and motivate me to be and do my best. Most importantly, to God, who has given me the strength and opportunity. Without Him, I would not be able to accomplish all that I intend to achieve.

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ABSTRACT

Effective decision-making is crucial for ensuring security and stability at Kakuma Refugee Camp, which hosts over 240,000 refugees as of 2024. However, challenges such as limited localised data and exclusion of key stakeholders often lead to poor responses, with up to 60% of security interventions failing due to inadequate risk assessment. This study aimed to evaluate how the localisation of security risk management strategies can enhance decision-making at Kakuma Refugee Camp. Specifically, the study examined the impact of tailored security infrastructure, decentralised command and control, and local crisis management on improving decision-making processes. The study was based on Contingency Theory, Situational Leadership Theory, and the Resource Allocation Model. It used a descriptive research design. The target population consisted of 420 staff from NGOs, United Nations agencies, the Department of Refugee Services, security agencies, and members of the refugee and host communities at Kakuma Refugee Camp. Non-probability sampling, specifically maximum variation sampling, was employed. Purposive and snowball sampling were also used to identify key informants for in-depth interviews. The Yamane formula determined a sample size of 125 respondents. Data were collected through questionnaires and interview guides. The data comprised both quantitative and qualitative information. Quantitative data analysis was conducted using the Statistical Package for the Social Sciences. Descriptive statistics included frequencies, percentages, means, and standard deviations. Pearson's correlation analysis was used. For qualitative data, thematic analysis identified patterns, themes, and insights that emerged from the interview responses. Quantitative results were presented in tables for clarity, while qualitative findings were presented thematically or in prose to effectively capture respondents' perspectives. The study identified a moderate, positive, and significant correlation between customised security infrastructure and improved decision- making processes ($r = 0.534$, $p = 0.000$). It also found a significant positive relationship between decentralised command and control and improved decision- making ($r = 0.623$, $p = 0.000$). Additionally, there was a significant positive correlation between local crisis management and improved decision- making ($r = 0.413$, $p = 0.000$). The study concludes that localisation significantly improves the effectiveness of security decision-making at Kakuma Refugee Camp by fostering adaptive, inclusive, and data-driven practices. Based on these findings, it recommends that humanitarian agencies and policymakers institutionalise localised decision-making frameworks by strengthening community engagement, building local capacity in risk assessment, and integrating locally generated data into security planning. This approach is crucial for enhancing decision-making processes and strengthening security governance in refugee camp settings.

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OPERATIONAL DEFINITION OF TERMS

Customised Security Infrastructure	Refers to customised physical and technological security systems designed to address the specific security requirements of a given area, such as installing surveillance systems, access controls, and other security infrastructure based on the environment of Kakuma Refugee Camp.
Decentralised Command and Control	A system where decision-making authority is spread across multiple levels or units within an organisation, enabling greater flexibility, quicker response times, and more autonomy at the local level, especially during crises.
Decision-Making Processes	A structured sequence of steps through which individuals or organisations identify a problem, gather relevant information, evaluate alternative courses of action, choose a solution, implement it, and assess the outcome.
Local Crisis Management	The process of managing and responding to emergencies or crises within a specific community or location, relying on local actors, resources, and protocols to mitigate

	the crisis's impact and facilitate swift decision-making.
Localisation of Security Risk Management Strategies	The process of adapting security measures to fit the unique needs, risks, and conditions of a specific location or environment, such as a refugee camp, to address local security challenges effectively.

ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
DRS	Department of Refugee Services.
GOK	Government of Kenya
IT	Information Technology
NACOSTI	National Commission for Science, Technology, and Innovation
NGOs	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs.
RD	Research and Development
SMEs	Small and Medium-Sised Enterprises
SPSS	Statistical Package for the Social Sciences
UN	United Nations
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs.
UNDP	United Nations Development Programme.
UNHCR	United Nations High Commission for Refugees

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides background information on the localisation of security risk management in humanitarian organisations, offering a global, regional, and local perspective on the concept. The chapter also outlined the problem statement, followed by the study objectives and research questions. The chapter further discusses the significance of the study, its scope, delimitations, limitations, and assumptions. Lastly, the chapter will provide a theoretical review and a conceptual framework.

1.2 Background of the Study

Security risk management is crucial for safeguarding the safety and well-being of individuals and organisations. Localisation refers to the process of empowering and engaging local actors in decision-making and implementation, and this approach is gaining prominence in the humanitarian sector to address security challenges effectively (Aldrich, 2022). Humanitarian organisations, by nature, work in diverse and often challenging environments, where the safety of both aid workers and the communities they assist is crucial (Ferris & Winthrop, 2020).

The localisation of security risk management in these organisations involves decentralising decision-making and actively engaging local communities and partners in assessing, prioritising, and responding to security risks (Béné & Newsham, 2021). This approach recognises the unique insights and contextual understanding that local actors possess, enabling a more nuanced and effective response to security challenges (Humanitarian Practice Network, 2019).

In refugee camps, localised security risk management enhances the relevance and effectiveness of security measures, as local actors are more familiar with the

specific dynamics and cultural nuances of their areas (Duffield, 2020). This leads to the development of context-specific strategies that are more likely to be accepted and embraced by the local population (Haverkamp et al., 2020). Localisation promotes community engagement and ownership, fostering a sense of shared responsibility for security and safety. This collaborative approach not only improves overall security but also builds trust and cooperation between aid agencies and the communities they serve (Haverkamp, 2020).

However, challenges exist in effectively implementing localised security risk management in humanitarian organisations. These challenges include issues related to capacity-building, power dynamics, and the need for clear communication channels between local and international actors (Ramalingam et al., 2019). Additionally, balancing local empowerment with maintaining organisational oversight remains a constant challenge. Nevertheless, the benefits of localisation significantly outweigh the drawbacks, as it helps build resilient communities capable of collectively addressing security risks, fostering trust, improving operational efficiency, and enhancing the sustainability of humanitarian efforts (Okonkwo & Malik, 2020).

Globally, the localisation of security risk management is essential to the international refugee policy. International organisations are exploring how to manage security risks when collaborating with local entities (Harkey, 2021). For example, Afghanistan, a country affected by long-standing conflict and geopolitical issues, has made progress in implementing localised security risk management within humanitarian groups.

Efforts have been made to involve local communities in security assessments and decision-making processes, recognising the complex local dynamics (OCHA, 2019). Local NGOs and community-based organisations in Afghanistan have played

a significant role in developing security plans (Humanitarian Response Index, 2020). However, the effectiveness of these efforts is limited by ongoing violence, political instability, and the presence of armed groups, creating challenges in balancing foreign oversight with empowering local participants (Haverkamp et al., 2020).

Post-conflict Colombia has seen significant initiatives in implementing localised security risk management. Local communities and organisations have played a significant role in shaping security strategies, particularly in areas affected by armed conflict (Ferris & Winthrop, 2020). Efforts in Colombia have focused on addressing specific challenges, including landmines, conflict remnants, and the reintegration of former combatants (UNHCR, 2018). However, challenges persist, including coordination among various stakeholders, political instability, and the effects of regional conflicts (Duffield, 2020). Finding the right balance between local empowerment and adherence to international standards remains a delicate task (Ramalingam et al., 2019).

In response to the Syrian refugee crisis, international organisations in Lebanon have worked on implementing localised security risk management within humanitarian groups. Local actors have been involved in shaping security measures, recognising the importance of understanding local dynamics and contexts. Lebanon has faced significant challenges due to armed groups, political instability, and regional conflicts. Coordination between international and local actors remains a key focus, requiring a balance between local empowerment and international standards (UNDP, 2021; OCHA, 2020).

Somalia, facing a complex humanitarian landscape marked by conflict and instability, has made progress in involving local communities in security risk management. Local NGOs and community-based organisations have played a crucial

role in shaping security strategies in Somalia, despite ongoing challenges such as conflict, terrorism threats, and resource limitations (Oxfam, 2017). Additionally, difficulties in accessing resources and training continue to prevent the effective implementation of localised security measures (Global Humanitarian Assistance, 2018).

South Sudan, a country dealing with the aftermath of conflict and political struggles, has seen efforts to develop localised security risk management. Local communities and organisations are involved in shaping security measures, recognising the importance of a more detailed approach (UN OCHA, 2019). However, the success of these efforts is limited by ongoing conflict, inter-ethnic tensions, and resource constraints (Humanitarian Response Index, 2020). The constantly changing security situation in South Sudan makes it hard to predict and manage risks effectively, highlighting the need for ongoing adaptation within the humanitarian sector.

Kenya, which hosts significant refugee populations and faces security challenges, has pursued efforts to implement localised security risk management. Local involvement has been vital in shaping security strategies, particularly in refugee camps, although challenges persist in Kakuma Refugee Camp, reflecting broader difficulties in implementing localised security measures (UNHCR, 2021).

The threat of terrorism remains a significant concern, and incidents like the 2015 attack on the camp by Al-Shabaab illustrate the complex security situation (Institute for Security Studies, 2019). Balancing the need for stronger security measures with fostering a sense of community and empowerment is an ongoing challenge. Additionally, effective coordination between international humanitarian agencies, local authorities, and refugee communities is essential for a comprehensive

security strategy (Blaikie & Cannon, 2022). In addressing these issues, Kakuma Refugee Camp acts as a microcosm of Kenya's broader efforts to implement localised security risk management.

The camp's experiences highlight the importance of tailoring security measures to the unique dynamics of the local context while fostering collaboration among various stakeholders.

Improved decision-making processes are crucial for addressing security challenges in complex environments, such as Kakuma Refugee Camp. Effective decision-making enhances stakeholders' ability to respond to risks efficiently and ensures that security measures are both timely and appropriate (Wilmsen & Webber, 2020).

In Kakuma, better decision-making is achieved through the integration of systematic risk assessments, collaborative stakeholder engagement, and timely access to reliable data. These factors contribute to informed, contextually relevant, and strategically solid decisions, thereby lowering the likelihood of oversight or error (Crisp, 2021). Effective decision-making also ensures that interventions are proactive rather than reactive, enabling the anticipation of potential security threats and their mitigation before escalation (Anderson, 2021).

One of the key elements of effective decision-making is the use of evidence-based practices, which rely on accurate and context-specific data. In environments like Kakuma, where security risks can appear suddenly, decision-makers must prioritise the collection and analysis of local intelligence to inform their actions (O’Brien & Leichenko, 2020). Improved decision-making processes utilise this data to identify patterns, assess vulnerabilities, and predict potential outcomes. This systematic approach improves the accuracy and reliability of decisions, ensuring

optimal allocation of resources and timely responses to security threats (Barbelet, 2019). Additionally, evidence-based decision-making reduces ambiguity, enabling security teams to act with confidence and accuracy, especially in high-stakes situations.

Transparency and inclusivity also play a pivotal role in enhancing decision-making processes. Decisions made through participatory frameworks, where all relevant stakeholders, including host communities and refugees, are involved, tend to be more effective and widely accepted (Muggah & O'Donnell, 2020).

Inclusivity ensures that the perspectives, needs, and priorities of affected populations are considered, fostering trust and cooperation in the implementation of security measures. Transparency, on the other hand, ensures that the rationale behind decisions is communicated, reducing misunderstandings and resistance. Together, these factors create an environment where decisions are better aligned with on-the-ground realities, contributing to their success and sustainability (Betts & Collier, 2021).

Improved decision-making processes are defined by adaptability and ongoing learning, especially in dynamic settings such as Kakuma. Decision-makers need to adjust strategies based on changing risks and new challenges, which requires a framework that allows flexibility and iterative improvement (Schmeidl & Tyner, 2020). Through feedback loops, performance assessments, and stakeholder input, decision-makers can refine their strategies, ensuring they remain effective over time. Adaptability not only makes decisions more relevant but also builds resilience against unexpected threats, thus strengthening the overall security management system at Kakuma (Campbell, 2020). This dynamic approach to decision-making ultimately ensures that security measures are both practical and sustainable.

Kakuma Refugee Camp, situated in the arid Turkana County of northwestern Kenya, is one of the largest and oldest refugee settlements in the world. Founded in 1992, the camp was initially established to accommodate Sudanese refugees escaping the civil war. However, over the years, Kakuma has become home to a diverse population, including refugees from countries such as Ethiopia, the Democratic Republic of Congo, South Sudan, and Somalia. Managed by the UN Refugee Agency (UNHCR), the camp has undergone significant transformations to accommodate the evolving refugee crises and now houses over 185,000 refugees, making it a complex and dynamic humanitarian environment (UNHCR, 2021).

The camp faces numerous challenges, highlighting the complexity of managing a large and diverse refugee population. Security concerns are top priority due to the camp's proximity to conflict-affected and insecure regions. Incidents like the 2015 Al-Shabaab attack highlight the ongoing threat of terrorism (Institute for Security Studies, 2019). Moreover, resource shortages, such as limited access to water and food, create serious problems. Overcrowded living conditions and inadequate infrastructure exacerbate the hardships faced by refugees in Kakuma (UNHCR, 2021).

Efforts have been made to implement localised security risk management strategies within Kakuma Refugee Camp. Community-based approaches to security, which involve refugees in decision-making and risk assessments, are essential, with community leaders playing a key role in sharing information on potential threats and promoting collective responsibility (UNHCR, 2021). These localised initiatives aim to address the unique security dynamics within the camp and empower refugees to improve their safety and well-being.

While Kakuma Refugee Camp provides a temporary refuge for displaced populations, challenges related to long-term integration and livelihood opportunities

persist. The protracted nature of some refugee situations, such as those from South Sudan and Somalia, raises questions about the sustainability of the camp model (Oxfam, 2020). Limited economic opportunities and difficulties accessing education add to the uncertainty refugees feel about their future (UNHCR, 2021). Efforts are underway to address these issues through vocational training programs and initiatives that aim to foster self-reliance. Security within refugee camps highlights a critical research gap (Coole et al., 2020; Barbelet et al., 2021). This study seeks to fill that gap by examining how the localisation of security risk management strategies influences decision-making processes at Kakuma Refugee Camp.

1.3 Statement of the Problem

Security risk management in humanitarian settings has traditionally depended on centralised models led by international agencies and national security agencies, often at the expense of locally rooted approaches (Zwitter & El Baroudi, 2015). In refugee camps like Kakuma, this has resulted in broad, externally imposed strategies that may not effectively address the complex social and cultural dynamics and localised threats within the camp (Obilie-Acheampong et al., 2021). As a result, decision-making processes in these settings have often been slow, top-down, and reactive rather than inclusive, timely, and tailored to the specific context (Zaman et al., 2018).

Despite the persistent and multifaceted security risks in Kakuma Refugee Camp, ranging from inter-communal violence and criminal activities as well as tensions between the host and refugees, existing security risk management systems remain mainly centralised. These systems often fail to incorporate local knowledge or involve key community stakeholders, which reduces the relevance, legitimacy, and sustainability of security interventions (UNHCR, 2021). Additionally, limited

coordination among security actors and inadequate adaptation of security infrastructure have led to slower responses and compromised safety for both refugees and host communities (Loescher & Milner, 2011).

The absence of localised crisis management frameworks and decentralised command structures constrains adaptive decision-making in complex and rapidly changing environments like Kakuma. Community members are rarely involved in designing or implementing security strategies, resulting in a lack of ownership, decreased trust in security systems, and poor information flow (O'Callaghan & Sturge, 2018). This has significant implications for the effectiveness of crisis response and long-term risk mitigation in the camp.

Therefore, this study examines how localising security risk management, through customised security infrastructure, decentralised command and control, and community-based crisis response, can influence and improve decision-making processes in Kakuma Refugee Camp. The research seeks to address existing gaps in both practice and literature by highlighting the role of local actors and context-specific mechanisms in enhancing security governance in humanitarian settings (Gordon & Donini, 2016).

1.4 Purpose of the study

The purpose of this study is to examine how the localisation of security risk management strategies influences improved decision-making processes at Kakuma Refugee Camp.

1.5 Objectives of the Study

1.5.1 General Objective

To assess the influence of localising security risk management strategies on decision-making processes at Kakuma Refugee Camp.

1.5.2 Specific Objective

The following are the specific objectives that guided the study:

i. To examine how context-specific security infrastructure influences decision-making processes at Kakuma Refugee Camp.

ii. To analyse the effect of decentralised command and control structures on security-related decisions in Kakuma Refugee Camp.

iii. To evaluate the role of community-based crisis management mechanisms in shaping decision-making outcomes at Kakuma Refugee Camp

1.6 Research Questions

i. To what extent does context-specific security infrastructure contribute to the decision-making process at Kakuma Refugee Camp?

ii. How does the decentralisation of command-and-control systems affect the quality and timeliness of security-related decisions at Kakuma Refugee Camp?

iii. What is the impact of locally driven crisis management approaches on the decision-making process at Kakuma Refugee Camp?

1.7 Significance of the Study

1.7.1 Humanitarian Organisations

The findings of this study will provide practical insights for international and local humanitarian agencies seeking to strengthen their security risk management strategies. By highlighting the influence of localisation on decision-making processes, the study provides evidence-based recommendations on how to integrate local actors into security structures effectively. This can enhance operational efficiency, reduce response times, and foster greater community trust.

1.7.2 Security Practitioners and Policy Makers

For security professionals and policymakers, especially those involved in humanitarian response planning, this study provides essential information on the importance of decentralised command systems, context-specific infrastructure, and community-based crisis management. The findings will assist in developing inclusive and adaptable security frameworks that reflect practical realities and address the limitations of centralised approaches.

1.7.3 Refugee-Hosting Communities

The research encourages active participation of refugee and host communities in developing security strategies. Empowering these groups with a voice in security decision-making strengthens their resilience, boosts local ownership, and contributes to the sustainability of peace and safety efforts within the camp.

1.7.4 Academia and Researchers

This study adds to the growing body of literature on humanitarian governance and localised security practices by focusing on a largely under-researched context. Scholars interested in security governance, refugee studies, or decision-making in crisis settings can benefit from the study's theoretical and empirical contributions. It also lays the groundwork for future research on the effectiveness of localisation strategies in other humanitarian contexts.

1.7.5 Donors and Development Partners

For international donors and partners funding humanitarian operations, this study highlights the importance of investing in local capacities and systems. The findings support resource allocation models that emphasise community participation and context-specific security planning, ensuring interventions are both relevant and practical.

1.8 Scope of the Study

The study examined the effect of localised security risk management strategies on decision-making processes at Kakuma Refugee Camp. The independent variables included customised security infrastructure, decentralised command and control, and local crisis management. The dependent variable was improved decision-making processes at Kakuma Refugee Camp. The study adopted a descriptive research design. The target population comprised 420 staff members working with NGOs, the United Nations, the Department of Refugee Services, security agencies, and members of the refugee and host communities in Kakuma Refugee Camp.

Non-probability sampling, particularly maximum variation sampling, was employed in this study. Purposive and snowball sampling methods were also utilised to identify key informants for in-depth interviews. The Yamane formula was applied to determine a sample size of 125 respondents for the study. Questionnaires and interview schedules were widely used to collect data. The study was conducted over a period of one year, from June 2024 to June 2025.

1.9 Delimitations of the Study

This study only examined the influence of localised security risk management strategies on decision-making processes. It did not investigate other factors, such as broader socio-economic or political challenges in Kakuma Refugee Camp that might indirectly affect decision-making, as the focus was solely on security risk management. Additionally, the study did not evaluate the long-term outcomes of these strategies, such as refugee integration or community development, as it focused solely on immediate effects. Although participants from various agencies involved in security risk management at Kakuma were included, perspectives from other refugee camps or similar humanitarian settings were not considered, due to the geographical

limitation of Kakuma. Finally, the study did not examine the technical aspects of the security infrastructure itself, but rather how local strategies influence decision-making within the camp.

1.10 Limitations of the Study

Limitations refer to potential weaknesses in the research that may affect the scope, generalisability, or interpretation of findings. Although every effort was made to ensure methodological rigour, the study faced several limitations (Creswell & Creswell, 2018). First, confidentiality was a significant concern, as some participants were hesitant to share sensitive security-related information due to fear of reprisal or exposure. Similar concerns have been documented in humanitarian research involving displaced populations, where trust and data protection are critical (Jacobsen, 2005). To mitigate this, the researcher adopted strict ethical protocols, including obtaining informed consent, employing anonymisation techniques, and ensuring secure data storage.

Second, the linguistic diversity within Kakuma Refugee Camp created communication barriers during the data collection process. Refugees in Kakuma come from over 20 nationalities, each speaking a different native language, making it challenging to accurately interpret questions and responses (UNHCR, 2024). Trained multilingual translators were therefore engaged to ensure clarity and reduce misinterpretation (Temple & Young, 2004). Additionally, some participants expressed a fear of victimisation or repercussions for sharing their views, particularly regarding inter-communal tensions or institutional practices. This is a common limitation in conflict-affected settings, where fear can prevent disclosure and distort data (Mackenzie, et al., 2007). To address this, the researcher emphasised the

importance of voluntary participation, confidentiality, and the use of anonymous survey instruments whenever possible.

Finally, the literature on localised security risk management in refugee settings, particularly in the Kenyan context, remains limited. While broader studies on humanitarian localisation exist (Barbelet et al., 2021), few directly assess its impact on decision-making processes in refugee camps such as Kakuma. This scarcity of context-specific empirical studies limits the comparative scope and theoretical foundation of the current research.

1.11 Assumptions of the Study

Assumptions of the study are the statements made by the researcher which tend to be either factual or less reasonable (Army RD & a Bulletin, 1991). One of the study's assumptions was that all respondents participated in the research study by responding to all questionnaires. The other assumption was that the localisation of security risk management has an impact on humanitarian organisations.

1.12 Theoretical Framework

The study was anchored on Contingency Theory, Situational Leadership Theory, and the Wisdom of Crowds Theory. These theories collectively provide a strong conceptual basis for examining how localised security risk management strategies influence decision-making processes in humanitarian contexts, such as Kakuma Refugee Camp.

1.12.1 Contingency Theory

Contingency Theory posits that leadership effectiveness depends on the match between a leader’s style and the specific situational variables they encounter, emphasising that there is no one-size-fits-all approach to leadership (Fiedler, 1964). Various contextual factors, including task structure, leader-member relations, and the

external environment, influence leadership success. This adaptability makes the theory especially relevant in dynamic and unpredictable settings, such as humanitarian contexts. Building on these ideas, Path-Goal Theory, an extension of contingency thinking, maintains that leaders must adapt their behaviour to meet the needs of their followers and the challenges of the environment to effectively facilitate goal attainment (House & Mitchell, 1974).

The strengths of Contingency Theory lie in its flexibility, practical relevance, and suitability for various contexts. Its emphasis on assessing the situation before selecting a leadership style offers a strategic basis for effective leadership (Hoch & Dulebohn, 2015). This approach ensures that leaders are not constrained to a single style but can adapt their strategies to address emerging demands. Adaptability is particularly crucial in humanitarian crises, where conditions change swiftly and unpredictably (Giddens et al., 2015). The theory also promotes leaders to be more aware of the context, supporting strategic decision-making based on current needs.

However, Contingency Theory has its limitations. Critics highlight its complexity and the challenges associated with identifying the precise situational variables necessary for effective decision-making (Graeff, 1997). Some argue that it underplays the importance of inherent leadership traits, focusing too heavily on external factors (Yukl, 2010). Additionally, it presumes that leaders can easily adjust their style to suit every variable in a given context, which may not always be practical in real-world scenarios (Northouse, 2018).

In the context of this study, Contingency Theory is highly relevant for analysing localised security risk management in Kakuma Refugee Camp. The theory supports the idea that no single security strategy will be universally effective; instead, the approach must be adapted according to the changing security, political, and

humanitarian dynamics of the camp. The fluid and often volatile conditions in Kakuma necessitate that leaders tailor their security strategies based on real-time intelligence, local knowledge, and specific stakeholder dynamics. By emphasising the need for decentralised and context-specific responses, Contingency Theory provides a robust conceptual framework for understanding how localised strategies can enhance decision-making in security risk management.

1.12.2 Situational Leadership Theory

Situational Leadership Theory emphasises that leaders should adjust their leadership style according to the maturity or readiness level of their followers to accomplish a specific task. It classifies leadership styles into directing, coaching, supporting, and delegating, each suited to different levels of follower readiness (Hersey & Blanchard, 1969). This adaptability enables leaders to respond to varying degrees of competence and commitment among their followers, ensuring that leadership is tailored to the specific needs of the situation. Situational Leadership has also been linked to emotional intelligence, underscoring the importance of leaders assessing the emotional and psychological states of their followers and adjusting their leadership style accordingly (Goleman, 2000).

The primary strength of Situational Leadership Theory lies in its emphasis on adaptability and the development of followers. By recognising that leadership effectiveness relies on the maturity and readiness of followers, it promotes a flexible leadership style. Recent studies have highlighted that situational leadership enables leaders to respond effectively to different levels of competency among followers, thereby boosting engagement and performance (Griffiths & Greer, 2015). Additionally, it supports the long-term development of followers by encouraging leaders to mentor and coach them according to their evolving needs (Avolio &

Walumbwa, 2015). This adaptability and focus on follower development make Situational Leadership especially valuable in challenging settings, such as Kakuma Refugee Camp, where follower readiness varies.

However, Situational Leadership Theory has faced criticism, particularly for its limited empirical evidence supporting the effectiveness of aligning leadership styles with follower maturity (Graeff, 1997). Additionally, some scholars argue that the theory oversimplifies the complexities of leadership by assuming that leaders can consistently adjust their style to match the readiness of their followers (Yukl, 2010). Furthermore, scholars argue that the model does not sufficiently account for external factors, such as organisational constraints or the broader socio-political context, which may limit the effectiveness of leadership (Adams, 2018). Moreover, the flexibility highlighted by the theory could lead to inconsistency in leadership practices, causing confusion among followers.

Situational leadership theory is particularly relevant to this study because it enables leadership approaches to be tailored to meet the specific needs and readiness of individuals involved. In Kakuma Refugee Camp, where security and humanitarian situations are constantly changing, applying situational leadership helps ensure that security management strategies are tailored to the varying levels of skill and experience among stakeholders. By adjusting leadership styles to suit the local environment and its unique needs, decision-making in the camp can become more inclusive, efficient, and responsive, leading to better outcomes in the face of rapidly evolving challenges.

1.12.3 Wisdom of Crowds Theory

The Wisdom of Crowds Theory posits that, under the right conditions, collective decision-making by diverse, independent, and decentralised groups can

yield more accurate and effective outcomes than decisions made by a few experts (Surowiecki, 2004). The theory highlights four key conditions necessary for collective intelligence to emerge: diversity of opinion, independence of members, decentralisation, and aggregation mechanisms that combine individual inputs into a collective decision. These principles are particularly relevant in environments where participatory governance, local knowledge, and inclusive decision-making are essential.

The theory's relevance to this study lies in its ability to explain how localised and inclusive approaches to security risk management can enhance the quality of decisions made within refugee settings, such as Kakuma. Involving a range of local stakeholders, such as refugees, host community members, local leaders, and humanitarian staff, enables the co-creation of security strategies that are better adapted to local realities. The Wisdom of Crowds Theory also aligns with the decentralisation focus found in contingency and situational leadership theories, reinforcing the importance of bottom-up input in decision-making processes.

Despite its strengths, the Wisdom of Crowds Theory has limitations. Critics argue that collective decisions can suffer from groupthink, polarisation, or misinformation when the conditions for collective intelligence, particularly independence and diversity, are not met (Sunstein, 2006). Additionally, the effectiveness of crowd-based decision-making can be undermined by unequal participation or the dominance of certain voices, which may skew outcomes (Mannes et al., 2014). Nonetheless, when carefully managed, this theory offers a compelling framework for understanding how incorporating local perspectives enhances the quality and legitimacy of decisions, particularly in complex humanitarian contexts.

In this study, the Wisdom of Crowds Theory helps demonstrate how localised security risk management contributes to improved decision-making processes in Kakuma Refugee Camp. Valuing local input and enabling community-driven responses, decision-making is more responsive, contextually grounded, and sustainable. Therefore, the theory is highly relevant for analysing the dependent variable, decision-making, within the framework of localised security strategies.

1.13 Conceptual Framework

A graphical presentation of variables and their interactions is the conceptual structure in this analysis (Kothari, 2014). The conceptual structure for this analysis is presented in Figure 1.1. It provides a diagrammatic illustration of the relationship between the research variables. The central relationship was the apparent effect of the dependent variable on the key independent variables. The independent variables of the study are customised security infrastructure, decentralised command and control, and local crisis management. The independent variable will be improved decision-making processes.

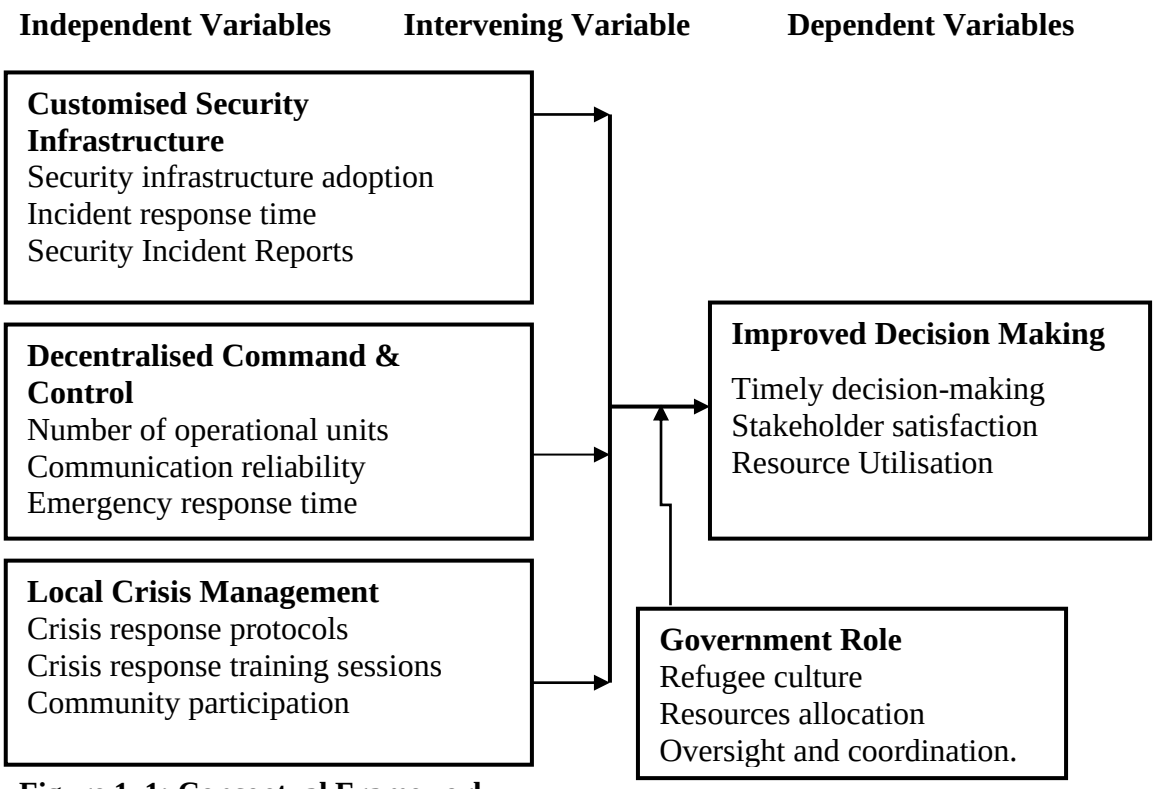


Figure 1. 1: Conceptual Framework

Source: Researcher (2025)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter concentrated on literature based on the empirical review. This literature review aimed to critically assess existing research and comprehend the current state of knowledge, identifying gaps in the literature. This review was conducted to achieve the study's objectives. It provided a concise overview of the relevant literature, highlighting areas that require further examination.

2.2 Customised Security Infrastructure

Adebayo, Chukwuma, and Okoro conducted a study to assess the impact of customised security infrastructure on operational efficiency in Nigerian oil and gas companies. The study adopted a cross-sectional research design and used stratified random sampling to select 201 employees. Data collection was carried out through structured questionnaires, and the analysis employed multiple regression techniques.

The results demonstrated that customised security systems significantly enhanced operational efficiency by strengthening surveillance and access control measures. The researchers concluded that tailored security solutions are essential for safeguarding high-risk industries (Adebayo et al., 2020).

However, their study focused on operational efficiency in industrial settings, specifically oil and gas firms, and did not examine decision-making processes in humanitarian settings such as refugee camps. The current study addresses this gap by exploring how customised security infrastructure impacts decision-making within refugee camp operations, where the environment and operational challenges are substantially different.

A study on the impact of customised digital security systems on data integrity in Ghanaian banking institutions employed a descriptive research design, with data gathered from 301 IT professionals and employees through purposive sampling and structured interviews. Qualitative content analysis revealed that banks with tailored digital security systems experienced fewer data breaches, enhancing customer trust and regulatory compliance (Antwi & Mensah, 2022).

However, the study did not examine physical or broader security measures, nor did it consider decision-making processes in humanitarian settings. The current study addresses this gap by exploring the influence of customised security infrastructure on decision-making within a refugee camp environment.

A study was conducted to investigate the impact of customised physical security infrastructure on enhancing emergency response capabilities in refugee camps in Ethiopia. Using a case study design, the researchers selected a sample of 101 camp officials and volunteers through a cluster sampling approach. Data were collected through focus group discussions and analysed using a thematic analysis approach. The findings indicated that a tailored security infrastructure significantly enhanced emergency response times and resident safety (Abera & Tadesse, 2020). However, the study did not address decision-making processes or include Kakuma Refugee Camp. The present study addresses this gap by exploring the influence of customised security infrastructure on decision-making processes at Kakuma Refugee Camp, extending the focus beyond emergency responses.

A study on the effect of customised security infrastructure on theft prevention in small and medium-sized enterprises (SMEs) in Kenya found that tailored security systems significantly reduced theft incidents and improved overall business operations. The research, which employed a descriptive design and surveyed 71 SMEs selected

through systematic random sampling, concluded that customised security infrastructure is crucial for minimising operational risks (Mwangi et al., 2021).

However, the study focused solely on theft prevention in SMEs and did not explore decision-making processes in crisis-prone environments such as refugee camps. The present study addresses this gap by investigating how customised security infrastructure influences decision-making in the context of Kakuma Refugee Camp.

A study on customised biometric systems in Kenyan manufacturing firms found that systems tailored to organisational needs enhanced attendance tracking and reduced absenteeism. The research employed a descriptive design with 351 employees selected through simple random sampling, using questionnaires for data collection and correlation analysis for data interpretation (Kagiri, et al., 2023).

However, the study focused on employee attendance in manufacturing environments, without addressing decision-making processes or humanitarian settings. The current study builds on this by investigating how tailored security infrastructure influences decision-making in the complex operational context of Kakuma Refugee Camp.

A study assessing the impact of customised surveillance infrastructure on community safety in Kakuma Refugee Camp, Kenya, employed a case study design. The researchers purposively selected 120 camp security personnel and humanitarian staff. Data were gathered through structured interviews and direct observation, and then analysed thematically. The findings revealed that implementing tailored surveillance systems, such as perimeter monitoring, CCTV integration, and community-led patrol coordination, significantly improved real-time threat detection and decreased security breaches within the camp.

Despite its effectiveness, the study did not explicitly analyse how such infrastructure informs decision-making processes. The current study fills this gap by examining how customised surveillance systems influence security-related decision-making at Kakuma Refugee Camp (Omondi & Hassan, 2022).

2.3 Decentralized Command and Control

A study on the impact of decentralised command systems on military operations in Ghana employed a causal research design, with 601 military officers selected through purposive sampling. Data were collected using structured questionnaires and analysed through logistic regression analysis. The findings showed that decentralised units improved coordination and communication in military operations (Asare et al., 2023). However, this research focused on military settings, which differ considerably from humanitarian decision-making processes in refugee camps. The current study extends this concept to the humanitarian setting of Kakuma Refugee Camp, specifically investigating its influence on decision-making processes.

The role of decentralised command and control systems in disaster preparedness in Sierra Leone was examined through a case study involving 351 disaster response officials selected via stratified random sampling. Data collection was conducted through focus group discussions and was analysed using qualitative thematic methods, revealing that decentralised structures enhanced readiness and response coordination. However, this study focused on disaster preparedness without exploring decision-making processes during ongoing operations or within refugee camp environments.

The current research builds on these findings by exploring how decentralised command systems influence real-time decision-making at Kakuma Refugee Camp (Kamara et al., 2020).

Research conducted in Sudan examined the influence of decentralised command systems on decision-making efficiency in humanitarian organizations, using a descriptive research design with 223 field officers selected through systematic random sampling. Data were collected through structured interviews and analysed using thematic content analysis.

The findings indicated that decentralisation enabled faster decision-making, enhancing service delivery during crises (Ahmed et al., 2019). However, this research did not specifically address refugee camps or localized command structures in such settings. The current investigation addresses this gap by focusing on decentralised command systems at Kakuma Refugee Camp, where decision-making processes face unique challenges.

The influence of decentralised command structures on crisis response efficiency in maritime security agencies in Tanzania was examined using a descriptive research design, with 301 officers selected through quota sampling techniques. Data collection involved interviews, and qualitative content analysis was used for data interpretation. Findings indicated that decentralised command enhanced operational flexibility and responsiveness.

Nonetheless, the study was confined to maritime security agencies and did not examine decision-making processes in refugee camps or humanitarian contexts. The present study addresses this gap by investigating decentralised command within the unique operational and humanitarian setting of Kakuma Refugee Camp (Hassan et al., 2021).

The effect of decentralised control systems on education service delivery in refugee camps in Ethiopia was investigated using a mixed-methods research design

with a sample of 401 education officials selected through simple random sampling (Fikru & Gebre, 2020).

Data collection involved structured questionnaires and focus group discussions, with analysis conducted through thematic analysis and descriptive statistics. The findings demonstrated more efficient resource allocation and quicker decision-making in camps with decentralised structures. However, this study focused on education service delivery and did not directly address decision-making processes or decentralised command systems.

Similarly, the impact of decentralised decision-making systems on healthcare crisis management in rural hospitals in Kenya was explored through a cross-sectional research design with a sample of 451 healthcare workers selected via cluster sampling. Data were collected using questionnaires and analysed through ANOVA tests.

The results indicated that decentralised command structures enabled faster resource allocation during health emergencies. Nonetheless, the study focused on healthcare crisis management and did not examine the broader implications of decentralised command systems on decision-making in refugee camp settings (Wanjiku & Ngugi, 2022). The current study addresses these gaps by applying the principles of decentralised command and control to enhance decision-making processes in Kakuma Refugee Camp.

2.4 Local Crisis Management

A study examined the impact of localised crisis management on health outcomes during the Ebola outbreak in Sierra Leone, employing a cross-sectional research design with 401 healthcare workers selected through simple random sampling. Data were collected through focus group discussions and analysed using a qualitative content analysis approach. The findings revealed that decentralised, community-led

crisis management reduced infection rates and improved public awareness. The study highlighted the importance of community involvement in effectively managing health crises. However, it focused solely on health outcomes during an Ebola outbreak and did not address decision-making processes or refugee contexts. The present study addresses this gap by examining localised crisis management in Kakuma Refugee Camp, with particular regard to its influence on decision-making processes (Bangura & Koroma, 2021).

A study on the impact of local crisis management on resource allocation during famine relief operations in Ethiopia employed a mixed-methods research design, sampling 214 humanitarian workers and local officials through systematic random sampling. Data were collected via surveys and interviews and analysed using both qualitative and quantitative approaches.

The findings indicated that local crisis management improved transparency and efficiency in resource distribution, highlighting the critical role of local managers in effective crisis response and recovery (Fekadu & Demissie, 2022). However, the study focused solely on famine relief operations without addressing decision-making processes in refugee camps. The present study fills this gap by examining how local crisis management influences decision-making in Kakuma Refugee Camp.

A study on the effect of localised crisis management on disaster response efficiency in drought-affected regions of Ethiopia employed a case study research design, sampling 301 community leaders and aid workers through stratified random sampling. Data were gathered via structured interviews and analysed using thematic analysis. The findings indicated that localised crisis management enhanced community participation, resource allocation, and timely interventions, concluding that such approaches are essential for effectively addressing region-specific disaster challenges.

However, the study focused on disaster response efficiency in drought-prone areas and did not explore decision-making processes in refugee camp settings. The present study addresses this gap by examining how local crisis management influences decision-making at Kakuma Refugee Camp (Abebe et al., 2020).

The effect of local crisis management on environmental conservation in flood-prone areas in Zanzibar, Tanzania, was examined using a descriptive research design with a sample of 301 environmental officials and residents selected through quota sampling. Data were collected via questionnaires and analysed using descriptive statistics.

The findings indicated that local crisis management initiatives significantly reduced flood damage and improved environmental restoration efforts, highlighting the role of locally driven conservation in promoting sustainable solutions to recurring crises (Salim & Juma, 2023). However, while the study focused on environmental conservation, it did not address local crisis management in decision-making within refugee camps. This study fills that gap by analysing crisis management and its impact on decision-making at Kakuma Refugee Camp.

A study examining the influence of local crisis management strategies on food security in Kenya's arid and semi-arid counties employed a descriptive research design, involving 451 local government officials and farmers selected through purposive sampling. Data were collected through surveys and analysed using regression analysis.

The findings indicated that integrating local knowledge into crisis management improved food availability and reduced reliance on external aid, highlighting that empowering local communities enhances resilience during crises (Obiero et al., 2022). However, their study focused on food security in arid regions and did not explore decision-making processes or crisis management strategies within refugee camps.

The current study addresses this gap by examining the relationship between local crisis management and decision-making processes at Kakuma Refugee Camp.

2.5 Summary of the Reviewed Literature and Gaps of the Study.

The reviewed literature highlights the importance of customised security infrastructure, decentralised command systems, and localized crisis management in improving decision-making processes across diverse contexts. Tailored security systems have been shown to boost operational efficiency in high-risk industries, though refugee-specific challenges were not considered (Adebayo et al., 2020). Additionally, the customisation of physical security measures was found to improve emergency response in Ethiopian refugee camps, but the study did not examine decision-making processes (Abera & Tadesse, 2020). Similarly, research on theft prevention in SMEs offered limited applicability to humanitarian settings (Mwangi et al., 2021). As a result, the current study addresses these gaps by examining how customised infrastructure influences decision-making efficiency in Kakuma Refugee Camp.

Research on decentralised command and control systems has underscored their potential to improve decision-making efficiency. Several studies have reported benefits, including enhanced service delivery in humanitarian organizations and improved disaster preparedness. Similarly, research on military operations has suggested that decentralisation can strengthen coordination. However, these studies did not specifically address real-time decision-making in crisis-prone, non-military environments, such as refugee camps. The present study builds on this body of research by examining how decentralised systems facilitate real-time decision-making within the complex setting of Kakuma Refugee Camp (Ahmed et al., 2019; Kamara et al., 2020; Asare et al., 2023).

Localised crisis management strategies have been shown to improve resource allocation and resilience in various contexts, including drought-affected areas and during the Ebola outbreak (Abebe et al., 2020; Bangura & Koroma, 2021). However, these studies mainly focused on specific disaster events without considering long-term operational decision-making. Other research has examined localised strategies in other sectors, such as maintaining education continuity (Owusu & Amankwah, 2020) and environmental conservation in flood-prone regions (Salim & Juma, 2023). While these contributions are valuable, they have limited relevance to arid refugee camp environments, such as Kakuma. The present study aims to address this gap by examining how localised crisis management strategies affect decision-making within the humanitarian context of Kakuma Refugee Camp.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is a systematic approach to solving a research problem. It may be understood as a social science of studying how research is done scientifically. This chapter provides descriptions of the research design, target population, sampling procedure, and research instruments. It also includes a pilot study, data collection procedures, analysis, and interpretation.

3.2 Research Design

The study employed a descriptive research design. A descriptive research design aims to provide an accurate and detailed account of a phenomenon, allowing the researcher to systematically describe the characteristics, relationships, or behaviours under investigation (Saunders et al., 2019). It is particularly suitable for studies that explore associations between variables without manipulating them, thereby allowing for an in-depth understanding of the current situation. This design was adopted because it allows for the collection of both quantitative and qualitative data to examine the influence of customised security infrastructure, decentralised command and control, and local crisis management on decision-making processes. Moreover, it offers a clear picture of the phenomena as they occur naturally, making it well-suited for understanding the localised security strategies within the dynamic context of Kakuma Refugee Camp.

3.3 Research Site

This study was conducted in Kakuma Refugee Camp and the adjacent Kalobeyei Integrated Settlement in Turkana County, northwestern Kenya. The site was deliberately chosen due to its complex operational environment, high population density, and the widespread use of localised security risk management strategies. Established in 1992, Kakuma Refugee Camp, along with Kalobeyei, hosts over 250,000 refugees and asylum seekers from more than 15 countries, as well as approximately 22,984 members of the host community (JRS, 2009; KNBS, 2019).

The area is jointly managed by the Department of Refugee Services (DRS) under the Government of Kenya and UNHCR, supported by numerous international and local humanitarian organisations, UN agencies, private security firms, and community-based structures. Under the Refugees Act No. 10 of 2021, the DRS is mandated to oversee protection and security services, making Kakuma an ideal setting for examining the application and outcomes of localised security management frameworks (Government of Kenya, 2021).

Despite the presence of multiple stakeholders and efforts towards localised approaches, Kakuma continues to face persistent challenges in both local security risks and security decision-making. The camp experiences frequent criminal incidents, intercommunal tensions, and an under-resourced security infrastructure. Coordination gaps among actors, unclear command structures, and limited inclusion of local actors in security planning and response efforts compound these risks. Decision-making is often centralised or fragmented, which undermines prompt, context-specific responses to evolving threats.

Considering these dynamics, Kakuma provided a suitable and practical setting for evaluating how localised security measures such as customised infrastructure, decentralised command, and local crisis response affect the quality, timeliness, and inclusivity of security-related decision-making in humanitarian contexts.

3.4 Target Population

The term' target population' refers to a specific group of individuals or entities that share common, observable characteristics relevant to a research inquiry. Researchers collect data from this defined group to conclude that it is applicable to a broader population (Thompson, 2012).

In this study, the target population consisted of individuals who had been directly involved in the localisation of security risk management strategies and those who had participated in decision-making processes related to safety and crisis response within Kakuma Refugee Camp. Although the overall camp population exceeded 240000 people, primarily made up of asylum seekers and refugees, the study deliberately focused on actors who were institutionally and operationally positioned to influence or implement security strategies. Including the entire refugee and host population would have been methodologically impractical and inconsistent with the study’s aim of analysing structured security interventions and formal decision-making processes.

The total target population comprised 420 individuals identified through consultations with field stakeholders and a review of organisational staffing data and security coordination records. These individuals were drawn from key operational and security-focused entities within the camp, including the United Nations High Commissioner for Refugees (UNHCR), the International Organisation for Migration (IOM), the World Food Programme (WFP), international non-governmental

organisations (INGOs), local non-governmental organisations (LNGOs), the National Police Service (NPS), the Department of Refugee Services (DRS), local administrative offices such as Chiefs and Sub-Chiefs, alongside selected representatives from the refugee and host communities actively involved in camp security structures, peace committees, and community-based crisis management initiatives.

By focusing on these actors, the study ensured that data was collected from individuals with practical knowledge and decision-making responsibilities in security risk management. This purposive approach allowed the research to generate relevant insights aligned with the central research question. The composition of the target population is shown in Table 3.1 below.

Table 3. 1: Target Population

Category	**Target Population**
International NGO	44
Local NGOs Staff	53
UNHCR Staff	24
International Organization for Migration	9
World Food Programme	19
Department of Refugee Services	43
National Police Service	35
Local Administration	26
Refugee and Host Community representatives	167
Total	**420**

Source: Field data (2025)

3.5 Determination of the Study Sample

3.5.1 Sampling Procedure

This study determined a sample size of 125 respondents from a target population of 420 individuals, using Yamane's (1967) formula with a 7.5% margin of error. The target population included staff from UN agencies such as UNHCR, IOM, and WFP; international and local NGOs; government security agencies, including the Department of Refugee Services and the National Police Service; local administrators; and representatives from both the refugee and host communities.

To ensure broad and diverse perspectives, the study employed non-probability sampling, specifically maximum variation sampling, which involves selecting participants from various groups expected to have differing views relevant to the study's aims (Tongco, 2017).

The population was first divided into strata based on organisational affiliation and role, with the sample size proportionally allocated to each stratum to accurately reflect its share of the total population. Within these strata, participants were deliberately selected to capture a wide range of experiences and insights on security risk management.

Additionally, purposive and snowball sampling techniques were used to identify and recruit key informants for in-depth interviews, starting with known knowledgeable individuals and expanding through their referrals. This combination of sampling methods ensured both representativeness across groups and rich, diverse qualitative data, thus enhancing the study's validity and depth of understanding.

3.5.2 Study Sample Size

The determination of sample size for a research study was based on several factors, including the desired level of significance, the nature of the study, the predicted

effect size, the underlying event rate in the population, and the standard deviation in the population (Kadam & Bhalerao, 2020). Given limitations in time, finances, resources, and other external considerations, it may not be feasible to access every element of the intended population. Therefore, a limited subset of the population was selected for investigation to improve the precision of the study's outcomes and discoveries. The sample size for this formula was calculated using the Yamane (1967) formula as follows.

n= N/ (1+N (e) 2)

Where:

n= Sample size

N=Population size

e= margin error

The target population consisted of 420 employees at Kakuma Refugee Camp, with a sampling error of 0.075 at a 95% confidence level. In this case, the sample size is 124.9070632, approximately 125 respondents, calculated as follows:

n=420/1+420(0.075)2 = 124.91

Therefore, the study used a sample size of 125 respondents.

To ensure representativeness, proportionate stratified sampling was employed. The number of respondents selected from each stratum was based on the proportion of the total population represented by each category. This was calculated using the following formula:

In this case, each respondent in the stratum sample is calculated using proportionate weights by applying the following formula:

$$\mathbf{w}= \frac{x}{N}$$

Where:

w= category/stratum weight

n=category/stratum population

N=Target population

This method ensured that all pertinent categories within the target population were proportionally represented in the final sample.

Table 3. 2: Sample Size Distribution

Category	**Target Population**	**Sample Size**
International NGO	44	16
Local NGOs Staff	53	13
UNHCR Staff	24	7
International Organization for Migration	9	3
World Food Programme	19	6
Department of Refugee Services	43	13
National Police Service	35	9
Local Administration	26	8
Refugee and Host community	167	50
Total	**420**	**125**

Source: Research Data 2024

Along with the 125 respondents selected for the quantitative survey, the study purposefully selected 33 key informants for qualitative data collection through interviews. These individuals were sourced from various organisations and institutions involved in implementing localised security strategies in Kakuma. The selection of interviewees was based on their strategic roles, subject-matter expertise, and operational responsibilities within security, governance, or humanitarian coordination

structures. This qualitative sample was drawn independently of the quantitative sample, utilising purposive and snowball sampling techniques. The interviews provided in-depth insights that complemented the quantitative findings, thereby enriching the overall analysis and improving the validity of the study.

3.6 Data Collection Instruments

The study employed questionnaires and interview guides as the primary tools for data collection. Questionnaires are structured instruments that enable the gathering of quantitative data by posing standardised questions to respondents (Saunders et al., 2019). They are beneficial for gathering large amounts of information from a large group within a short timeframe, ensuring consistency and comparability across responses. Conversely, interview guides were used to collect qualitative data, allowing for a detailed exploration of respondents' perceptions, experiences, and insights (Creswell, 2018). Combining these methods facilitated the collection of both quantitative and qualitative data, providing a comprehensive understanding of how localised security risk management strategies influence decision-making processes.

3.6.1 Questionnaires

Questionnaires were administered to respondents in the following categories: NGO staff, United Nations staff, Department of Refugee Services staff, security agency personnel, and representatives from refugee and host communities. These respondents are directly involved in or affected by security risk management processes at Kakuma Refugee Camp, making them well-suited to provide quantifiable data on this topic. The questionnaires included closed-ended questions, focusing on measurable variables such as the use of customised security infrastructure, decentralised command and control, and local crisis management, as well as their influence on improved decision-making

processes. The use of questionnaires facilitated efficient data collection from a large number of respondents, ensuring a broader representation of perspectives.

3.6.2 Interview Guides

Key informants, including selected representatives from NGOs, United Nations staff, and security agencies, participated in interviews using semi-structured interview guides. These informants are regarded as subject-matter experts or decision-makers with deeper insights into security strategies and operational challenges at Kakuma Refugee Camp. The interview guides contained open-ended questions, which provided flexibility and allowed for the exploration of themes beyond the scope of the questionnaire. This method helped reveal qualitative aspects, such as the practical challenges of implementing localised security measures and the role of local crisis management in decision-making processes.

3.7 Pilot Testing of Research Instruments

Pilot testing is usually conducted during the pilot study. A pilot study is a preliminary investigation conducted before the main study to assess the validity and reliability of the data collection instruments (Mugenda & Mugenda, 2019). The pilot test was carried out to identify faults and weaknesses in the data collection instruments. The study was conducted with 13 employees from Kakuma Refugee Camp, representing 10% of the sample size (Kothari, 2012). The piloted instruments were excluded from the main study to prevent interference with the accuracy of data collection.

3.7.1 Research Instruments Validity

Validity refers to the extent to which the results obtained from analysed data accurately reflect the event or phenomenon under study. To ensure the accuracy of the

data collection instruments, the researcher sought feedback from supervisors to evaluate and comment on the tools regarding the adequacy of the content and the logical flow of concepts, to make necessary improvements. Additionally, the researcher conducted a pilot test with a small sample that accurately reflects the characteristics of the target population. This test aimed to verify that the data collection instruments consistently produce reliable results. The information from these processes was incorporated into the data collection tools, after which the final instruments for data collection were improved and implemented.

3.7.2 Instruments Reliability

Reliability refers to the consistency and dependability of a research instrument when measuring a variable over repeated trials or at different times (Saunders et al., 2019). It ensures that the instrument yields similar results under comparable conditions, demonstrating its stability and accuracy. A reliable instrument reduces measurement errors, increasing confidence in the data collected and making the findings credible and replicable.

To ensure the reliability of the questionnaires and interview guides used in this study, a pilot test was conducted with a small group of respondents who were not part of the main study. This process helped identify any ambiguities, inconsistencies, or challenges with the instruments, allowing for necessary adjustments to improve clarity and precision (Creswell, 2018). Additionally, the Cronbach's Alpha coefficient was calculated for the questionnaires to assess internal consistency.

The questionnaires were coded, and a Cronbach's Alpha test was performed for each variable. All four constructs used in the study produced Cronbach's Alpha values exceeding the recommended threshold of 0.7, indicating acceptable to high internal consistency (Mugenda & Mugenda, 2003). As shown in Table 4.2, the Cronbach Alpha values were 0.730 for customised security infrastructure, 0.765 for decentralised command and control, 0.761 for local crisis management, and 0.770 for improved decision-making processes. These results confirm the reliability of the instrument used for data collection.

Table 3.3: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Customised security infrastructure	6	0.73
Decentralised command and control	7	0.765
Local crisis management	5	0.761
Improved decision-making processes	5	0.77

Source: Research Data (2025)

3.8 Data Analysis

The data collected in this study comprised both quantitative and qualitative data. Quantitative data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 25, a widely recognised software for efficiently handling and analysing large datasets. Prior to analysis, the data went through processing steps, including editing to identify and correct errors, coding to assign numerical values to responses for easier analysis, and tabulation to organise the data into structured formats for interpretation.

Descriptive statistics were employed to effectively summarise and present the data. This included the use of frequencies, percentages, means, and standard deviations, which offered insights into overall trends and the distribution of responses. Descriptive statistics facilitate the presentation of quantitative data through tables and charts, making it easier to interpret and compare findings. To analyse the relationships between the independent variables—customised security infrastructure, decentralised command and control, and local crisis management—and the dependent variable, improved decision-making processes, Pearson's correlation analysis was employed. Pearson's correlation measured the direction (positive or negative) and strength of the association between these variables, providing statistical evidence of how much the independent variables contribute to the dependent variable.

For qualitative data, thematic analysis was used to identify patterns, themes, and insights emerging from the responses collected through interview guides. This method ensures that qualitative data is systematically analysed and presented in narrative form, providing depth and context to complement the quantitative findings. The results were presented through a combination of tables, graphs, and narratives to enhance clarity and comprehensibility. Quantitative findings were displayed in tables for easy visualisation, while qualitative findings were presented thematically or in prose form to capture respondents' perspectives effectively. The regression model that was considered was as follows: -

$$Y=\beta 0+ \beta_1 X_1+ \beta_2 X_2+ \beta_3 X_3+e$$

Where:

Y=Improved Decision-Making Processes

β0=Constant (coefficient of intercept)

X_1=Customised Security Infrastructure

X_2=Decentralised Command and Control

X_3=Local Crisis Management

β0, β1, β2 and β3 are the regression coefficients for the independent variables

e=error term

3.9 Legal and Ethical Considerations

Legal and ethical considerations are critical in ensuring the integrity and credibility of research, as well as in safeguarding the rights, dignity, and welfare of participants (Mugenda & Mugenda, 2003). This study adhered to professional research ethics and institutional guidelines throughout its process. The researcher took deliberate steps to ensure that the study was conducted in a way that respects participants' autonomy, maintains confidentiality, and complies with relevant legal frameworks.

Before commencing data collection, the researcher obtained a letter of introduction from Africa Nazarene University. This letter served as both an official form of identification and verification of the academic purpose of the study. Additionally, an authorisation permit was obtained from the National Commission for Science, Technology, and Innovation (NACOSTI), in accordance with national research regulations. Authorisation was also sought from the Department of Refugee Services (DRS) within the Ministry of Interior and Coordination of National Government, as well as the United Nations High Commissioner for Refugees (UNHCR), since they are the mandated authorities responsible for overseeing activities within the Kakuma Refugee Camp. Their approval enabled the researcher to conduct the study in accordance with institutional protocols and regulatory frameworks governing refugee operations.

Before involving respondents in the study, the researcher obtained informed consent from each participant. Participation was entirely voluntary, and individuals

were informed that they could withdraw at any time without facing any consequences. To ensure transparency and build trust, respondents were informed about the study's objectives, procedures, and how the data would be used. Respondents were also informed that the study would not provide any direct monetary benefits. However, the research aimed to help improve decision-making processes and strengthen security risk management strategies at Kakuma Refugee Camp, which could indirectly benefit stakeholders in the humanitarian and security sectors.

Confidentiality and anonymity were strictly upheld throughout the research process. The researcher did not include spaces for names or any personally identifiable information on the questionnaires. Respondents were reminded not to disclose any personal details that could compromise their identity. All information provided was handled with the utmost discretion and stored securely to prevent unauthorised access. The data collected was used solely for academic purposes and was not shared with any third parties.

Furthermore, the researcher demonstrated respect for intellectual property by accurately citing all secondary sources consulted. Compliance with Africa Nazarene University's research ethics policies and procedures was maintained throughout the study to ensure academic integrity and safeguard the rights and welfare of all participants.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter focuses on data analysis, results presentation, and discussion of the findings. The chapter contains demographic analysis and discussions, descriptive analysis and discussions, and inferential findings and discussions of the study variables. The analysis was done using the Statistical Package for the Social Sciences version 25. The general objective of the study was to assess the Impact of localised security risk management Strategies on decision-making processes at Kakuma refugee camp. Specifically, the study aimed to evaluate the impact of customised security infrastructure, decentralised command, and local crisis management on enhanced decision-making processes at Kakuma Refugee Camp.

4.2 Response Rate

This study employed both quantitative and qualitative methods to gain a comprehensive understanding of how localised security risk management strategies influence decision-making processes at Kakuma Refugee Camp. On the quantitative side, 125 questionnaires were distributed to selected individuals working with NGOs, UN agencies, government security institutions, and representatives from both refugee and host communities. These respondents were identified based on their involvement in security programming, coordination, or oversight roles. Of the 125 questionnaires distributed, 100 were completed and returned, resulting in an 80% response rate.

In parallel, the study engaged a separate group of 33 key informants for the qualitative component. These individuals held leadership or decision-making roles within Kakuma's broader security framework. They were selected purposively, and in some cases through snowball sampling, because of their strategic roles, practical

experience, and knowledge of local security strategies. From this group, 30 interviews were successfully conducted, yielding a 90% response rate. It is important to note that the interviewees were not part of the survey group, ensuring that data from both streams remained independent and methodologically robust.

Altogether, the study received valid responses from 130 participants—100 through the survey and 30 through interviews. Such high response rates are considered excellent for social science research and greatly enhance the credibility, reliability, and generalisability of the findings (Draugalis, 2018).

Table 4. 1: Response Rate

Sampled No. of respondents	**No. of Questionnaires Returned**	**No. of Interviews Returned**	**Response Rate (%)**
125	100	0	80
33	0	30	90

Source: Research Data (2025)

Table 4.1 summarises the response outcomes for both data collection methods. In the first row, 125 participants were targeted for the quantitative survey, and 100 returned completed questionnaires. The “0” under interviews indicates that none of these individuals were interviewed. In the second row, 33 individuals were selected for qualitative interviews, and 30 participated. These key informants did not complete questionnaires, hence the “0” in that column. This clear separation between survey and interview participants helped avoid duplication and ensured the integrity of each data stream.

4.3 Demographic Characteristics of Respondents

The demographic data of the respondents consisted of age, gender, position in the camp, and length of stay in the Kakuma refugee camp.

4.3.1 Gender Distribution

The researcher aimed to determine the gender composition of respondents who participated in the quantitative survey at Kakuma Refugee Camp. Of the 100 participants who returned completed questionnaires, 61 identified as male and 39 as female, as shown in Table 4.2 below.

Table 4. 2: Gender Distribution

Gender	Frequency	Percentage (%)
Male	61	61%
Female	39	39%
Total	**100**	**100**

Source: Research Data (2025)

The findings in Table 4.2 showed that 61% of the respondents were male, while 39% were female. This indicates that the study included a greater number of male participants than female participants. It suggests that men are more involved in security and decision-making processes in Kakuma Refugee Camp, possibly due to cultural norms or occupational roles that tend to attract more male workers. Gender distribution was significant to this study because it provided insights into the inclusivity and representativeness of perspectives within the security sector. It also enabled the researcher to explore whether gender influences participation, roles, and experiences in localised security risk management strategies and decision-making processes. Understanding gender dynamics contributed to a more nuanced interpretation of the

findings, particularly in assessing the effectiveness of localisation efforts in involving both men and women in the camp's security framework.

4.3.2 Age Distribution of the Respondents

The researcher sought to assess the age categories of respondents at Kakuma refugee camp, Kenya. A total of 100 respondents took part in the quantitative survey and provided their age information. Understanding the age distribution of respondents is essential, as it provides insight into the diversity of perspectives that shape security-related decision-making at Kakuma Refugee Camp. The findings were as indicated in Table 4.3

Table 4.3: Age Distribution of the Respondents

Age Group	Frequency	Percentage (%)
18-25	21	21%
26-35	31	31%
36-45	25	25%
46-55	15	15%
56 and above	9	9%
Total	**100**	**100**

The findings in Table 4.3 show that 31% of respondents were aged between 26 and 35 years, followed by 25% in the 36 to 45-year age group, and 21% aged 18 to 25 years. Additionally, 15% of the respondents belonged to the 46–55 age bracket, while 9% were aged 56 years or older. This distribution indicates that most respondents are within the productive working age, typically defined as between 18 and 55 years. People in this demographic are often actively involved in institutional, community, or field-level roles that contribute to security operations and decision-making. Their

participation in the study is valuable because it reflects the views of those most likely to be involved in implementing or experiencing localised security risk management strategies. Furthermore, this group is generally more receptive to change and innovation, making their insights particularly useful in evaluating adaptive and context-driven approaches to risk and crisis management at Kakuma Refugee Camp.

4.3.3 Position of the Respondents in the Camp

The study aimed to identify the various positions held by individuals who participated in the quantitative survey at Kakuma Refugee Camp. A total of 100 respondents provided this information, offering insights into their respective roles within the camp's security, humanitarian, and governance structures. Understanding how roles are distributed among respondents is essential, as it highlights the diversity of experiences and perspectives that influence the study's findings on localised security risk management.

Table 4. 4: Position of the respondents in the Camp

Position	Frequency	Percentage (%)
Refugee	35	35%
Aid Worker	21	21%
Government Official	9	9%
NGO Staff	15	15%
Security Personnel	11	11%
Other	9	9%
Total	**100**	**100**

Source: Research Data (2025)

The findings in Table 4.4 showed that 35% of the respondents were refugees, while 21% were aid workers. Additionally, 9% of the respondents were government officials, whereas 15% were NGO staff. Furthermore, 11% of the respondents were security personnel, while 9% belonged to other categories. This implies that the perspectives on security risk management in Kakuma Refugee Camp are shaped by a diverse group of stakeholders, with refugees constituting the most significant proportion of respondents, followed by aid workers and NGO staff.

The inclusion of diverse roles in the respondent pool was critical to the study. Since security risk management in humanitarian settings, such as Kakuma Refugee Camp, involves multi-stakeholder participation, understanding the perspectives and experiences across different categories was essential to provide a comprehensive picture. Refugees provided firsthand insights into the effects of security interventions, while aid workers, NGO staff, and security personnel contributed professional and operational viewpoints. Government officials provided input on policy and coordination aspects. This distribution of roles enriched the study's findings and ensured that recommendations were based on a holistic understanding of localised security dynamics.

4.3.4 Length of Stay in Kakuma Refugee Camp

The researcher asked the respondents to indicate the duration they have stayed at Kakuma refugee camp, Kenya. The findings are shown in Table 4.5.

Table 4. 5: Duration of stay

Duration of Stay	Frequency	Percentage (%)
Less than 1 year	15	15%
1-2 years	21	21%

3-5 years	31	31%
More than 5 years	33	33%
Total	**100**	**100**

Source: Research Data (2025)

The findings in Table 4.5 showed that 15% of respondents had stayed in the camp for less than a year, while 21% had been there for 1–2 years. Additionally, 31% of respondents had stayed for 3–5 years, whereas 33% had been in the camp for over five years. This indicates that a considerable proportion of respondents had long-term experience in the camp. The length of stay was a significant variable in this study, as it provided insight into the depth and quality of respondents' knowledge and familiarity with the security risk management strategies being implemented. Individuals who had resided in the camp for several years were more likely to have observed the evolution of security policies, experienced the impact of localised interventions, and developed informed perspectives on the effectiveness of decision-making processes. Their responses, therefore, contributed to a richer and more contextually grounded understanding of the influence of localised security strategies on decision-making processes in Kakuma Refugee Camp.

By incorporating participants with varying durations of stay, the study also ensured a balanced representation of both short-term and long-term experiences, allowing for a comprehensive assessment of consistency, sustainability, and relevance of security practices over time.

4.4 Descriptive Results

4.4.1 Customised Security Infrastructure

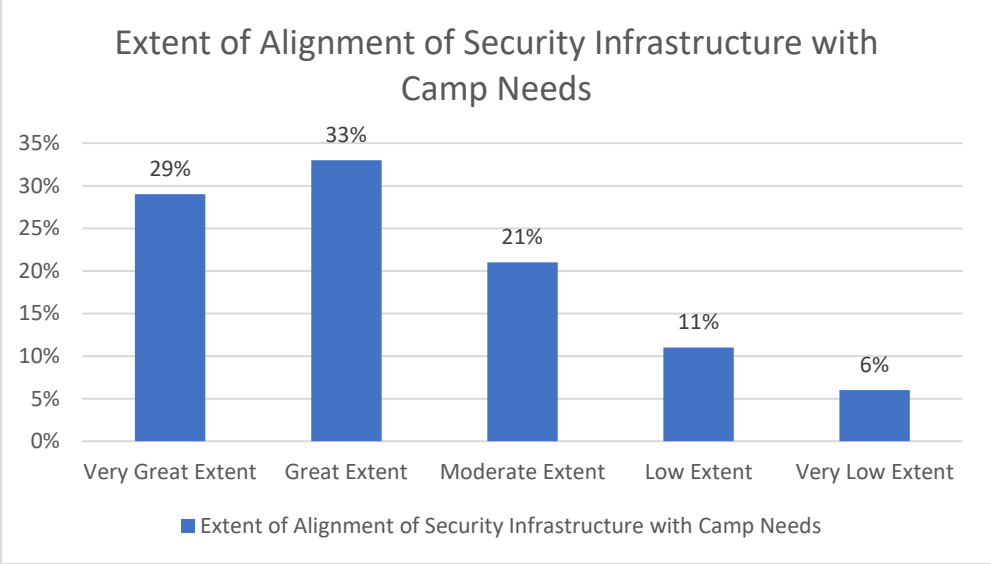
This section details the current security infrastructure in Kakuma refugee camp.

4.4.1.1 Extent of Alignment of Security Infrastructure with Camp Needs

The researcher aimed to evaluate the extent to which respondents agree with the following statements regarding customised security infrastructure.

The findings are shown in Figure 4.1.

Figure 4. 1: Extent of Alignment of Security Infrastructure with Camp Needs



Source: Research Data (2025)

According to the findings, 29% of respondents indicated that the security infrastructure at Kakuma Refugee Camp is aligned with camp needs to a very great extent; 33% to a great extent; 21% to a moderate extent; 11% to a low extent; while 6% reported that the alignment was to a very low extent. This suggests that although the majority believe the security infrastructure meets camp needs, a segment still perceives inadequacies.

4.4.1.2 Customised Security Infrastructure on Improved Decision-Making Processes

The study aimed to assess the influence of customised security infrastructure on improved decision-making processes at Kakuma Refugee Camp. The findings are presented in Table 4.7

Table 4.7: Customised Security Infrastructure on Improved Decision-Making Processes

Statements	1	2	3	4	5	Mean	Std
The current security infrastructure at Kakuma Refugee Camp is regularly updated to meet emerging threats.	5%	7%	19%	31%	38%	4.69	1.021
The existing infrastructure supports timely decision-making during security-related incidents.	6%	8%	17%	34%	35%	4.58	1.097
The response time to security incidents at Kakuma Refugee Camp is fast and effective.	7%	6%	18%	32%	37%	4.62	0.984
The speed of incident response aids in making quicker decisions about security management.	4%	9%	16%	30%	41%	4.74	1.063
Security incident reports provide clear and prompt information essential for decision-making.	6%	8%	15%	33%	38%	4.65	1.134

Security incident reports are routinely utilised to guide future security decisions at Kakuma.	5%	7%	14%	36%	38%	4.71	0.978

Source: Research Data (2025)

Regarding the influence of customised security infrastructure on improved decision-making processes, the results showed that 38% of respondents strongly agreed, 31% agreed, 19% were undecided, and 7% disagreed. In comparison, 5% strongly disagreed that the current security infrastructure at Kakuma Refugee Camp is regularly updated to meet emerging threats, with a mean of 4.69 and a standard deviation of 1.021. This suggests that frequent updates to security infrastructure contribute to improvements in decision-making.

These findings align with those of another study that discovered that regularly updating security infrastructure improves decision-making by delivering real-time intelligence, enabling security teams to respond efficiently to emerging threats. The study, which examined security preparedness in refugee camps, demonstrated that camps with frequent infrastructure updates experienced fewer security breaches and improved crisis response times (Adebayo et al., 2020). However, while infrastructure updates play a role in security preparedness, it is important to recognise that security infrastructure alone does not always guarantee faster decision-making. Security infrastructure cannot fully address dynamic and unpredictable threats, particularly in refugee settings where social, political, and economic factors significantly influence security outcomes (Schneider & Ingram, 2019). In some cases, over-reliance on

surveillance and automated systems has led to delays in response due to system failures or misinterpretation of threats (Schneider & Ingram, 2019).

Similarly, 35% of respondents strongly agreed, 34% agreed, 17% were neutral, 8% disagreed, and 6% strongly disagreed that the current infrastructure supports timely decisions during security-related incidents, with a mean of 4.58 and a standard deviation of 1.097. This suggests that most respondents recognise the importance of infrastructure in decision-making efficiency. The results also support findings that a well-maintained security infrastructure enables timely decision-making during incidents by ensuring the continued functionality of surveillance, access control, and communication systems. Research on urban security management has shown that cities with robust and regularly updated security systems demonstrate improved coordination in responding to threats, thereby reducing associated risks (Abera & Tadesse, 2020). However, over-reliance on technological security solutions without integrating human intelligence and operational coordination can lead to inefficiencies (Schneider & Ingram, 2019). For example, automated systems may not always correctly interpret security threats, leading to the misallocation of response resources and slower decision-making in high-pressure situations (Schneider & Ingram, 2019).

Moreover, 37% of respondents strongly agreed, 32% agreed, 18% were neutral, 6% disagreed, and 7% strongly disagreed that the response time to security incidents at Kakuma Refugee Camp is fast and effective, with a mean of 4.62 and a standard deviation of 0.984. These findings suggest that security responses are perceived as efficient. The findings align with previous research that examined response times in high-risk environments and found that fast and effective security responses significantly enhance decision-making by reducing the time needed to assess and neutralise threats. The study on emergency response frameworks emphasised that

organisations with structured security response mechanisms are better equipped to make informed decisions under pressure (Mwangi et al., 2021). However, placing too much emphasis on technological solutions without sufficient personnel training and adaptive strategies may undermine security outcomes. In some instances, delayed responses have been attributed to system failures or an over-reliance on automated alerts at the expense of situational awareness (Schneider & Ingram, 2019).

Furthermore, regarding the speed of incident response aiding in making quicker decisions about security management, 41% of the respondents strongly agreed, 30% agreed, 6% were neutral, 9% disagreed, and 4% strongly disagreed, with a mean of 4.74 and a standard deviation of 1.063, highlighting the importance of rapid responses in decision-making. The study findings align with those of Taylor and Green, who found that the speed of security incident response plays a crucial role in enabling swift and informed decisions. Their research on crisis management in conflict zones demonstrated that quicker response mechanisms significantly improved security management decisions, reducing casualties and financial losses (Taylor & Green, 2021). However, speed alone does not necessarily equate to effectiveness if responses are based on incomplete or misinterpreted data (Schneider & Ingram, 2019). In some cases, hurried decisions driven by automated security alerts have resulted in unnecessary escalations rather than measured, strategic interventions (Schneider & Ingram, 2019).

Additionally, 38% of respondents strongly agreed, 33% agreed, 15% remained neutral, 8% disagreed, and 6% strongly disagreed that security incident reports provide clear and timely information necessary for decision-making, with a mean of 4.65 and a standard deviation of 1.134. The results align with a previous study, which found that clear and timely security incident reports significantly influence decision-making by

ensuring that security personnel have access to reliable information. Their research on security management in refugee settlements revealed that camps with structured reporting mechanisms experienced better coordination among security teams (Ochieng & Mutua, 2017). Nevertheless, reliance on security reports does not eliminate the need for real-time human judgment (Schneider & Ingram, 2019). Even with well-structured reporting systems, miscommunication, reporting delays, or misinterpretation of data can hinder effective security responses (Schneider & Ingram, 2019).

Lastly, 38% strongly agreed, 36% agreed, 14% were neutral, 7% disagreed, and 5% strongly disagreed that security incident reports are regularly used to inform future security decisions at Kakuma, with a mean of 4.71 and a standard deviation of 0.978. The findings align with those of previous research, which found that the regular use of security incident reports enhances future security decisions by providing data-driven insights. Their study on security risk assessments in humanitarian settings demonstrated that camps that relied on past security reports for decision-making were better prepared to prevent recurring threats (Antwi & Mensah, 2022). However, past data may not always accurately predict future threats, particularly in fluid security environments such as refugee camps, where the nature of risks evolves due to shifting political, social, and economic factors (Schneider & Ingram, 2019). Over-reliance on historical security data, without incorporating real-time intelligence and adaptability, can lead to ineffective risk mitigation strategies (Schneider & Ingram, 2019).

The researcher aimed to evaluate the existing security infrastructure in Kakuma Refugee Camp. According to a UNHCR Security Officer, the camp is fitted with essential physical and technological measures designed to deter and identify threats. "The security infrastructure in the camp consists of perimeter fencing, surveillance cameras, and security checkpoints strategically located at entry and exit points to

monitor movement" (UNHCR Security Officer, personal communication, March 12, 2025). These measures act as the primary layer of defense in managing access and improving situational awareness. Additionally, an officer from a local security agency highlighted the importance of active human patrols, noting that "we have patrol teams that conduct regular monitoring to ensure there are no unauthorised movements within the camp premises" (Field Security Officer No. 3, personal communication, March 13, 2025). These insights reveal a comprehensive security strategy that leverages both technological tools and operational personnel to maintain safety and order within the refugee camp.

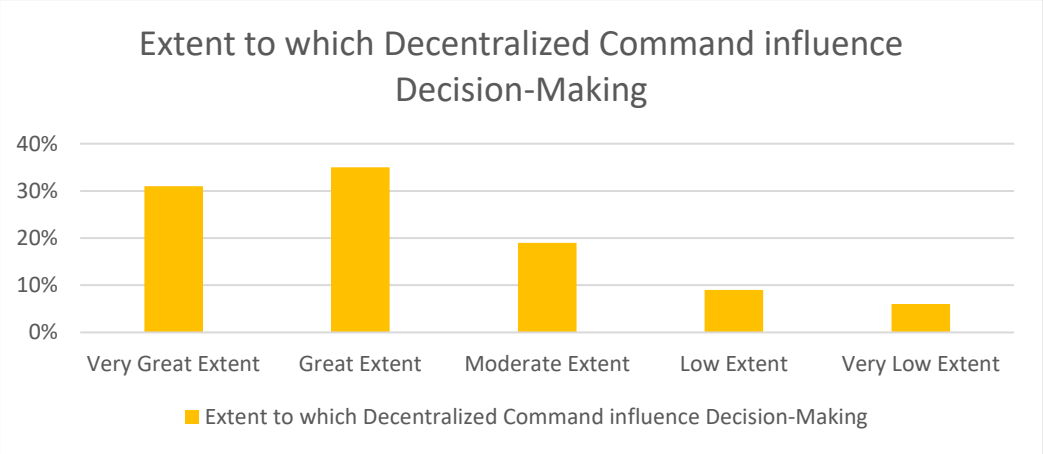
4.4.2 Decentralised Command and Control

This section presents findings on the decentralised command and control in Kakuma refugee camp.

4.4.2.1 Extent to which Decentralised Command influences Decision-Making

The researcher sought to assess the extent to which respondents agree with the following statements on decentralised command. The findings are presented in Figure 4.2.

Figure 4. 2: Extent to which Decentralised Command influences Decision-Making



Source: Research Data (2025)

The findings show that 31% of respondents believe that decentralised command influences decision-making to a very great extent, 35% to a great extent, 19% to a moderate extent, 9% to a low extent, and 6% to a very low extent. This implies that most interviewed perceive decentralised command as having a considerable impact on decision-making processes. The results agree with another study, which indicated that decentralised decision-making enhances organisational agility and effectiveness, particularly in complex environments such as security operations (McChrystal, 2016).

4.4.2.2 Decentralised Command and Control on Improved Decision-Making Processes

The study aimed to evaluate the impact of decentralised command and control on enhanced decision-making processes at Kakuma Refugee Camp. The findings were indicated in Table 4. 8

Table 4.8: Decentralised Command and Control on Improved Decision-Making Processes

Statements	1	2	3	4	5	Mean	Std
The presence of multiple operational units enhances decision-making during security crises.	4%	9%	14%	34%	39%	4.73	0.944
The division of tasks among various units leads to faster and more efficient decision-making.	5%	6%	17%	30%	42%	4.78	1.032

Communication between decentralised command units is dependable and supports decision-making.	6%	8%	16%	32%	38%	4.66	1.075
Reliable communication between units enhances the speed and accuracy of decisions during security crises.	7%	7%	15%	31%	40%	4.72	0.995
Decentralised command improves the emergency response during security incidents.	6%	5%	18%	33%	38%	4.74	1.041
Decentralised command improves decision-making by shortening response time during emergencies.	4%	8%	14%	34%	40%	4.79	0.927

Source: Research Data (2025)

Regarding specific aspects of decentralised command and decision-making, the results indicated that 39% of respondents strongly agreed, 34% agreed, 14% were neutral, 9% disagreed, and 4% strongly disagreed that the presence of multiple operational units enhances the decision-making process during security crises, with a mean of 4.73 and a standard deviation of 0.944. The findings align with those of Ahmed, Ibrahim, and Musa (2019), who found that having multiple operational units significantly improves decision-making processes during security crises by enabling specialised responses. Their research on crisis response strategies in conflict zones

established that decentralised security structures enhance coordination and allow for faster intervention during emergencies.

Additionally, 42% strongly agreed, 30% agreed, 17% were neutral, 6% disagreed, and 5% strongly disagreed that the division of tasks among various units results in faster, more efficient decision-making, with a mean of 4.78 and a standard deviation of 1.032. This indicates that task division is crucial to enhancing decision-making. The results are consistent with those of other researchers, who have found that dividing security responsibilities among different units leads to more effective decision-making by avoiding delays caused by centralised bureaucracy (Kamara et al., 2020). Their study on security management in high-risk environments demonstrated that decentralised command structures enable each unit to focus on specific roles, thereby enhancing efficiency.

Furthermore, 38% of respondents strongly agreed, 32% agreed, 16% were neutral, 8% disagreed, and 6% strongly disagreed that communication among decentralised command units is dependable and supports decision-making, with a mean of 4.66 and a standard deviation of 1.075. Moreover, the findings also align with a previous study, which found that effective communication between decentralised command units is crucial for facilitating timely decision-making (Wang & Lee, 2018). Their research on security networks in large-scale crises demonstrated that well-established communication channels enabled security teams to share intelligence quickly, thereby improving situational awareness and response times.

Additionally, 40% strongly agreed, 31% agreed, 15% were neutral, 7% disagreed, and 7% strongly disagreed that reliable communication among units improves the speed and accuracy of decisions during security crises, with a mean of 4.72 and a standard deviation of 0.995. These findings underscore the significance of

effective communication in informed decision-making. The results align with those of other authors, who have concluded that decentralised command structures enhance the speed and accuracy of security decisions by ensuring that critical information flows seamlessly among different units (Asare et al., 2023). Their study on emergency response frameworks found that security organisations with decentralised decision-making structures provided more accurate and timely responses during crises.

Furthermore, 38% of respondents strongly agreed, 33% agreed, 18% were neutral, 5% disagreed, and 6% strongly disagreed that decentralised command improves emergency response time during security incidents, with a mean of 4.74 and a standard deviation of 1.041. The findings are consistent with a previous study, which found that decentralised command enhances emergency response times by ensuring decision-making is distributed across different security units. Their research on law enforcement structures in refugee camps demonstrated that decentralised operations enabled teams to respond to incidents more swiftly, reducing the severity of security threats (Kimani & Wambua, 2016). This supports the present study's findings, which indicate that decentralised command at Kakuma Refugee Camp improves emergency response times.

Lastly, 40% of respondents strongly agreed, 34% agreed, 14% were neutral, 8% disagreed, and 4% strongly disagreed that decentralised command improves decision-making by reducing response time during emergencies, with a mean of 4.79 and a standard deviation of 0.927. The results align with a previous study, which found that decentralised command structures significantly reduce response time during emergencies by empowering local security units to make immediate decisions. Research on security frameworks in humanitarian settings has found that centralised

command structures often delay responses due to hierarchical bottlenecks, whereas decentralised models ensure quicker interventions (Hassan et al., 2021).

The researcher aimed to investigate how the division of tasks among various units affects decision-making during a crisis. According to the findings, two security agency officers explained that "*assigning specific roles to different units ensures that response teams can act swiftly without confusion, as each team has a designated function*." One United Nations staff member added that "*task specialisation enhances coordination and reduces duplication of roles, leading to more effective decision-making*."

The researcher aimed to evaluate the impact of decentralised command on emergency response time. According to the findings, two United Nations staff members reported that *"decentralised command allows units to make rapid decisions without waiting for approval from higher authorities, which is crucial in emergencies."* A security agency officer supported this by stating that *"it enables quick mobilisation of resources and personnel, significantly reducing response times."*

4.4.3 Local Crisis Management on Decision-Making

This section presents findings on local crisis management and decision-making in Kakuma refugee camp.

4.4.3.1 Extent to which Crisis Management Influences Decision-Making

The researcher aimed to determine the extent to which respondents agreed with the following statements regarding local crisis management. The findings are presented in Table 4.9.

Table 4.9: Extent to which Crisis Management Influences Decision-Making

Extent	Frequency	Percentage (%)
Very Great Extent	30	30%
Great Extent	34	34%
Moderate Extent	20	20%
Low Extent	10	10%
Very Low Extent	6	6%
Total	**100**	**100%**

Source: Research Data (2025)

The findings indicated that 30% of respondents agreed to a very great extent, 34% to a great extent, 20% to a moderate extent, 10% to a low extent, and 6% to a very low extent. This implies that the majority of respondents, a total of 64%, recognised the critical role of crisis management in enhancing decision-making. Effective crisis management structures enhance decision-making efficiency by minimising uncertainty and strengthening organisational resilience (Fikru & Gebre, 2020).

4.4.3.2 Local Crisis Management on Improved Decision-Making Processes

The study aimed to evaluate the impact of crisis management on enhanced decision-making processes at Kakuma Refugee Camp. The findings were indicated in Table 4.10.

Table 4.10: Local Crisis Management on Improved Decision-Making Processes

Statements	1	2	3	4	5	Mean	Std
The crisis response protocols are clear and easy to follow during security incidents at Kakuma.	7%	9%	18%	28%	38%	4.54	1.097

Having clear crisis response protocols leads to better and quicker decision-making during crises.	6%	7%	15%	34%	38%	4.73	0.993
Regular crisis response training enhances decision-making during emergencies at Kakuma.	5%	8%	14%	33%	40%	4.75	1.045
The crisis response training is effective in ensuring that decision-makers know their roles and responsibilities.	4%	6%	17%	32%	41%	4.79	0.934
Involving the local community in decision-making improves the effectiveness of security responses.	7%	5%	18%	31%	39%	4.71	1.103
Community involvement in security decision-making processes is essential for effective crisis management	6%	9%	14%	30%	41%	4.67	1.087

Source: Research Data (2025)

The study also assessed whether the crisis response protocols are clear and easy to follow during security incidents at Kakuma. The results showed that 38% of respondents strongly agreed, 28% agreed, 18% were neutral, 9% disagreed, and 7% strongly disagreed. With a mean of 4.54 and a standard deviation of 1.097, these findings suggest that, although most respondents find the crisis response protocols effective, a significant proportion remains unsure or disagrees. The findings support those of another study, which highlighted that well-structured crisis response protocols

enhance coordination and decision-making during emergencies (Kapucu & Garayev, 2016).

The analysis of clear crisis response protocols also examined whether they lead to quicker and better decision-making during crises. The results showed that 38% of respondents strongly agreed, 34% agreed, 15% remained neutral, 7% disagreed, and 6% strongly disagreed. With a mean of 4.73 and a standard deviation of 0.993, these findings suggest that most respondents believe that clear protocols improve decision-making speed and effectiveness. This aligns with the author, who argues that structured crisis management frameworks help reduce delays and enhance response coordination (Moynihan, 2019).

Moreover, the findings showed that 40% of respondents strongly agreed, 33% agreed, 14% were neutral, 8% disagreed, and 5% strongly disagreed that regular crisis response training enhances decision-making during emergencies at Kakuma, with a mean of 4.75 and a standard deviation of 1.045. The results indicate that a significant proportion of respondents recognise the benefits of crisis training in decision-making processes. These findings are consistent with those of a previous study, which emphasised that continuous training strengthens preparedness and enhances the ability to make rapid, informed decisions in crises (Abebe et al., 2020).

The study also evaluated whether crisis response training is practical in ensuring decision-makers understand their roles and responsibilities. The results showed that 41% of respondents strongly agreed, 32% agreed, 17% were neutral, 6% disagreed, and 4% strongly disagreed. With a mean of 4.79 and a standard deviation of 0.934, the data indicate that crisis training significantly enhances clarity of decision-making and role allocation. Clearly defined roles during crises help prevent confusion and improve organisational effectiveness in emergency management (Obiero et al., 2022).

In addition, the findings indicated that 39% of respondents strongly agreed, 31% agreed, 18% were neutral, 5% disagreed, and 7% strongly disagreed that involving the local community in decision-making enhances the effectiveness of security responses, with a mean of 4.71 and a standard deviation of 1.103. These results suggest that community involvement is generally seen as beneficial in security-related decision-making. The study's findings align with another that demonstrated that participatory decision-making improves crisis response efficiency by leveraging local knowledge and fostering cooperation (Bangura & Koroma, 2021).

Ultimately, the study investigated whether community involvement in security decision-making is crucial for effective crisis management. The results showed that 41% of respondents strongly agreed, 30% agreed, 14% were neutral, 9% disagreed, and 6% strongly disagreed. With a mean of 4.67 and a standard deviation of 1.087, the findings indicate strong support for community participation in crisis management. The study's findings align with those of a previous study, which demonstrated that engaging local stakeholders enhances trust and leads to more sustainable crisis management strategies (Owusu & Amankwah, 2020).

The researcher sought to assess the current crisis response protocols at the camp. From the findings, three of the United Nations staff explained that *"the the camp has a structured emergency response framework that includes predefined evacuation routes, early warning systems, and collaboration with humanitarian agencies for coordinated efforts responses."* A security agency officer further noted that *"our protocols involve immediate threat assessment and deployment of security personnel to contain incidents before they escalate."*

The researcher sought to assess the effect of training on staff and community members' capacity to make informed decisions during crises. The findings highlight

that two security agency officers emphasised that *"regular training has improved the readiness of both security personnel and community members, allowing them to respond appropriately during emergencies."* One United Nations staff member added that *"training programs have enhanced awareness of conflict resolution, reducing panic and misinformation during times of crisis."*

The researcher aimed to evaluate the role of community leaders in crisis response and decision-making at Kakuma. According to the findings, two United Nations staff members reported that "*community leaders act as intermediaries between security agencies and refugees, ensuring that critical information is relayed accurately and promptly*." One security agency officer mentioned that "*they also help in conflict resolution by addressing minor disputes before they escalate into security threats*."

4.4.4 Improved Decision-Making at Kakuma

The study aimed to evaluate the impact of enhanced decision-making processes on Kakuma Refugee Camp. The findings were indicated in Table 4.10

Table 4. 10: Improved Decision-Making at Kakuma

Statements	1	2	3	4	5	Mean	Std
Decisions regarding security are made quickly during emergencies at Kakuma.	6%	8%	15%	34%	37%	4.69	1.084
The time taken to make security-related decisions has decreased due to improved infrastructure	5%	9%	16%	33%	37%	4.65	1.123
Stakeholders, including refugees, staff, and community members, are	7%	5%	17%	31%	40%	4.74	1.013

satisfied with the decision-making process.							
Stakeholders' express concerns when decisions are not made in a timely or efficient manner.	4%	8%	19%	32%	37%	4.62	1.147
Resources are allocated more effectively during emergencies at Kakuma.	6%	7%	14%	34%	39%	4.71	1.042
There is efficient use of available resources during emergencies.	5%	9%	18%	30%	38%	4.67	1.105

Source: Research Data (2025)

According to the findings, 37% of the respondents strongly agreed, 34% agreed, 15% were neutral, and 8% disagreed. In comparison, 6% strongly disagreed that security decisions are made quickly during emergencies at Kakuma, with a mean of 4.69 and a standard deviation of 1.084. This implies that the decision-making process in security-related matters is viewed as efficient and timely. The findings align with a previous study that emphasises the importance of rapid decision-making in emergency contexts, as it enhances operational effectiveness and reduces risks, thereby supporting the need for structured security protocols in crisis-prone environments (Boin et al., 2016).

The study established that 37% of respondents strongly agreed, 33% agreed, 16% were neutral, and 9% disagreed. In comparison, 5% strongly disagreed that the time taken to make security-related decisions has decreased due to improved infrastructure, with a mean of 4.65 and a standard deviation of 1.123. This suggests that infrastructure improvements have significantly enhanced the efficiency of decision-

making. The study is consistent with another study that argued that well-developed infrastructure strengthens coordination and communication, thereby expediting decision-making processes during emergencies (Comfort and Kapucu, 2016).

Findings also indicated that 40% of respondents strongly agreed, 31% agreed, 17% were neutral, and 5% disagreed. In comparison, 7% strongly disagreed that stakeholders, including refugees, staff, and community members, are satisfied with the decision-making process, with a mean of 4.74 and a standard deviation of 1.013. This implies that decision-making structures at Kakuma are broadly inclusive and participatory. The study findings align with those that highlight how participatory governance fosters trust and enhances stakeholder satisfaction in decision-making, leading to more effective crisis management (Ansell & Gash, 2018).

Regarding stakeholder concerns, 37% of respondents strongly agreed, 32% agreed, 19% were neutral, and 8% disagreed. In comparison, 4% strongly disagreed that stakeholders expressed concerns when decisions are not made in a timely or efficient manner, with a mean of 4.62 and a standard deviation of 1.147. This indicates that delays in decision-making lead to dissatisfaction among stakeholders. The study findings align with previous research affirming that transparent and timely decision-making is essential for maintaining stakeholder confidence and ensuring an effective emergency response (Kapucu, 2012).

The findings also revealed that 39% of respondents strongly agreed, 34% agreed, 14% were neutral, and 7% disagreed. In comparison, 6% strongly disagreed that resources are allocated more effectively during emergencies at Kakuma, with a mean of 4.71 and a standard deviation of 1.042. This indicates a strong perception that resource distribution has improved, enhancing crisis response efforts. The study findings are consistent with those of another study that emphasised that efficient

resource allocation is fundamental to emergency management, ensuring that aid reaches affected individuals promptly (Waugh & Streib, 2019).

Lastly, 38% of respondents strongly agreed, 30% agreed, 18% were neutral, and 9% disagreed. In comparison, 5% strongly disagreed that there is efficient use of available resources during emergencies, with a mean of 4.67 and a standard deviation of 1.105. This implies that resources are utilized efficiently during emergencies. The study findings are consistent with previous studies, which support this notion, stating that efficient resource management during crises optimises response efforts and minimises wastage, ultimately improving humanitarian interventions (McEntire, 2015).

4.5 Inferential Statistics

4.5.1 Correlation Analysis

Correlation is a technique used to investigate the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables.

Table 4. 12: Correlation Matrix

		Improved decision-making processes	Customised security infrastructure	Decentralised command and control	Local crisis management
Improved decision-making processes	Pearson Correlation	1	. 534*	.623*	.413*
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100

Customised security infrastructure	Pearson Correlation	.534*	1	.314*	.649*
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Decentralised command and control	Pearson Correlation	.623*	.314*	1	.335*
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Local crisis management	Pearson Correlation	.413*	.649*	.335*	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100
	Sig. (2-tailed)	.000	.000	.000	.000
	N	100	100	100	100

Source: Research Data (2025)

The study found a moderate, positive, and significant correlation between customised security infrastructure and enhanced decision-making processes at Kakuma Refugee Camp ($r = 0.534$, $p = 0.000$). This implies that investing in security infrastructure boosts decision-making efficiency by enhancing response times and coordination during emergencies. The findings are consistent with previous research, which indicates that well-designed security infrastructure, such as surveillance systems and communication networks, significantly enhances decision-making by providing real-time data and reducing the risk of delayed responses (Antwi & Mensah, 2022). Their study, which examined security frameworks in high-risk areas, concluded that customised security measures play a crucial role in improving situational awareness and coordination.

The correlation analysis revealed a significant positive relationship between decentralised command and control and improved decision-making processes at Kakuma Refugee Camp ($r = 0.623$, $p = 0.000$). This suggests that delegating decision-making authority among various levels of security personnel and stakeholders leads to more timely and effective responses. The findings align with a previous study, which found that decentralised command structures improve decision-making by reducing bureaucratic delays and allowing frontline responders to act quickly in crises (Kamara et al., 2020). Their study on humanitarian organisations' responses demonstrated that decentralisation empowers local leaders, improves adaptability, and ensures decisions are relevant to the context, ultimately enhancing overall crisis management.

The study reveals a significant positive correlation between local crisis management and improved decision-making processes at Kakuma Refugee Camp ($r = 0.413$, $p = 0.000$). This means that involving local stakeholders and community-based crisis management teams enhances decision-making efficiency by incorporating grassroots knowledge and fostering faster response times. The findings are consistent with a previous study, which found that integrating local crisis management structures into emergency response planning improves decision-making by leveraging community networks and local expertise (Bangura & Koroma, 2021). Their research on refugee camps in East Africa showed that localised approaches enhance trust, reduce information gaps, and lead to more effective and sustainable crisis resolution strategies.

4.5.2 Regression Analysis

Table 4. 12: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665[a]	.443	.503	.36482

a. Predictors: (Constant), customised security infrastructure, decentralised command and control, local crisis management

b. Dependent Variable: Improved decision-making processes at Kakuma Refugee Camp

The results indicate that the combined influence of these predictors accounts for 44.3% of the variation in improved decision-making processes at Kakuma Refugee Camp, as indicated by an R Square value of 0.443. This reflects a moderately strong relationship between the studied variables and improved decision-making, emphasising the importance of these interventions. However, 55.7% of the variation remains unexplained, suggesting the presence of other factors not accounted for in this study.

Table 4.14: ANOVA of the Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.416	3	31.138	25.729	.000[b]
	Residual	117.391	97	1.2102		
	Total	210.807	100			

a. Predictors: (Constant), customised security infrastructure, decentralised command and control, local crisis management

b. Dependent Variable: Improved Decision-Making Processes at Kakuma Refugee Camp

The ANOVA results demonstrate that the F-statistic (25.729) is statistically significant ($p < 0.05$), indicating that the model is valid and that the independent variables have a significant influence on the decision-making processes at Kakuma

Refugee Camp. This confirms that the regression model is an appropriate fit for explaining the impact of Localised Security Risk Management Strategies on Decision-Making Processes at Kakuma Refugee Camp.

Table 4.15: Regression Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.479	.127		8.529	.000
	Customised security infrastructure	.459	.042	.220	3.831	.002
	Decentralised command and control	. 213	.033	.432	9.616	.016
	Local crisis management	.245	.045	.435	9.145	.011

Dependent Variable: Improved decision-making processes at Kakuma Refugee Camp

The study conducted regression analysis to determine the relationship between customised security infrastructure, decentralised command and control, and local crisis management. The derived regression equation is:

$Y = 3.479 + 0.459X_1 + 0.213X_2 + 0.245X_3 + \varepsilon$

Where:

Y = Improved decision-making processes, X1 = customised security infrastructure, X2 = Decentralised command and control, X3 = local crisis management, $\beta 0$ = Constant, and ε = Error term.

The constant value of 3.497 indicates that the improved decision-making processes would be at 3.479 when all other factors are held at zero. The results indicate that a one-unit increase in customised security infrastructure (X1) results in a 0.459

increase in improved decision-making processes at Kakuma Refugee Camp, a one-unit increase in Decentralised command and control (X2) leads to a 0.213 increase, and a one-unit rise in local crisis management (X3) causes a 0.245 increase. These findings underscore the positive influence of these security risk management strategies on decision-making processes at Kakuma Refugee Camp.

CHAPTER FIVE

FINDINGS, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the key findings, conclusions derived from the study, a discussion of these findings in relation to the research objectives and theoretical framework, and recommendations. The study sought to examine how the localisation of security risk management strategies influences improved decision-making processes at Kakuma Refugee Camp.

5.2 Summary of Major Findings

The study aimed to summarise its key findings. The summary was organised based on specific objectives.

5.2.1 Customised Security Infrastructure and Decision-Making Processes

The study involved a total of 100 respondents for the quantitative survey. Descriptive statistics revealed that most respondents agreed that the security infrastructure at Kakuma Refugee Camp was sufficiently tailored to address the camp's specific needs. Over 60% of participants either “agreed” or “strongly agreed” that systems such as perimeter fencing, surveillance cameras, security checkpoints, and patrols played a positive role in real-time monitoring and threat detection. A smaller proportion (less than 20%) expressed neutrality or concerns about infrastructure gaps, such as limited coverage in peripheral zones.

Inferential statistics showed a statistically significant, moderately strong, and positive correlation between customised security infrastructure and improved decision-making processes ($r = 0.534$, $p = 0.000$). This implies that enhancements in infrastructure design and responsiveness are linked to more effective and timely decision-making in security management at Kakuma Refugee Camp. Infrastructure

components such as patrol routines, biometric verification, and centralised incident reporting systems were reported to facilitate better coordination and evidence-based decision-making. Analysing historical data and routine updates in infrastructure also contributed to heightened preparedness and risk mitigation (UNHCR, 2023; Anderson et al., 2021).

5.2.2 Decentralised Command and Control and Decision-Making Processes

Descriptive findings indicated that a significant number of respondents viewed the decentralised command structure positively. Specifically, around 70% of respondents agreed that command responsibilities were distributed among operational units, enabling decisions to be made at different levels based on proximity to threats or crises. Respondents noted increased responsiveness, reduced delays, and greater empowerment of frontline teams as key benefits of this decentralised model.

The correlation analysis revealed a significant and positive relationship between decentralised command and control and decision-making processes ($r = 0.623$, $p = 0.000$). This indicates that decentralisation enhances decision-making by enabling timely and context-specific responses.

Participants highlighted the effectiveness of this model in reducing bureaucratic bottlenecks, improving role clarity, and enhancing inter-unit coordination (O'Neill et al., 2022). Officers reported that decentralised structures enabled the faster mobilisation of resources and improved intelligence sharing, both of which are essential in rapidly evolving situations. These findings are consistent with the broader literature advocating for decentralised leadership in high-risk, humanitarian environments (Karanja & Waweru, 2023).

5.2.3 Local Crisis Management and Decision-Making Processes

Descriptive statistics indicated that over 65% of respondents agreed that crisis management protocols, including predefined evacuation procedures, training, and inter-agency collaboration, were in place and functional at Kakuma Refugee Camp. Respondents also emphasised the importance of regular simulation drills and role assignments, which enhanced clarity during actual emergencies.

Inferential analysis revealed a significant positive correlation between local crisis management and improved decision-making processes ($r = 0.413$, $p = 0.001$). This relationship highlights the importance of structured crisis planning in facilitating swift and informed decisions during high-pressure situations.

The findings further noted that having crisis protocols in place helped lessen uncertainty and confusion, while regular training enhanced institutional preparedness and increased decision-makers' confidence (Schindler-Rainman,1979). Respondents also credited the involvement of community leaders with fostering trust, reducing misinformation, and improving collaboration. Their participation in crisis management planning helped adapt strategies to the local context, improving both communication and decision quality (Gehrke et al., 2019).

5.3 Discussion

5.3.1 Linking Localisation to Security Infrastructure and Decision-Making

The findings of this study strongly indicate that customising security infrastructure to local needs enhances the effectiveness and timeliness of decision-making processes. From a descriptive perspective, 73% of respondents confirmed that the existing infrastructure, including fencing, surveillance cameras, and controlled entry points, was suitable for the specific security challenges at Kakuma Refugee

Camp. This high level of agreement demonstrates strong stakeholder recognition of the relevance and efficiency of the locally adapted systems.

The inferential analysis further validated this relationship, revealing a moderately strong positive correlation ($r = 0.534$, $p = 0.000$) between customised security infrastructure and improved decision-making. These results are significant because they quantitatively support the idea that localised physical and technological systems not only enhance security but also support decision-makers with real-time intelligence, better coordination, and structured responses.

This aligns well with Contingency Theory, which posits that an organisation's effectiveness depends on how well its internal structures adapt to external conditions (Fiedler, 1964). In this case, adjusting the camp's security infrastructure to its specific risks and dynamics appears to enhance operational effectiveness. Additionally, using locally informed infrastructure, such as biometric verification and patrol routes, aligns with the Wisdom of Crowds Theory (Surowiecki, 2004), which suggests that decentralised, on-the-ground knowledge leads to more accurate and efficient decisions.

The study also echoes the findings of those who argued that off-the-shelf, generic security systems often fail in fragile environments (Tadesse & Mulugeta, 2020). Kakuma's case demonstrates how a proactive, rather than reactive, security posture can be achieved through tailored infrastructure, leading to improved preparedness and more confident decision-making.

5.3.2 Decentralised Command and Control as a Localisation Strategy

The study revealed that 78% of respondents believed decentralisation improves responsiveness and the quality of decision-making. This view was statistically validated through a strong and significant positive correlation ($r = 0.623$, $p = 0.001$) between decentralised command and improved decision-making processes.

These findings indicate that decentralisation is not merely a structural change; it is a practical approach to enhance speed, flexibility, and coordination during security incidents.

Participants described how decentralisation enables specialised units to respond quickly without waiting for top-down approval, allowing for context-specific decisions. This aligns well with Situational Leadership Theory, which recommends leadership approaches be adapted based on the situation at hand (Hersey & Blanchard, 1982). In high-pressure and rapidly changing environments such as refugee camps, rigid hierarchies often hinder quick responses. A decentralised approach, however, empowers frontline teams with the autonomy they need to act swiftly.

These findings also support the Wisdom of Crowds Theory, which posits that group decision-making, when informed by local inputs, yields more accurate and effective outcomes. Decentralised command structures enable multiple points of intelligence to operate simultaneously, resulting in a more responsive and adaptable system. Previous research by Musa et al. (2019) underlines this, highlighting that devolved structures can significantly enhance coordination and efficiency in humanitarian efforts.

In Kakuma's context, decentralisation proved particularly valuable during crises, as different units could mobilise independently while maintaining overall coherence through robust communication systems. This not only reduced delays but also improved situational awareness and decision-making accuracy.

5.3.3 Local Crisis Management and Participatory Decision-Making

When it comes to crisis management, the study found that 69% of respondents believed local strategies, such as community involvement, predefined protocols, and

regular training, significantly enhanced decision-making during emergencies. The inferential results supported this, showing a significant positive correlation ($r = 0.413$, $p = 0.000$) between local crisis management and improved decision-making processes. Although the correlation is weaker compared to the other two objectives, it remains meaningful and underscores the value of participatory, context-driven crisis planning.

This aligns well with both Contingency Theory and participatory governance models. Organisations operating in complex humanitarian environments benefit when local realities and capacities shape their crisis response frameworks. The findings also reaffirm insights that emphasise the importance of preparedness, protocols, and practice in effective emergency management (Boyd et al., 1997)

Community engagement proved to be especially impactful. Respondents emphasised the crucial role local leaders played in communicating accurate information, easing tensions, and facilitating quicker responses. This participatory aspect exemplifies the Wisdom of Crowds Theory, which posits that collective decision-making improves through diversity, decentralisation, and independence (Surowiecki, 2004).

Moreover, the involvement of local actors ensures that crisis responses are not only operationally effective but also socially accepted. Trust and legitimacy are strengthened when affected communities actively participate in managing their security (Gehrke et al., 2019). In Kakuma, such engagement fostered resilience and reinforced the overall framework for crisis response.

5.4 Conclusion of the Study

This study aims to examine the influence of localised security risk management strategies on decision-making processes at Kakuma Refugee Camp, focusing on three

key areas: customised security infrastructure, decentralised command and control, and local crisis management. Drawing on both descriptive and inferential data, the study presents compelling evidence that localisation significantly enhances the quality, speed, and accuracy of decision-making in complex humanitarian settings.

The findings showed that a targeted and well-maintained security infrastructure plays a vital role in improving decision-making. Specifically, 73% of respondents agreed that systems such as perimeter fencing, surveillance cameras, access controls, and patrol operations were suitable for the unique context of Kakuma. Inferential analysis further supported this relationship, with a moderately strong and statistically significant correlation ($r = 0.534$, $p = 0.000$) between customised infrastructure and improved decision-making. These insights confirm that infrastructure, when adapted to local risks and operational realities, not only helps prevent threats but also enables quicker, data-driven responses through real-time situational awareness and structured reporting mechanisms. This conclusion aligns with Contingency Theory, which underscores the importance of adjusting internal structures to external conditions (Fiedler, 1964), and resonates with the Wisdom of Crowds Theory, as the use of biometric tools and surveillance systems enables decentralised actors to make timely, informed decisions (Surowiecki, 2004).

The study also concludes that decentralised command and control structures significantly contribute to more agile and effective decision-making processes. A notable 78% of respondents indicated that decentralisation led to quicker and more efficient responses, emphasising improvements in coordination, communication, and clarity of roles. These findings were statistically supported by a strong and significant positive correlation ($r = 0.623$, $p = 0.000$), suggesting that devolving authority to frontline actors enhances responsiveness, particularly during emergencies. This

reinforces the principles of Situational Leadership Theory, which emphasises the need for adaptive leadership in response to dynamic environments (Hersey & Blanchard, 1982). Furthermore, the benefits of decentralised command reflect the Wisdom of Crowds Theory, which values collective input and local decision-making to produce better outcomes.

Finally, the study confirms that local crisis management mechanisms, particularly those involving community participation and structured protocols, are essential in facilitating timely and coordinated decision-making. Sixty-nine per cent of respondents acknowledged the effectiveness of crisis measures, such as regular training, predefined evacuation plans, and collaboration with local actors. This finding was supported by a statistically significant correlation ($r = 0.413$, $p = 0.000$) between local crisis management and improved decision-making. Although the strength of this relationship was slightly weaker than that of other variables, it remains meaningful, particularly in high-stress situations where clear communication and community trust are critical. These results strengthen Contingency Theory's emphasis on organisational flexibility and align with the Wisdom of Crowds Theory by demonstrating how local leaders and community engagement enhance the quality, legitimacy, and cultural relevance of decision-making processes. Overall, the study concludes that localised security risk management, whether through infrastructure, leadership structures, or crisis protocols, acts as a foundational strategy for enhancing decision-making capacity in fragile humanitarian settings such as Kakuma Refugee Camp.

5.5 Recommendations of the Study

Based on the findings and conclusions of this study, the following recommendations are suggested to improve the effectiveness of security risk

management and decision-making processes through locally tailored strategies at Kakuma Refugee Camp and similar humanitarian settings.

5.5.1 Institutionalise Localisation in Security Policies

Agencies and governments should formally incorporate localisation principles into national and humanitarian security policies. These policies must extend beyond broad frameworks and include practical plans that prioritize context-specific infrastructure, delegate decision-making authority to local units, and establish community-based crisis response mechanisms. Continuous policy review processes should be implemented to assess the operational effectiveness of these localised approaches, ensuring they adapt to on-the-ground realities. Moreover, such policies should be aligned with existing governance frameworks to promote cross-sectoral collaboration and coordination.

5.5.2 Capacity Building for Local Stakeholders

Capacity building should be a strategic priority for all stakeholders involved in humanitarian security management. Investments should concentrate on providing both formal security actors and community representatives with localised, scenario-specific training modules. These modules should emphasise threat detection, culturally sensitive communication, crisis simulations, and inter-agency coordination. Training should be continuous and incorporate lessons learned from previous incidents, making it adaptable to evolving security dynamics. This ensures that decision-makers are not only well-informed but also confident in taking swift action in emergency situations. Local knowledge systems should also be integrated into training curricula to improve contextual understanding.

5.5.3 Strengthen Community Participation

A participatory approach to security governance should be prioritised by integrating local leaders and residents at all stages of planning, implementation, and evaluation. This can include setting up permanent community advisory councils, carrying out regular participatory risk assessments, and establishing feedback platforms to collect input from camp residents. By engaging the community, decision-making becomes more inclusive, transparent, and legitimate. Moreover, local actors can act as important channels for sharing information and issuing early warnings. Their participation builds mutual trust, enhances situational awareness, and improves responsiveness during emergencies.

5.5.4 Promote Comparative Research on Localisation Models

Policymakers, scholars, and humanitarian organisations should support comparative studies on localised security models in other refugee camps or humanitarian settings. These studies should assess the effectiveness, scalability, and sustainability of different localisation strategies in improving decision-making. Lessons learned from cross-contextual comparisons can inform the refinement of localisation policies and guide the development of adaptable frameworks. Moreover, future research could explore digital innovations and AI-supported localisation tools that bolster real-time intelligence and crisis management. A strong evidence base will strengthen theoretical models and ensure policy relevance.

5.6 Area for Further Studies

Since the study accounts for 44.3% of the variation in improved decision-making processes at Kakuma Refugee Camp, further research should examine other factors that might influence decision-making efficiency in similar humanitarian contexts. Future studies should investigate socio-cultural dynamics, including

community engagement and refugee participation in security governance, to assess their role in strengthening decision-making processes.

Further research could also examine the impact of external factors, such as regional security dynamics, cross-border conflicts, and international humanitarian policies, on decision-making within refugee camps. Understanding how these broader factors interact with internal security frameworks could offer a more complete view of the decision-making processes.

Furthermore, future research should explore the role of emerging technologies, such as artificial intelligence, predictive analytics, and biometric surveillance, in improving decision-making in refugee camps. Evaluating the effectiveness of these innovations in data collection, threat detection, and response strategies could provide policymakers and security agencies with valuable insights.

Furthermore, although this research highlighted the link between customised infrastructure, decentralised command, and local crisis management, it did not assess the long-term sustainability and cost-effectiveness of such localisation strategies. Future research could investigate how sustainable, locally based security systems remain when donor funding decreases or external agencies withdraw. Examining the lifecycle and maintenance requirements of localised infrastructure, particularly technological systems like surveillance and biometric access, would offer valuable insights for long-term planning in humanitarian settings.

Equally important, further research is needed to examine localisation from the perspective of displaced populations themselves. While this study incorporated perspectives from key stakeholders, including security personnel and community leaders, a deeper ethnographic or participatory approach focusing on refugees' lived experiences could enrich understanding of how localised strategies affect perceptions

of security, trust in institutions, and inclusion in decision-making processes. This would help validate the assumptions of the Wisdom of Crowds Theory in practice and could also uncover unintended consequences or blind spots in current localisation practices (Surowiecki, 2004; Gehrke et al., 2019). Finally, a comparative analysis of localisation models across different refugee camps or fragile contexts would be beneficial. Camps vary widely in their geopolitical settings, governance structures, and community compositions. Conducting multi-site studies across regions such as Dadaab, Bidi Bidi, or Mahama could reveal context-specific factors that facilitate or hinder localisation. These comparative and technological dimensions would help scale localisation frameworks and test their adaptability in varied humanitarian environments (Barakat & Milton, 2020; Bennett et al., 2016).

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APPENDICES

Appendix I: Questionnaire

This questionnaire seeks to collect data from identified respondents on An Assessment of the Impact of Localised Security Risk Management Strategies on Decision-Making Processes at Kakuma Refugee Camp.

Section A. General Information

1. **Age**

   ☐ 18-25

   ☐ 26-35

   ☐ 36-45

   ☐ 46-55

   ☐ 56 and above

2. **Gender**

   ☐ Male

   ☐ Female

   ☐ Other

3. **Position in the Camp (if applicable)**

   ☐ Refugee

   ☐ Aid Worker

   ☐ Government Official

   ☐ NGO Staff

☐ Security Personnel

☐ Other (please specify): _____

4. **Length of stay in Kakuma refugee camp**

☐ Less than 1 year

☐ 1-2 years

☐ 3-5 years

☐ More than 5 years.

Section B: Customised Security Infrastructure

5. To what extent do you think the current security infrastructure aligns with the specific needs of Kakuma Refugee Camp.

Very great Extent [ ]

Great Extent [ ]

Moderate Extent [ ]

Low extent [ ]

Very Low Extent [ ]

6. To what extent do you agree with the following statements? (Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

	Statements	**1**	**2**	**3**	**4**	**5**
1.	The current security infrastructure at Kakuma Refugee Camp is regularly updated to meet emerging threats.					
2.	The infrastructure currently in place supports timely decisions during security-related incidents.					
3.	The response time to security incidents at Kakuma Refugee Camp is fast and effective.					
4.	The speed of incident response helps in making quicker decisions regarding security management					
5.	Security incident reports provide clear and timely information necessary for decision-making.					
6.	Security incident reports are regularly used to inform future security decisions at Kakuma.					

Section C: Decentralised Command and Control

7. To what extent do you think decentralised command and control influence decision-making processes at Kakuma Refugee Camp.

   Very great Extent [ ]

   Great Extent [ ]

   Moderate Extent [ ]

   Low extent [ ]

   Very Low Extent [ ]

8. To what extent do you agree with the following statements? (Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

	Statements	**1**	**2**	**3**	**4**	**5**
1.	The presence of multiple operational units enhances the decision-making process during security crises.					
2.	The division of tasks among various units results in faster, more efficient decision-making.					
3.	Communication between decentralised command units is reliable and facilitates decision-making.					
4.	Reliable communication among units improves the speed and accuracy of decisions during security crises.					
5.	Decentralised command improves the emergency response time during security incidents.					
6.	Decentralised command improves decision-making by reducing response time during emergencies.					

Section D: Local Crisis Management on Improved Decision-Making Processes

9. To what extent do you think local crisis management improve decision-making processes at Kakuma Refugee Camp.

Very great Extent [ ]

Great Extent [ ]

Moderate Extent [ ]

Low extent [ ]

Very Low Extent [ ]

10. To what extent do you agree with the following statements? (Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

	Statements	**1**	**2**	**3**	**4**	**5**
1.	The crisis response protocols are clear and easy to follow during security incidents at Kakuma.					
2.	Having clear crisis response protocols leads to better and quicker decision-making during crises.					
3.	Regular crisis response training enhances decision-making during emergencies at Kakuma.					
4.	The crisis response training is effective in ensuring that decision-makers know their roles and responsibilities.					
5.	Involving the local community in decision-making improves the effectiveness of security responses.					
6.	Community involvement in security decision-making processes is essential for effective crisis management					

Section E: Improved Decision-Making Processes at Kakuma Refugee Camp

11. To what extent do you agree with the following statements? (Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

	Statements	**1**	**2**	**3**	**4**	**5**
1.	Decisions regarding security are made quickly during emergencies at Kakuma.					
2.	The time taken to make security-related decisions has decreased due to improved infrastructure					

3.	Stakeholders, including refugees, staff and community members, are satisfied with the decision-making process.					
4.	Stakeholders' express concerns when decisions are not made in a timely or efficient manner.					
5.	Resources are allocated more effectively during emergencies at Kakuma.					
6.	There is efficient use of available resources during emergencies.					

Thank you for Participation.

Appendix II: interview schedule

This Interview schedule seeks to collect data from identified respondents on An Assessment of the Impact of Localised Security Risk Management Strategies on Decision-Making Processes at Kakuma Refugee Camp. The interview session will take approximately 15 minutes. Thank you for agreeing to participate.

1. Please explain the current security infrastructure in Kakuma Refugee Camp.

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2. Please describe how the infrastructure has been tailored to address specific security challenges in the camp.

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3. Pleased explain how division of tasks among different units impacts decision-making during a crisis.

……

……

4. Discuss the role of decentralised command in improving emergency response time.

……

……

5. Explain the current crisis response protocols in place at the camp.

……

……

6. Discuss the impact of training on the ability of staff and community members to make informed decisions during crises.

……

……

7. Describe the role of community leaders in crisis response and decision-making at Kakuma.

……

……

Appendix III: Letter of introduction from Africa Nazarene University

AFRICA NAZARENE
UNIVERSITY

P.O.Box: 53067 – 00200
Nairobi, Kenya.
Tel: 020 252 7170/1 – 5
Email: vc@anu.ac.ke
www.anu.ac.ke

18th February 2025

TO WHOM IT MAY CONCERN

RE: RESEARCH PERMIT: FRANCIS MARIAO EKUNOIT

Francis Mariao Ekunoit Reg. No. (17M03DMGP050) is a Bonafide postgraduate student at Africa Nazarene University, pursuing a master's degree in governance, Peace and Security Studies. This program entails Coursework and Thesis. He has successfully completed coursework and defended his thesis proposal entitled:

" Influence of Localization of Security Risk Management Strategies on Improved Decision-Making Processes at Kakuma Refugee Camp"

Any assistance accorded to him to facilitate data collection and complete his thesis will be highly appreciated.

Sincerely.

Prof. Orpha K. Ongiti
Dean, Postgraduate Studies & Director, Institute of Research

Appendix IV: NACOSTI Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 774335

Date of Issue: 26/February/2025

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This is to Certify that Mr.. Francis Mariao Ekunoit of Africa Nazarene University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Turkana on the topic: Influence of Localization of Security Risk Management Strategies on Improved Decision - Making Processes at Kakuma Refugee Camp for the period ending : 26/February/2026.

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Appendix V: Map of Kakuma Refugee Camp