

**ANTECEDENTS OF GOVERNMENT SECURITY PROGRAMS
IMPLEMENTATION SUCCESS IN COMBATING TERRORISM: A CASE OF
MANDERA COUNTY, KENYA**

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DECLARATION

Student's Declaration

I declare that this document and the research it describes is my original work and that the work has not been presented in any other university for examination.

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Date

Supervisors' Declaration

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

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DEDICATION

I dedicate this work to my parents Mr. and Mrs. Ibrahim Abdullahi and other family members all of whom inspired and taught me the value of education. I thank them for their continued support and prayers throughout the academic journey.

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ABSTRACT

Security threats remain a major risk to the world and safety at domestic, regional, and international level. It undermines the basic principles of law, justice, human rights, and freedom. Mandera County has been affected by different security threats including acts of terrorism. The need for proper security implementation measures needs to be put in place to deal with incidents of insecurity in the area. The overall objective of the study the study was to examine the antecedents of government security program implementation success; a case of Mandera County, Kenya. The specific objectives of the study were to determine how military presence; communication infrastructure and community policing influence the success of government security program implementation. The study was guided by Institutional Theory. The main research design that was adopted was descriptive correlational survey research design which was of importance in determining the relationship between the variables. The target population for the study was 22,960 people. A sample of 393 individuals who reside in Mandera were selected for this research. Data was collected using semi-structured questionnaires and interview schedules. Data collection instrument reliability was accepted at Cronbach's coefficient alpha 0.7. The background data analysis was analyzed using descriptive statistics version 26 of the SPSS program. The resulting statistics in the form of percentages, means and standard deviation were used to describe the study variables. Out of 393, 323 returned their questionnaire but the remaining did not return. Stratified sampling technique was used in the study. Questionnaire and interview guides were used in data collection. Reliability of the questionnaire and all the construct generated a Cronbach's alpha above 0.7 and was acceptable reliable. To ensure that the instruments were valid, content validity was used. The collected data was analysed with the help of statistical package for social science (SPSS) version 23.0. Percentages, means, and standard deviation were used for descriptive analysis of the indicators for each variable of the study. An overall mean of 3.0 was a clear indication of the importance of community policing strategies are in the implementation of security programs in Mandera County. Upon testing the hypothesis, an R value of 0.836 was obtained, suggesting a positive strong linear relationship between the independent and dependent variables of the study. Further, military group presence has $\beta=0.396$, Communication Infrastructure $\beta=0.167$ and Community Policing $\beta=0.319$ had an effect on security program implementation success in Mandera County. The study findings will immensely benefit various government policy makers in understanding the extent to which their acts of omission and commission are impacting the success of the security programs put in place in Mandera county and how they can improve the identified areas of weakness.

OPERATIONAL DEFINITION OF TERMS

Adult County Residents:	refers to adult citizens who have attained the age of 18 years and who can give informed consent and can legally participate in a research without raising any ethical breaches
Antecedent factors:	Those dynamics that were in place prior to the introduction and roll out of government security programs
Communication infrastructure	In this study it refers to all communication infrastructures that help the security actors and especially the military group to improve security in Mandera
Community: policing	This concept is used in this study to refer to a partnership between the security forces, the government and local community to cooperate in managing community security problems
Conflict resolution strategy:	It refers to a way for two or more parties to find a peaceful solution to a dispute between them that is due to personal, social, political or emotional differences
Government security programs:	Refers to programs put in place by the state to secure the lives and property of its citizen and other investors within its jurisdiction
Intelligence: gathering	Refers to information that is obtained from the public/private actors that is confidential and is eventually compiled, analysed, and/or disseminated in an effort to anticipate, prevent or monitor criminal activity

Military personnel:	Used to mean individuals in the nation's armed forces that are mandated and obligated to defend the nation from external aggressors
Military presence:	The availability of military forces bases with equipment and activities to safeguard civilians from security threats. Their activities involve coordination with other security actors to have a common approach in dealing with security matters.
Organization structures:	It refers to systems that seek to outline the extent to which certain activities need to be directed so as to achieve the goals of the organization attributed by rules, roles and responsibilities
Social aspect:	It refers to commonalities among people within a specific culture.

ABBREVIATIONS AND ACRONYMS

AMISOM	:	African Union Mission in Somalia
APSA	:	African Peace and Security Architecture
G.O.K	:	Government of Kenya
IEBC	:	Independent Electoral Boundaries Commission
KDF	:	Kenya Defence Forces
NGOs	:	Non-governmental organizations
PSC	:	Peace and Security Council
SAPS	:	South Africa Police Service
USA	:	United States of America

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter presents the background of the study, the statement of the problem, purpose of the study, objective of the study, the research questions, hypothesis, significance of the study, limitation of the study, delimitation of the study, assumptions, theoretical and the conceptual framework. The study seeks to determine antecedents of government security program implementation success, a case of Mandera County, Kenya. Notably, Mandera County has been an epicentre of terror related incidents that include kidnapping/abduction, roadside banditry, roadside Improvised explosive device, armed attacks among other incidents, and security measures are a critical aspect for any state and international organization to enhance mutual survival and safety of people. The study variables include the independent variables and dependent variable. Therefore, the independent variables in this study include military group presence, communication infrastructure and community policing aspect and the dependent variable is the security program implementation success.

1.2 Background to the Study

Insecurity has been a major concern in Mandera County which has been witnessed through the recurrent Al-Shabaab attacks recorded in Mandera. Evidently, the government security implementation programs have been effective to some extent since they have greatly contributed to decrease of security incidents, activities and by extension exacerbated security incidents and terror related activities (Muller and Markus, 2010). However, there is much need to look into critically on how this has helped to reduce insecurity in Mandera. The security threats have been posed by various incidents in the global community and extensively dominated the public

discourse. The need for a wider array of measures, consolidated efforts from different sectors and agencies and learning from past mistakes has led to the adoption of different technique of dealing with security implications overtime. However, some regions remain a breeding hub and considered to be extensively vulnerable to terror related incidents (Muller, 2010).

According to the Global Terrorism Index in 2016, it was clearly deduced that there has been continuity of terrorisms act which has been a major concern to date (Mumuni, 2014). The growth in numbers of the terrorist groups has expanded such as the Islamic State of Iraq and the Levant (ISIL) and its affiliates have expanded into 15 new countries. Moreover, the Boko Haram which has its origin all the way from Nigeria that is currently in Niger, Cameroon, and Chad. The major countries which have experienced terrorism related threats over the past years are Europe, USA, Turkey, France, Afghanistan, Syria, Iraq, India to mention a few (West, 2016).

In Germany 2016, specifically July 2016, existence of a separate incidences in which a man blew himself up, an Iranian-German shot people, while another hacked passenger on a train (Crenshaw, & LaFree, 2017). The German government's main duty was to preserve and value personal privacy, which is why they agreed that the country should implement stringent surveillance laws in the world, with stricter legislation mostly falling within the German constitution. Getting the surveillance prompted a rise in city-wide security cameras and allowed the federal police to wear body cams when patrolling. The BFV was responsible for monitoring anti- constitutional and extremist activities by intercepting data transmitted through telecommunications networks such as emails, telephones, and text message. On the evening of 14 July 2016, in the crowds of people celebrating the Bastille Day, a 19-ton freight truck was intentionally pushed, resulting in the deaths of more than 100 people with more injuries of various kinds

(Laree, 2017). The attack was put to a stop following an exchange of gunfire, where the driver was shot and killed by the police. The Islamic State stated that they were responsible for the attack, in which the principal idea was to respond to calls to target people of coalition nations battling the Islamic State. The French government through its President who criticized the attack who by extension spearheaded the extension of the state emergency for about three months and intensification of French airstrikes on ISIL in Syria and Iraq. In 2017 alone, terrorists attacked Spain by ploughing a van into crowds and thus killing people. In May, a lone suicide bomber detonated explosive in Manchester killing fans that were leaving a concert. The attackers were Islamic militant's terror groups such as Al-Qaeda, ISIS and others were by Muslim individuals labelled as terrorists (West, 2016).

Africa is of no exception to terrorism presence since terror attacks by radical increased immensely. The existence of global terror groups such as the Islamic State of Iraq and Syria (ISIS) and Al-Qaeda, with other local groups such as Boko Haram and Al-Shabaab, have made their presence felt in the region. Indeed, these groups were very offensive to the extent of holding of towns, expanding, and pushing their own political agenda. Boko Haram claimed nearly 20,000 lives, displaced 2.6 million people, created 75,000 plus orphans, and caused inconceivable financial damage (START, 2015).

In Somalia as well, the Al-Shabaab continued to battle troops from African Union Mission in Somalia (AMISOM) and neighbouring countries such as Kenya. Existence of bodies such as the African Union which in turn contributed to the formation of the Peace and Security Council (PSC) whose main responsibility was to stand with the decision-making organ for the prevention, management, and resolution of conflicts. It currently has mutual security and early warning mechanisms intended to promote prompt and efficient responses to conflict and crisis solutions in Africa. This is also the

main component of the African Architecture for Peace and Security (APSA), the specific structure for the promotion of peace, protection, and stability in Africa (Rupiya, 2015).

In Kenya Al-Shabaab militants group have in the past intended and carried out actual attacks on Kenya's as well as foreign governments' assets and personnel in major cities and cities in the country. The coastal region and the capital city have borne the latest brunt of these attacks. Lamu and Mombasa Counties have in the past experienced waves of terror attacks which has constantly draw attention to the Kenyan government. Militants, for example, raided Pandaguo region in July 2017 and attacked a police station, a pharmacy, and a school that they destroyed properties. In a separate incident, a terror attack using Improvised Explosive Devices (IEDs) was launched on a police vehicle killing pupils and policemen (Maxon & Ofcansky, 2014). Al-Shabaab beheaded nine Kenyans in Lamu region in the same month.

In Mandera County, the focus of this study, security challenges posed by terror cells have for a long time now remained prevalent. The county experiences a variety of security threats. Amongst them are terrorism, banditry, kidnapping, ethnic violence among others. The tactics and techniques of the militants remains unchanged throughout launching hit and run attacks along the border areas and the outlying remote villages. Lafey - Arabia road remains an epicentre of the attacks in Mandera with most of the attacks experienced in Lafey Sub-county due to its proximity to the porous Somalia border. Elwak - Kutulo road also remains insecure and has been impacted by IEDs planted along the main route by suspected militants. While these attacks traditionally were aimed at security forces, there has been a paradigm shift with current attacks increasingly targeted at both civilians and public vehicles. In this regard security personnel have been put on high alert to foil planned attacks and neutralize attempts by

the militants to launch attacks in Mandera. The government of Kenya has ensured increased deployment of security personnel as a measure to stem the problem of insecurity posed by the insurgents, combat acts of terrorism and safeguard the civilians. Security officers drawn from National Police Service, the Kenya Defence Forces, General Service Unit (GSU) and the Rural Border Patrol Unit have been all deployed at different sections of the border to provide security and ensure that the current security challenges are contained. In order to boost security in the county and entire region, the security personnel positioned in the county have enhanced security patrols along the porous Kenya Somalia border area.

The borderline is a critical area of focus for the security personnel because it is through this border that the Al-Shabaab insurgents use to infiltrate into Kenya to conduct attacks. Moreover, to further heighten security along the border and augment the efforts of the personnel, Kenya's government launched the project of construction of an extensive security wall along the buffer zone. Additionally, the national government of Kenya in collaboration with other actors and security institutions have designed and adopted security measures to prevent more terror attacks in Mandera County. However, the adoption of the security measures to prevent attacks do not seem to achieve the intended results and by extension seem to have created more scenarios of panic and uncertainty among residents of the county as a result of sporadic cases of terror attacks. Hence the researcher sought to establish the antecedents of government security programs implementation success in Mandera County in Kenya.

1.3 Statement of the Problem

Mandera County has faced numerous terror-related security challenges that have greatly undermined the safety and security of the people and their properties. Cases such as the kidnapping of Cuban doctors, captured by suspected Al-Shabaab militants,

IEDs explosions targeted at public and security personnel vehicles, indiscriminate and attacks on security forces bases have caused significant fatalities and casualties as well as human displacements and disruption of livelihoods (Crenshaw & Laree, 2017). This has forced the government of Kenya to cause the implementation of various security programs such as increased contingent of the police and military, intelligence service personnel among others, all aimed at containing the deteriorating security situation. Manifestly, the deployment of the national security forces in Mandera County which was thought to be a significant deterrent does not seem to have completely stopped attacks supposedly orchestrated by the Al Shabaab terror group. There is concern therefore on whether there are some antecedent factors which have influence on the success of the implementation of such security programs.

Existing studies such as those done by Onkware and Odhimbo (2010) established Kenya's pre-emptive and preventive incursion against *Al-Shabaab* in light of international law, while *Chumba et al.* (2016) examined the role of security based diplomacy in the management of transnational terrorism in Kenya and Somalia in an attempt to unearth effective strategies of dealing with terrorism with little success. Factors such as the presence of the military, the adequacy and protection of the communication infrastructure as well as civilian-security actors' relations have not been adequately attended to as potential antecedents that could explain why the security programs in place in Mandera do not seem to be bearing the desired results. These are some of the gaps in the literature that this study sought to plug.

1.4 Purpose of the Study

Government security implementation programs are elaborated, and systematic plan of action intended to prevent terrorism and other security threats. In this context, the purpose of the study was to examine whether there are certain variables that have

influence on security program implementation success in Mandera county Kenya. This will go a long way in enhancing security practices in the area and to reduce major security threats such as terrorism and other security related risks.

1.5 Objectives of the Study

The general objective of the study was to investigate antecedents of governmental security program implementation success; a case of Mandera County. The specific objectives of the study were to:

- i) To establish if military presence has any influence on government security program implementation success.
- ii) To examine if communication infrastructure has influence on government security program implementation success.
- iii) To assess if community policing influence government security program implementation success.

1.6 Research Questions

The study was aimed at achieving the objectives by answering the following research questions.

- i) Does military presence influence government security program implementation success?
- ii) To what extent does communication infrastructure influence government security program implementation success?
- iii) Does community policing influence government security program implementation success?

1.7 Hypothesis of the Study

H₀: There is no statistically significant influence between security antecedents and government security program implementation success.

1.8 Significance of the Study

According to Easterby-Smith, Thorpe and Lowe (2014), a study's significance is a statement that gives a summary of the study's importance to various actors who may be interested in the findings. They further argued that individuals or objects may need the study findings to further their studies or ease the decision making. Notably, terrorism mutates, and by extension it changes the face and shape from time to time thereby demanding the proactiveness from intelligence and security agencies to counter it. The need for security programs to be put in place is of benefit to the Kenya government and its agencies to ensure the safety of Kenyans especially the residents of Mandera County.

The study is significant because it goes a long way in creating references for future researchers/academicians, government security agencies and the practitioners who participate in the research. It will contribute to more knowledge of security not only locally but will contribute as a case study to other areas in the country internally affected by terrorism and other related insecurities and also provide an additional source of literature review in the field of peace and security in giving emphasis on presence of security organization, conflict and mitigation and stakeholders involvement. Through the research, the community will be able to get detailed information on the influence of the military presence on security, community policing and the communication infrastructure on the security success in Mandera County.

The study findings are further expected to be valuable to the security teams working on the security situation in Mandera in terms of informing them the gaps or issues arising

from presence of the military in the area, the state of communication infrastructure and the dynamics surrounding civilian-security actors' interactions. The obtaining recommendations if adopted will help alleviate the hitherto weaknesses in the implementation of the security programs.

1.9 Scope of the Study

The scope of a study, according to Simon (2011), refers to the boundaries within which the study will be limited to and this is linked with the framing of the study topic and the statement of the problem. In the study, the focus was on antecedent factors of security program implementation success in Mandera County, Kenya. Specifically, these aspects did include military group presence, communication infrastructure and community policing. The dependent variable on the other hand was restricted to the success of the implementation of the programs. Despite Mandera County being one of the main targets for terrorist attacks in Kenya, geographically the study was restricted to Mandera County, Mandera East constituency. The focus of the study will be the seven years period between the year 2014, when the county began experiencing increased and widespread terror attack that have been very fatal, to the present year 2021.

1.10 Delimitation of the Study

Easterby-Smith *et al* (2014) define delimitation as the existing attributes within which a study limits its scope and are controllable by the researcher. The choice of Mandera East constituency as the specific location within the county is for the reasons that, compared to other sub-counties in Mandera County, this area has in the past been prone terror attacks. The study focus was on the antecedent of government security program implementation success, a case of Mandera County, Kenya. While the researcher

acknowledges that there are other factors that affect government security program implementation success in Mandera County, antecedent factors are more important and are considered essential to minimize or even mitigate the chances of attacks happening. The chosen period for the study was deemed ideal because since the Al-Shabaab began carrying out attacks in the county in 2014, the government of Kenya, working closely with other actors, have made efforts to stay ahead of the adversaries thus it is believed the period did provide useful insight not only to the efforts made but also the success levels of the efforts so far. Mandera County being almost entirely inhabited by pastoralists, ethnic violence is another major security challenge that the residents of the county face. However, this study this form of insecurity was not taken into perspective in this study.

1.11 Limitations of the Study

Limitation of the study is considered as the likely difficulties in the study and is beyond the control of the researcher (Simon, 2011). This study was faced by a few limitations. One of the major challenges the researcher did experience was language barrier in Mandera County since majority of the people don't speak fluent Swahili and English. To address the problem, the researcher was forced to hire a research assistant to support with translating and note taking. Another limitation was that it was difficult to get the selected group of individuals in Mandera County to give up their view regarding the security measures undertaken if they are effective. The other limitation is that the respondents were not willing to give out information that is deemed to be sensitive as this research relates to the security programs aimed at eliminating terrorism and other existing security related matters. Therefore, the researcher did offer a consent form to

the respondents that was attached to the questionnaire with all the guidelines and the purpose of the study.

1.12 Assumptions of the Study

Wargo (2015) describes assumption of a study as the general statements aimed at provision of accurate or the circumstances in which statistical methods tend to produce acceptable results. The researcher assumed that the respondents provided truthful and genuine information when interviews and questionnaires were administered. The researcher assumed that some of the respondents feared to provide security information for fear of victimization.

1.13 Theoretical Framework

1.13.1 Institutional Theory

Institutional theory was first coined by John Meyer and Brian Rowan in the later periods of 1970s as a means to explore how institutions fit with, are related to, and were shaped by their societal, state, national, and global environments. The proponents of this theory believe that the internal environment of an institution can have a stronger impact on the development of formal structures than external forces. Over the years, this philosophy has undergone modifications and further remodelling, and has now been divided into four interrelated systems, namely functionalism and minimal rationality, external environments, reduced knowledge, and the symbolic life of organizations. In the contemporary organizational research, the theory provides a prominent perspective for organizational structures.

The relevance of the theory to this study can be viewed from the perspective of the security challenges that Kenya (herein the institution) faces internally as a result of

various sources of insecurity like terrorism, economic insecurities – like cattle rustling, and social insecurities. The institutional environment must develop security structures that aptly responds to the various insecurity challenges that the country, as an institution, experiences. The government's efforts to develop organizational policy, agencies are advised not to assume that general law enforcement principles will work for them; therefore, a wide range of factors should be prudently considered, particularly with regard to the community. Moran's (2005) describes institutionalization as the connection between the conventional normative perspective on security organizations and new institutionalism, especially in Kenya's fight against terrorism. This theory also applies to the study as regards consolidation and fusion with centralized security measures as a traditional approach to risk mitigation.

1.14 Conceptual Framework

According to Svinicki (2010), a conceptual structure describes the collection of ideas or variables to be explored and the relations between them in a concise way. In this study, the antecedents' which are essentially the independent variables of security program are denoted by military presence, community policing and communication infrastructure while success in security program implementation, which is the dependent variable is signified by useful and relevant results, achievements of objectives, timely results and feedbacks and clear responsibilities and duties. Based on Figure 1.1, the conceptual structure of this analysis indicates that there is an influence between the preceding variables and the performance of program implementation. There is a possibility that the presence of military personnel in the Mandera County influences the success of the security programs being implemented in the county to stem the problem of insecurity that arises from terrorism activities of the Al-Shabaab militant group. It is also postulated that the communication infrastructure within the

various security national actors on the ground plays a role in determining the success of the programs. Finally, community policing activities, which are also presumably vital in the fight against terrorism in the county are quite essential in determining the level of success of the security programs implemented by the government of Kenya through its security apparatus. Figure 1.1 illustrates the model of relationship to be tested in this study.

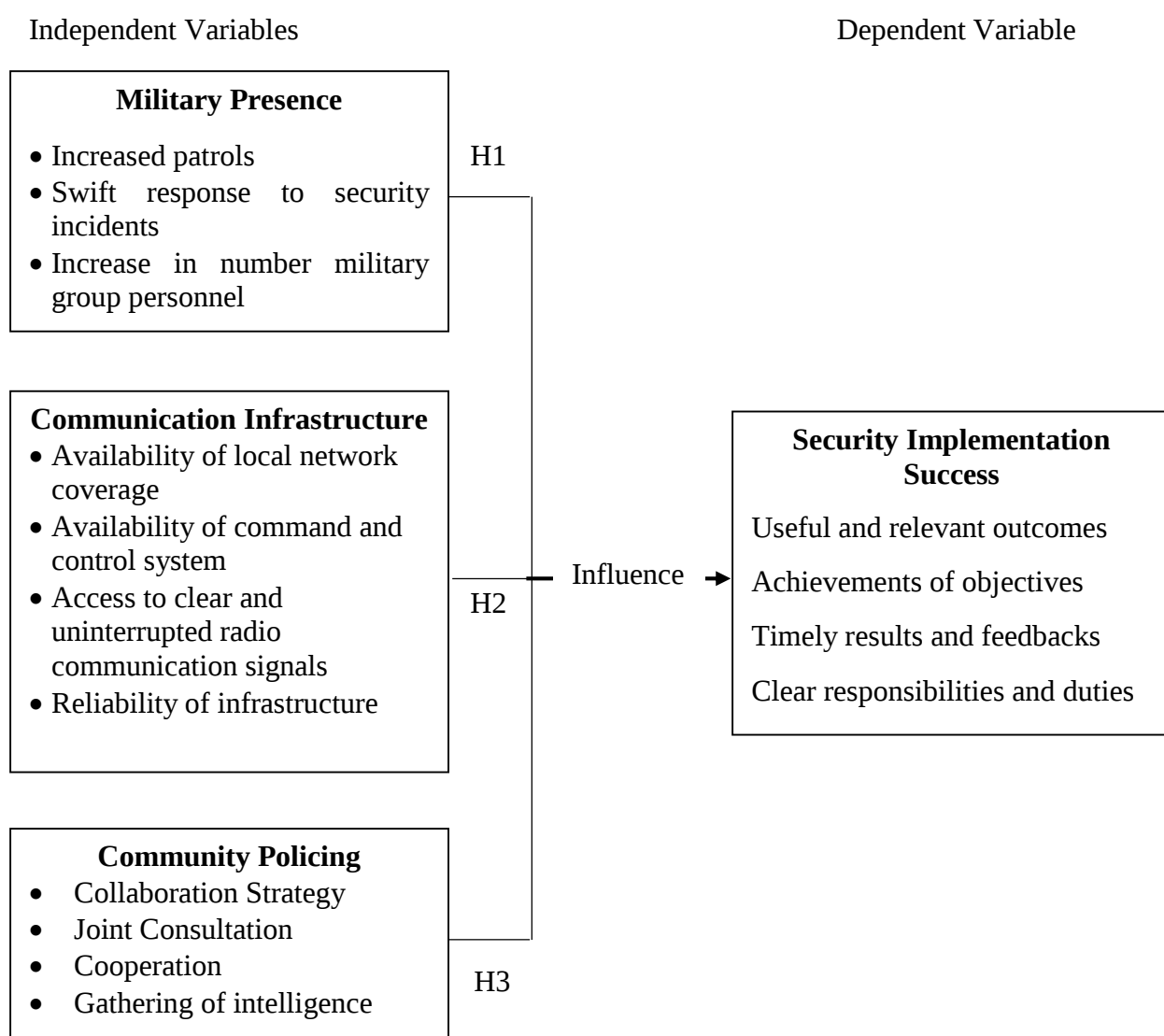


Figure 1.1: Influence of antecedent factors and the security program implementation success

Source: Researcher, (2021)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on antecedents of government security program implementation success; a case of Mandera County, Kenya. It mainly focuses on the manner in which the concept of antecedents factors have constituted to government security program implementation success, the first part of this chapter sketches out the discussion of the three variables (military group presence, communication infrastructure and community policing). Followed by the literature review, empirical review. Finally, the summary of literature review and the knowledge gap.

2.2 Empirical Review

2.2.1 Influence of Military Group Presence on Government Security Program Implementation Success

2.2.1.1 Increased Number of Military

Presence of military and security personnel is one of the major approaches that has been used by countries to combat insecurity. The US military provides a classical example of how military can be used effectively to neutralize and overpower insurgencies and militant groups. The US military has numerous grounds, naval and air bases spread in different countries across the world, both in the developed and the less developed nations. While these bases were initially meant to serve to secure political interest of the US, they have increasingly become more security centred because of the threat of terrorism that the country and the world continues to face. The findings of a study carried out on characteristics of successful US military interventions indicate that about 63 percent of the time overall, the operations of the different military contingents have

been successful. The study reviewed data set of 145 ground, air, and naval interventions from 1898 through 2016 and established that largely, the military contingents largely achieved their goals which included combat and counterinsurgency interventions, stabilization of host-nation political environment and deterrence interventions (Kavanagh, Frederick, Stark et al, 2019).

The success of the US military presence is also exhibited in another study which focused on US military presence in incidences of conflict. O'Mahony, Priebe, Frederick et al (2018) found that stationing U.S. forces in a region or country where partner or ally is under threat was effective in deterring armed aggression by the potential adversaries of partner or ally whether the stationing of the troops are to reassure an ally or to gain leverage over the ally. Equally, the presence of US military troops was found to be effective in restraining US allies and partners from initiating militarized behavior. However, presence of US troops was not likely to have an effect in deterring intrastate conflict.

2.2.1.2 Swift Response to Security Incidents

The military presence abroad is potentially an effective way of projecting military supremacy for the major powers. It is not just the US that engages its military personnel overseas. Countries like Russia, China and the UK are also actors on the international stage to help countries overcome security challenges. This is more evident in the Middle East, where the balance of power is the challenge for the US to sustain its military presence from a grand strategic perspective. Russia and China have not been left out either and they continue to seek more influence in the region. The involvement of Russia and China, and the US, has to a great extent enhanced the success in the war against terrorism in this region of the world. Going back to 2011 after the beginning of the Arab Spring, dramatic changes have taken place in the Middle East, particularly on

the security front; Islamic militant movements embodied by ISIS have arisen in the Middle East and Iraq and Syria have been de facto fractured and collapsed (Quero, 2020; Al-Fawwaz, 2018). The insecurity concerns drew the attention of the government of the US and the UK and other global powerhouses which effectively sent their military personnel and equipment to help tackle the challenges of rising insecurity in this region. Other governments like those of China and Russia were not left behind either because, beyond the taming the rising insecurity by the terror cells that has strongly sprung up in the region, there was the question of economic benefit that came with their presence in the Middle East (Benaim & Hanna, 2019; Cordesman, 2002).

The need to combat threats has not decreased as terrorism continues to afflict societies across Africa. Once it comes to counterterrorism, however, rather than doubling current efforts, the planned drawdown will be a time to rethink the position of the military outside operations. According to Devermont (2020), to date, the largest investment in counter-terrorism-under screened security assistance and targeted strikes-has not been effective in curbing the growth of terror networks across Africa. China is one of the world superpowers that have presence in Africa and who involvement in peace and security has gained traction in the recent years. Subsequently, matters bordering on China-Africa relations have equally gained currency in academic discourses. Enuke (2011) argues that China's continued military presence in Africa and other military related activities like arms sales military relations and support to government regimes has not been of help in addressing peace condition of the continent's wobbling states. Djibouti, the only country in the world where US, French, German, Italian, Spanish and Japanese military forces are concurrently deployed and China is expected to join soon, has greatly benefited from the involvement of these military forces. Being a former

colony of France, the country has vastly gained from military presence and investment of France. In exchange for economic deals, Djibouti has also gained from the military presence of the US. Effectively, the country has experienced less security to challenges from insurgents and militias alike (Sun & Zoubir, 2016).

2.2.1.3 Increased Number of Military

In areas such as Burkina Faso, Mali, Nigeria and Somalia, U.S. forces and allied military forces have sponsored long-term efforts to prevent violent extremism from taking root first. The U.S. has helped the host nations develop joint operations centres where the U.S. military has demonstrated how intelligence-driven operations reduce incidents, reduce civilian casualties, and facilitate exchange of information (including with gendarmes and police) that saves lives. In addition, it has done more to encourage open dialogues on threats and preventive approaches with the communities. The availability of military forces bases with equipment and activities to safeguard civilians from security threats. Their activities involved coordination with other security actors to have a common approach in dealing with security matters (Campbell, 2017).

In addition to the US and China, Kenya also enjoys military support from its former colonialist Britain. Locally, the British Army Training Unit in Kenya (BATUK) is a permanent training support unit based mainly in Nanyuki. The BATUK provides training units to Kenya where the military expertise of the local military contingent is sharpened. The presence of the foreign military personnel in Kenya has been of great importance according to the findings by Cullen (2017). Conversely, Kenya has had military presence in other nations. Besides the various peacekeeping mission under the United Nations (UN) that Kenya's military has been involved, the recent and one of the most notable presence of Kenya's military in foreign soil is the dispatch of Kenyan

troops to Somalia to help tackle the problem of terror attacks from the Al-Shabaab. The success of Kenya's military presence in foreign soil is debatable. Chau (2018) argues that Operation *Linda Nchi* (Guard the Country) was nothing but poorly planned and that KDF was ill-prepared for its war against Al-Shabaab. Further, Kenya's foreign intervention of southern Somalia to fight Al-Shabaab has resulted in a series of deadly Al-Shabaab attacks within Kenya (Anderson & McKnight, 2015). Besides foreign invasion, there is military presence in different parts of the country especially in where threat from external aggressors is high, for instance, the Moi Air Base in Eastleigh has led to increased security in the area (Opiyo, 2018)

2.2.2 Influence of Communication Infrastructure on Government Security Program Implementation Success

2.2.2.1 Availability of Local Network Coverage

Good communication infrastructure is at the heart of tactical military operations. Communication infrastructure allowed the exchange of knowledge, has been a key element of military organizations worldwide. As the complexity of operating environments increases, military communications network infrastructure should provide main features such as self-organization and decentralization that will speed up the flow of information and improve situational awareness (Maseng, Landry & Young, 2010). Typically, strong communication infrastructure that provides effective cooperation and collaboration are important elements in the war against terrorism. Yet its effectiveness depends on the timely and correct exchange of knowledge and intelligence and requires a reliable means of communication. The war in Iraq, according to Svete (2008), brought to fore the essence of good communication infrastructure on security program implementation. Specifically, the use of study and impact of information-communication technology in modern conflict cannot be overemphasized.

The study carried out in the US by Svete (2008) revealed that as sources of insecurity become more sophisticated, military strategists and intelligence units must stay a step ahead by investing in high end modern communication technologies to ensure that the communication infrastructure they have in place contributes to the success of their programs.

Sigholm (2016) determined that development within the area of information and communications technology as well as rapid expansion of communications infrastructure has had a major impact on the Swedish Armed Forces operations. Technology has enhanced capabilities for the Swedish Army in the fields of command and control, situational awareness, and information processing. Notably, the success of such operations, which often require collaboration amongst several heterogeneous military units and teams, requires technical as well as organizational interoperability. This has been made possible by effective communication infrastructure that has enhanced efficient information while at the same time ensuring integrity of the sensitive and classified information while at the same time making it available to all parties that need it in time. The researcher accentuates that further investment in military communication infrastructure can enhance effective operations of tomorrow's battlefield.

Successful management of the modern demanding security challenges require security forces to make decisions under uncertainty and without compromising on proper and effective coordination of activities. Granåsen (2019) established that a good communication infrastructure was essential to support interaction, direction and

coordination, relationships, situation awareness, resilience and preparedness for the military command and control functions to work effectively.

2.2.2.2 Access of Clear and Uninterrupted Radio Communication Signals

Successful performance of military tasks which include protect the territorial integrity, contribute to internal security require good communication infrastructure and command control systems. This is because performance these tasks, both in the battle ground and even in the military offices, requires real-time and accurate information. Dike (2003) observed that in Nigeria problems of poor communication in the insecurity sector was plagued by obsolete communication equipment. However, the country has been on a path of correcting the obsolescence problems and its military operations have increasingly become successful due to gradual introduction of modern communication infrastructure and control systems and into the Nigerian Army. As a result, the military personnel have been able to access wide range of information and also effectively carry out long distance communications. As a result, this bestowed some advantage on its communications such as battlefield transparency, intelligence gathering, and information communication technology-enabled weapon system.

2.2.2.3 Availability of Command and Control System

From the Kenyan perspective, Mwangi (2017) argued that the steps taken by the country in dealing with terrorism and its performance are hindered by weak intra-agency and lack of sufficient communication network, lack of command and control of some terrorist incidents and the politicization of incidents of terror attacks. A number of security delays that have occurred in the past in Kenya have been due to a lack of effective communication, coordination, and communication between the various national security bodies. As NPS departments, the APS and KPS usually perform their operations almost independently of each other and not as required by the constitution.

The NPS is therefore unable to operate in a coherent and organized manner, creating serious shortcomings which pose a challenge to the security of the country. In addition, the lack of communication, collaboration and communication applies to the KDF and NIS. In a separate study, Otieno and Noor (2014) established that distance, signified in the study as lines of communication, significantly affect military logistics and operations. This implies therefore that poor coordination and joint approach to security prompted by poor communication infrastructure adversely affect intelligence information sharing, often resulting in blame shifting and finger pointing among the security agencies. For instance, terrorist attacks in Westgate and in Nairobi and Mpeketoni were blamed on poor communication coordination among the security forces.

2.2.3 Influence of Community Policing on Government Security Program Implementation Success

2.2.3.1 Collaboration Strategy

Ruteere and Pommerolle (2003) argue that the philosophy of community policing is based on the idea of police and public cooperation and consultation, this interpretation of protection needs and the introduction of ways of preventing and curbing crime and improving security. Community policing has become more and more a policy embraced by security departments, in particular government security agencies, to enhance public safety and protection. Brogden (2002) argued that this approach aims at transforming police departments by implementing cooperative extra-legal approaches in problem solving through reliance on criminal law and procedures and emphasizes cooperation and engagement with local communities on issues relating to civil order and security concerns. The co-production of the social order is founded on two basic assumptions

and normally is a key defining characteristic of community policing. The first order follows that meeting the police on a productive day-to-day basis is a significant avenue by which the police can improve the public image and bring about improvements in public perceptions surrounding the trustworthiness of law enforcement in their duties (Muller, 2010). The second reason, according to Hawson (2008), is that improving community perceptions of police legitimacy and trustworthiness can increase residents' co-operation and willingness to comply with the law.

North America and Europe, according to the report of a study carried out by Brogden (2004), has for a long time effectively used community policing as an alternative policing and security management strategy. However, this has not been as effective as desired in some developed countries because of the adversarial characteristics of the relationship between the security forces, mainly the police and the public. In such countries therefore, the governments have invested more in cultivating good relationships between the police and the citizens to enhance the citizens 'safety and security (Ruteere & Pommerolle, 2003). In addition, several developed countries have implemented this policy as a result of the emergence of different forms of conflicts from years of authoritarian rule marked by politization of law enforcement bodies, lack of transparency and gross violations of human rights by the police, resulting in a strained public-police relationship (Brogden, 2004).

2.2.3.2 Joint Consultation

Previous studies have revealed that community policing is still a work in progress in many African countries. This is largely due to the history of colonization in Africa that pitted the police against the public and due to their training, the police were viewed as enemies of the civilians Williams (2011). The nature of conflicts in Africa due to

different cultural backgrounds have even it difficult for community policing to achieve the intended objectives in most of the continent's countries. Bukari (2013) observed that the conflicting ethnic cultural and social structures created an environment of constant engagements of rival ethnic interests in Ghana. The study found that ethnic diversification in Ghana created a situation in which interactions between states and society assume a constant involvement of rivals' interests in the contemporary political arena between different groups that mobilized to secure public resources from those in authority and the political centre. The competing cultures, clash of identity, and ethnicity create conflict scenarios thereby making it difficult for community policing to succeed. South Africa pioneered the implementation of community policing in Sub-Saharan Africa (Ruteere & Pommerolle, 2003). This stems from a long history of police paranoia and hate in the townships during apartheid along with the reliance on private security initiatives. After the apartheid era, South Africa adopted democratic elements of community policing, including its definition in the Constitution of 1992.

2.2.3.3 Cooperation

In Kenya, there has been no cordial ties with civilians since the establishment of the Police Force (now the National Police Service). As in the rest of Africa, police in Kenya have been some sort of cordial relationship with the people. As in the rest of Africa, police in Kenya were seen by the public as a way of enforcing a certain order and representing the interests of certain political groups or individuals. Community policing rose in prominence in Kenya in 1990, and subsequently the New York-based Vera Institute of Justice provided funding for similar programs through the Kenya Human Rights Commission and the Nairobi Central Business District Association (Ruteere & Pommerolle, 2003). Gordon (2001) states that community policing started in Kenya in May 2001 by forming community police units in places such as Kibera, Ziwani and

Isiolo. This was through a collaboration effort among actors like the Kenya Police, UN-Habitat and NGOs like Saferworld and others. Community policing units were developed so as enhance valuable knowledge and experience in setting up and running community policing forums. Studies have shown that in Kenya community policing is far from being successful and achieving the desired objectives of enhancing security through government's security program implementation. It is because of what some academics see as a police-public relationship that has been affected and distorted by historical origins where the colonial government used the police to harass the civilian population. Before the new constitution and the beginning of the momentum of progressive legislation, police are seen as authoritarian in serving the interests of the political and elite groups of society (Lamvertus & Yakimchuk, 2007). There was no interaction between the police and the people and thus a climate of lack of confidence and interaction between the police and the people (Ogoti, 2018). There is bad blood in many parts of the world between the police and the ordinary population and so people feel that collaboration with the police is a violation to their fellow citizens and as such it is not accepted in the community.

Controversial conclusions were reached in a review of changes in the security sector affecting the restructuring of the national police service. In the study, according to Muthondeki (2017), this thinking has changed with time since the introduction of community policing in 2005. Nevertheless, the researcher noted that the community policing system also faces many obstacles, including the lack of a formal policy structure and guidance on community policing, numerous complaints from police and residents, and low levels of trust and confidentiality. To counter this issue, the government has mainstreamed community policing through the National Police Service Act 2011. Furthermore, Community policing strategy has been adopted to direct the

activities of community policing. The Police curriculum has also incorporated Community Policing in recruit syllabus. According to a study conducted by Mukolwe, Korir, Eliza, Milka and Musyoki (2014) which investigated the existence of interpersonal conflict on selected privately institution in Kisii County, interpersonal conflict strategies, relationship conflict and task conflict were found not to significantly affect the success of a program implementation.

2.3 Summary and Research Gaps

The literature presented in this chapter highlights the significance of military presence, communication infrastructure and community policing in implementation of security programs. Previous findings show that these aspects play significant roles in enhancing security by anticipating and neutralizing potential attacks, responding to instances of insecurity promptly and effectively. Community policing is also pivotal in informing members of the security team the potential security challenges that a group may be facing. On top of all these is effective communication which cannot be possible without proper communication infrastructure being put in place.

The gaps that subsequently warranted the conduct of this study touch on paucity of research studies that have been conducted in Kenya to establish the relationship between military presence, communication infrastructure and community policing and government security program implementation success. Specifically, no such studies have been conducted on Mandera County and Mandera East sub-county despite this region being one of the areas in Kenya prone to terror attacks. It is on the basis of this that the researcher of this study set out to establish the antecedents of government security program implementation success in Kenya with a focus on Mandera County.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter seeks to offer tools and techniques which are effective in the process of gathering data for the study. It provides a clear explanation of the methods and designs to be adopted, how data is to be collected and analysed for the study. Therefore, the chapter covers research design, test location, target population, study sample selection, data collection procedures, data processing and interpretation and legal and ethical considerations. According to Sunders (2011) research methodology clearly refers to an approach by which existence of meaning of data is extracted and is a continuous process. Therefore, the research methodology tends to offer a direction that need to be followed to get relevant information regarding the aspects associated with the research. The research methodology main objective was to offer reliable and valid data concerning the study and by extension should be free from bias and other errors (Coopers & Schindler, 2011).

3.2 Research Design

A research design provides a clear description of the blueprint that enables a researcher to develop a solution to the research problem and by extension guide the research study through various stages of the research process (Zikmund, Babin, Carr & Griffin, 2014). In the study, the descriptive correlation survey design was utilized to explain the strength and direction of influence between the antecedents (independent variables) and the success of implementation of security programmes (dependent variable). Both qualitative and quantitative approaches were utilized in the study. However, given the nature of the variables of the study, the quantitative approach was pivotal in establishing reliable statistical data to test relationships while the qualitative approach was used to

describe the non-statistical data. Thus, the two approaches were intended to be complementary and ensure a rich output.

3.3. Research Site

A site for review is noted as a region of an area where the study sample test design was taken. The site provides an explanation of where the study was conducted with a clear reason why such a location was chosen (Kombo & Tromp, 2006). The study site was Mandera County, Mandera East which is located in the North Eastern region of Kenya lying at located at latitude 3.93726 and longitude 41.85688. the county comprises primarily of people of the larger Somali ethnic group, which is subdivided into several clans and sub-clans. The major economic activities in the larger Mandera County is pastoralism, trade and some very minimal crop growing.

The Choice of Mandera County and especially the township sub county of Mandera East was justified based of the security challenges that are raised in the background and problem statement. The research site has suffered security challenges for several years due to its proximity to the war-torn Somalia border. Al-Shabaab infiltration has been significantly recorded in Mandera East with increased attacks conducted against civilians, security forces and the humanitarian actors (JAMES, 2020). The specific areas that was covered by the research include Bula Mpya, Bula Geneva, Busle, and Township.

3.4 Target Population

A target population is referred to as the entire objects or elements or persons that are considered for the study in which data was used to make inferences (Lavrakas, 2008). In simple terms, a target population is the whole population that a researcher is interested in researching and examining. The target population for this study was mainly comprised of the security personnel comprising of Kenya Defence Forces, the

National Intelligence Service and National Police Service’s Directorate of Criminal Investigations, Administration Police, and the General Service Unit deployed in the Mandera East sub county, the county government security team, Mandera County commissioner and the deputy commissioner from Mandera East sub-county, chiefs and assistant chiefs, and the adult residents drawn from the general public in Mandera East sub-county since they are affected both directly and indirectly by the low level of security in the area.

Table 3.1 Target Population

Target Population Characteristic	Frequency
County government security team	200
County commissioner	1
Deputy county commissioner	1
Chiefs and assistant chiefs	7
Community elders	24
Security personnel	
- KDF	236
- GSU/Police/Administration Police	437
- NIS	62
- DCI	101
Adult county residents	21890
Total	22959

Source: KDF, 2020; NPS, 2020; KNBS, 2020.

3.5 Study Sample

3.5.1 Sampling Procedure

Sampling procedures are strategies and methods used by the investigator to select sufficient number of people from the sample population to represent the research study (Kombo & Tromp, 2006). Stratified procedure was used to divide the chosen members into groups of young people, elderly men and women, local authorities, and county officials. The four strata is helpful to the researcher to find answers relating to empirical questions. The researcher adapted the proportional strategy which was successful in deciding the sample size of each stratum and was taken as a proportional size of the stratum.

A sample for a study, according to Mugenda and Mugenda (2003), usually allows the researcher to gain information about the population. Simple stratified random sampling technique was efficient in sample size selection. Ngala (2018), argues that a sampling method refers to a technique of selecting a subgroup from a population to participate in the study; it is a process of selecting a number of individuals for the study in such a way that selected individuals reflect the large group from which they were selected. Stratified sampling procedure was suitable in grouping youth members, men, women, local authorities, and the county officials. The probability sampling deduce that each unit of the population tend to possess zero or non-zero chance or likelihood of being selected. Normally, it is of success upon the actual representation of the sample is critical for speculations. In the case of unusual sampling, the population components do not have a known or preordained selection shot. This model of sampling is used when time or various elements are more important than generalizability (Sekaran & Bougie, 2010).

3.5.2 Study Sample Size

Mugenda and Mugenda (2003) claims that a sample size refers to number of items, elements or individuals chosen from the specific target population in which the data was collected. In this analysis, a proportionate stratified sampling technique is used to divide the population into homogeneous groups with specific attributes. A sample was obtained from each group.

According to Cooper and Schindler (2011), claims that a sample size refers to the vital aspect in making a summary and conclusion from the target population which indeed is directed towards addressing the research questions. That is, the need for a little arrangement resulting to a bigger population, considering the fact that it is vital in obtaining precise results within a quantitative research design. Mugenda and Mugenda

(2003) assert that a sample must be precisely chosen to be illustrative of the population and that there are requirements for the researcher to guarantee that the examination is precisely catered for.

On the other hand, sampling process refers to the actual selection of a number of individuals from the population, put into selected groups that consist of representatives of the characteristics found in the entire group (Mugenda and Mugenda, 2003). The researcher in turn used stratified sampling technique to obtain the sample for the study. The stratified sampling of the population was sub-divided into homogenous groups that tend to possess similar characteristics. The application of mathematical method was deduced from the target population into a sample size. Therefore:

$$N = \frac{n}{1 + N(e)^2}$$

Where;

N is a representation of the total number of the respondents that the researcher seeks to target

n is the sample of the respondents

e represents the error or confidence level

Applying the above formula and a 95% confidence level, the study sample size was 393 individuals as calculated below.

$$N = \frac{22,960}{1 + 22,960(0.05)^2}$$

$$N = 393$$

Table 3.2 Sample Size Distribution

Target Population Characteristic	Frequency	Sample size
County government security team	200	4
County commissioner	1	1
Deputy county commissioner	1	1
Chiefs and assistant chiefs	7	3
Community elders	24	6
Security personnel		
- KDF	236	6
- GSU/Police/Administration Police	437	12
- NIS	62	1
- DCI	101	2
Adult county residents	21890	357
Total	22959	393

Source: Researcher, 2020

3.6 Data Collection

Data collection involves gathering and measuring information which are in the form of variables of interest in a systematic manner, giving relevant answers to the researcher (Truman,2008). The proposed extension research usually allows use of both quantitative and qualitative data. The primary data was collected at the study site, while secondary data was collected from various sources, such as libraries and online sources. Data collection also refers to the methods attributed by gathering of information aimed at accomplishing the research objectives. Mugenda and Mugenda (2003) argued that the collection of data tends to allow the researcher to gain detailed knowledge of the study field. In this study, data was collected using questionnaires and interviews. The respondents who included the local community adults, community elders, and security personnel not in command positions responded to the questionnaire. The researcher did employ the services of a research assistants who offered additional services in data collection and were in charge of administering the questionnaires while the researcher administered the interviews. The assistants were trained before deployment so that they could in turn help the respondents as appropriate once in the field. This was necessary particularly in dealing with the adult residents involved in the study, some of whom

have not had any formal education, yet their understanding of local dynamics was crucial in obtaining the data needed to answer the research questions.

3.6.1 Data Collection Instruments

Questionnaire and interview schedules were the data collection instruments that were administered in the study. They comprised of questions drawn from the study objectives. The questionnaire consisted of open and closed ended questions that allowed the researcher to achieve the desired goal, considering the fact that the data was in the form of quantitative and qualitative data.

The questionnaire was considered effective in giving the respondents ample time to respond to the research questions without interference. The questionnaire was semi-structured and comprised of both open and closed ended questions. The questionnaire was used to collect data from county government security team, the security personnel not holding command responsibilities in the county and the adult county residents.

3.6.2 Pilot Testing of Research Instruments

A research project pilot test refers to whether the analysis methods would be successful in producing reliable and consistent results in keeping with the study objectives. To be certain, a research instrument is considered to be effective upon conducting a pilot test study on at least that the research instruments is effective, a pilot test study was performed on at least 10% to 20% of the target population but should not be on the real population of the study (Mugenda & Mugenda, 2008). The researcher conducted a pilot study on the questionnaire to test their validity in Mandera East. Therefore, the researcher chose at least 20 respondents from the constituency which effective in fine tuning of the questionnaire with the aim of ensuring that the data that is effective in answering the questions aimed at solving the problem that is being highlighted in the research.

3.6.3 Instrument Reliability

According to Garg and Kothari (2014) claimed that reliability of a study refers to the degree of measurement that offers consistency in results even upon conducting similar trials. As such, reliability of a study offered proper estimates which clearly offers stability of the measures, internal consistency of measurement instruments, and extensively, interrater of instruments scores. (Garg & Kothari, 2014). Reliability assessments determine the accuracy of the measurements, internal quality of the measuring instruments and the reliability of instrument scores interrupters. In line with Bryman and Bell (2015), clearly indicated that reliability of a research is known to be actual consistency that are being exhibited by measures of the study. Random error affected reliability and improved reliability as random errors increase. Random error is a deviation from the true calculation which the result from inaccurate instruments used, inaccurate scoring by the researcher and other unexplained errors. In the end, it affected the reliability of the collected data. The questionnaire's reliability was checked by measuring the Cronbach alpha coefficient to verify its internal consistency. A Cronbach's Alpha of 0.7 and above was accepted as reliable. All the three study variables generated Cronbach's alpha above 0.7.

3.6.4 Instrument Validity

The validity of a study refers to the degree to which empirical facts and theoretical rationales endorse the adequacy and appropriateness of interpretations and the extension of the research error-based behaviour (Bryman & Bell, 2015). As such, the degree to which interpretations of the test result are justified, which depends on the specific purpose the test is intended to serve (Bryman, 2016). As a process, the validation of the study clearly refers to the process of collecting and analysing data to

be able to assess the validity of quantitative instruments, which generally involves pilot testing.

The validity depends a great deal on how accurately the data that reflects the study variables are collected. This was primarily calculated by the determination of a systematic error often known as non-random error. The construct and content validity was tested. The evaluation of construct validity therefore includes a theoretical basis for the definition to be measured, and the expectations in theory must correspond to the measurements. The validity of the content is extensively the measure of the degree to which the data being collected was used by specific instrument symbolizing a content of a particular concept. In order to ensure validity of material, the university supervisor must check the instruments, whether the instrument must cover what it is meant to cover. The researcher ensured that the research questions were well understood to avoid misunderstanding.

3.6.5 Data Collection Procedure

Once the data collection tools had been developed, pilot tested and validated with the help of the supervisors, the researcher embarked on the actual process of collecting the data. The first step was the identification and training of research assistants to assist with administration of the questionnaires given the expansive nature of the study area. The training was important because of the fact that the study area has one of the highest levels of illiteracy in Kenya (KNBS, 2017) and especially among the adult population there. In such cases, the assistants would obtain informed consent from the respondents first by showing the authorization documents then read the question and responses and the respondents would choose the response that suits the question, then the assistant would tick that or write down the verbatim for open ended questions.

For the interviews, the researcher reached out to the key informants to arrange for a date and time convenient for the interview exercises. All but one of the interviews were conducted through face to face sessions, with the exception which involved a security actor based in Nairobi being conducted through telephone. The interviews accorded the researcher an opportunity to record the sessions to assist him revisit the recordings later during the data analysis stage.

3.7 Data Analysis and Presentation

Garg and Kothari (2014), refers to data collection and analysis as the act in which the researcher is involved in the collection, modelling and transformation of data to give sense in information. It is effective considering the fact that it offers useful information that is important in making conclusions and effective in decision making. Throughout the data collection period, data was carefully analysed through various means to seek answers for the study objectives. Quantitative data obtained from the questionnaire was analysed using descriptive statistics from Statistical Package for Social Science (SPSS) version 25 for purposes of determination of the frequencies and percentages of the responses. Inferential statistics were also obtained from SPSS for purposes of testing the research hypothesis. Specifically, correlation and regression analyses were derived from the SPSS functionalities.

3.8 Legal and Ethical Considerations

The researcher began by obtaining a research permit, first a stamped letter from the university, followed by from the Ministry of Education, the National Commission for Science, Technology, and Innovation (NACOSTI). The researcher then proceeded to the field of study and seek the study organization's permission before meeting the study target respondents. Read about principles to be applied in this study. The study adapted certain ethical consideration which was effective. Voluntary participation, informed

consent, privacy, and result communication. As such, voluntary participation is effective in ensuring that the respondents will not be exposed into any form of coercive activity while being involved in participation of the study (Coolican, 2014). In order to have the respondents participate in the study, the respondents were informed on the intended purpose of the study and those who may opt not to participate in the study were excluded. The findings of the study will be published and shared with the various actors who took part in the study and with policy makers who may use such findings to enhance security in the Mandera county and indeed other counties in the northern corridor of the country where the terror groups and other insurgents and militias attack from time to time.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The chapter of the study highlights the analysis of the data gathered from the field of the study regarding the main research objective: To assess the antecedents of security program implementation success in Mandera East Sub County, Mandera County Kenya. The study adopted descriptive and inferential analysis using SPSS software. Thus, the first section of the chapter provides findings on response rate followed by descriptive findings on demographic information and the antecedents of security program implementation success. The chapter then concludes by analyzing correlation and regression analysis to establish the relationship between the independent and dependent variables of the study.

4.2 Response Rate

Based on the sample population of the study, a total of 393 questionnaires were administered to the study respondents. A total of 225 participants filled their questionnaires and returned for analysis. This provided a response rate of 57.3%. As indicated by Mugenda and Mugenda (2010), a response rate around 50% is adequate, around 60% is good, whereas a response rate around 70% and above is very good or excellent.

Thus, the response rate of 57.3% established for this study is, therefore, good for establishing the conclusions for the study or making recommendations. The study, following the views given by Mugenda and Mugenda, demonstrated that the established response rate of 57.3% is acceptable for answering the research questions and hypotheses. The filled in questionnaires were complemented by data from the interviews to help address the study questions. However, it is evident to note that

individuals who did not fill their questionnaires could not have done so due to time constraints or any other factors out of control of the researcher.

Table 4.1 Response Rate

Questionnaire Category	Target Sample Size	Response Rate %
Returned	225	57.3%
Not Returned	168	42.7%
Total	393	100

Source: Study Findings (2020)

4.3 Demographic Information Findings

Before answering the main objectives of the study, the study asked the respondents to provide their demographic information such as gender, age, duration of being a stakeholder in the security program, academic qualifications, and role or position held in the program. The aim of determining the relevance of demographic information was to establish the representation, the knowledge, and understanding of antecedents of security program implementation success.

4.3.1 Gender, Age, and Stakeholder Duration

The descriptive outcomes provided in Table 4.2 reveal that of the 225 study participants, the majority were male participants 157 (69.8%) whereas female participants were 68 (30.2%). Thus, it is evident that more males than their female counterparts are involved in the security program implementation within Mandera County. Additionally, the study could argue that more males have accessibility to implementation programs than female counterparts and this is even reflected in employment opportunities within various public and private security agencies. This data was particularly useful in helping compare responses across age and gender as each of these demographic characteristics perceive security differently.

Table 4.2 Gender, Age, and Stakeholder Duration Findings

Demographic	Category	Frequency	Percentage %
Gender	Male	157	69.8%
	Female	68	30.2%
	Total	225	100%
Age Group	Under 20 Year	5	2.2%
	20-29 years	63	28.0%
	30-39 years	116	51.6%
	40-49 years	36	16.0%
	50 years and above	5	2.2%
	Total	225	100%
	Total	225	100%
Stakeholders Durations	Less than 1 Year	14	6.2%
	1-2 years	44	19.6%
	Over 2 years	94	41.8%
	Others	73	32.4%
	Total	225	100%

Source: Study Findings (2020)

Moreover, the study also sought to indicate the age distribution of the research participants. The goal was to ensure that there is equal representation of views or opinions of both young and old individuals involved in the security program implementation process. Data given in Table 4.2 of the study demonstrated that the majority of the participants 116 (51.6%) were in the age group of 30 – 39 years followed by 63 (28.0%) of the participants in the age group of 20 – 29 years. Based on this information, the study can deduce that there is an inclusion of young individuals in the implementation of security programs within Mandera County. The study further established that 36 (16.0%) of the respondents were in the age group of 40 – 49 years, 5 (2.2%) in the age group of under 20 years, and 50 years and above respectively. Thus, the government has made significant attempts in the fight against terrorists by involving the majority of youths lead by senior individuals in the implementation of security programs in the County.

The study also provided data on how long individuals have been involved as a stakeholder with security program implementation in Mandera County. Results presented in Table 4.2 shows that the majority of the respondents 94 (41.8%) have been

stakeholders for more than 2 years, 44 (19.6%) have been stakeholders for 1 – 2 years, 14 (6.2%) have been stakeholders for less than a year whereas 73 (32.4%) of the respondents indicated others. This implies that the majority of the respondents had interacted with the security programs for a reasonable time and could therefore give adequate information on the study items.

4.3.2 Academic Qualification and Role/Position in the Program

The study further determined to academic qualification and role or position of participants in security program implementation. The findings are presented in Table 4.3. The results established in Table 4.3 demonstrated that majority of the study participants 92 (40.9%) had a diploma and degree respectively. From this finding, the study deduces that there are adequate knowledge and understanding among the majority of the participants on the need for successful security program implementation. The study also indicated that 20 (8.9%) of the participants had a postgraduate level of education, 19 (8.4%) had O'Level of education, and only 2 (0.9%) of the participants had a below O'Level of education. Thus, the majority of the participants possess the academic training necessary for them to offer informed perspectives on security program implementation success.

Table 4.3 also presented information on the role or position of study participants in the implementation of the security program. Results revealed that the majority of the respondents 131 (58.2%) were from other positions followed closely by 86 (38.2%) of the respondents who were security officers. Both county police commissioner and county commander positions had 4 (1.8%) study participants respectively. These findings demonstrate that in the need for success security program implementation, both the national and county government of Mandera has made significant attempts in

involving junior security officers in the implementation strategy. This is very useful towards the successful implementation process of security programs.

Table 4.3 Academic Qualification and Role/Position in the Program Findings

Demographic	Category	Frequency	Percentage %
Qualification	Below O'Level	2	0.9%
	O'Level	19	8.4%
	Diploma	92	40.9%
	Degree	92	40.9%
	Postgraduate	20	8.9%
	Total	225	100%
Position	Security Officer	86	38.2%
	County Police Commissioner	4	1.8%
	County Commander	4	1.8%
	Others	131	58.2%
	Total	225	100%

Source: Study Findings (2020)

4.4 Antecedents of Security Program Implementation Success

This section of the chapter discusses the general feelings of the participants regarding the adopted antecedents of security program implementation success in Mandera County. Specifically, it described the descriptive perception and feelings based on the level of agreement of participants with various statements related to antecedents of security program implementation using Likert-Scale.

4.4.1 Military Group Presence

Based on the study findings in Table 4.4, results demonstrated that the majority of the participants 212 (94.2%) who think the increase in the number of military personnel in Mandera has an impact on security implementation success said yes, whereas 13 (5.8) said no. Thus, through the involvement of all individuals, especially security personnel, there has been a major or positive impact on security program implementation.

Table 4.4 Military Personnel Impact on Security Program Implementation Success

	Impact	Frequency	Percentage %
Presence of Military Personnel	Yes	212	94.2%
	No	13	5.8%
	Total	223	100%

Source: Study Findings (2021)

For the respondents who mentioned yes in Table 4.4, the study sought to determine their level of agreement with the point that explains an increase in military presence. The majority of the respondents 90 (40%) disagreed that there are increased patrols along the border of Somalia and Kenya. Regarding the second statement, 88 (39.1%) of the respondents disagreed that there is adequate manpower to curb security incidents. However, 112 (49.8%) agreed that the increase in military presence has resulted in the provision of security escorts to public vehicles. Nevertheless, 83 (36.9%) of the respondents disagreed that military presence increases tracking of crimes and conducting arrests, 87 (38.7%) disagreed that military presence increases swift response to security incidents in the area, and 99 (44%) of the respondents also disagreed that military presence increases division of roles among the military groups as shown in Table 4.5.

Table 4.5 Respondents opinion on Military Presence

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	F (%)	F (%)	F (%)	F (%)	F (%)
Increased patrols along the border of Somalia and Kenya	3 (1.3)	90(40.0)	34(15.1)	51(22.7)	47(20.9)
Adequate Manpower to curb security incidents	5(2.2)	88(39.1)	52(23.1)	47(20.9)	33(14.7)
Provision of security escorts to public vehicles	2(0.9)	25(11.1)	37(16.4)	112(49.8)	49(21.8)
Tracking of criminals and conducting arrest	2(0.9)	83(36.9)	57(25.3)	54(24.0)	29(12.9)
Swift response to security incidents in the area	5 (2.2)	87(38.7)	66(29.3)	33(14.7)	34(15.1)
Division of roles among the military group	6(2.7)	99(44.0)	43(19.1)	53(23.6)	24(10.7)

Source: Study Findings (2021)

The study then sought to demonstrate the evidence that increased military presence has an impact on enhancing security in Mandera County. The results were described using mean and standard deviation. A mean above 3.0 indicated a high level of agreement among participants whereas a mean below 3.0 indicated a low level of agreement or disagreement. The results are presented in Table 4.6.

The outcome in Table 4.6 established an overall mean of 3.02, suggesting that respondents agreed that increased military within Mandera County has enhanced security programs. Specifically, respondents agreed that an increase in the number of military groups has significantly contributed to low-security incidents in the area (mean of 3.16), security collaboration and coordination has been greatly achieved through military group presence (mean of 3.05), and that constant patrols in the area have

reduced insecurity and terrorism-related activities in the area (mean of 3.08). However, to some degree, respondents indicated their disagreements with some statements. For instance, respondents disagreed that the military group quick response to security threats has greatly improved security in Mandera (mean of 2.99), well-equipped military personnel has enhanced security in the area (mean of 2.92), and security coordination by the military group has greatly enhanced security in the area (mean of 2.91).

Table 4.6 Descriptive Evidence that Increased Military Enhances Security in the Area

Statement	Mean	Std Dev
An increase in the number of Military group has significantly contributed to how security incidents in the area	3.16	1.196
Military group quick response to security threat has greatly improve security in Mandera	2.99	1.088
Security collaboration and coordination have been greatly achieved through military group presence	3.05	1.129
Constant patrols in the area have reduced insecurity and terrorism related activities in the area	3.08	1.156
Well-equipped military personnel have enhanced security in the area	2.92	1.117
Constant patrols in the area have reduced insecurity and terrorism related activities in the area	3.08	1.156
Well-equipped military personnel have enhanced security in the area	2.92	1.117
Security coordination by the military group has greatly enhanced security in the area	2.91	1.130
Overall Mean	3.02	

Source: Study Findings (2021)

Despite incidences where respondents indicated their low level of agreements or disagreements, an overall mean of 3.02 which is above 3.0 reveals that respondents' perception towards military personnel presence within Mandera County is well appreciated in the success of the implementation of security programs.

4.4.2 Communication Infrastructures

Respondents were asked to indicate the most used security infrastructure measures that have been set up in Mandera County. The results in Figure 4.1 shows that the majority of the respondents agreed that there are communication control systems (167, 74.2%), there are radio communication settings (167, 74.2%), there is local network coverage (171, 76.0%), and adequate security information database (135, 60.0%) as the available communication infrastructure measures aimed at determining successful implementation of security programs in Mandera County. However, majority of the respondents also disagreed that there are military communication networks and technology (146, 64.9%) and computer networking and tracking (170, 75.6%). Thus, participants acknowledge that despite effective measures such as communication controls that have been successfully implemented, communication networks and tracking remain communication infrastructural measures that required adequate military personnel implementation.

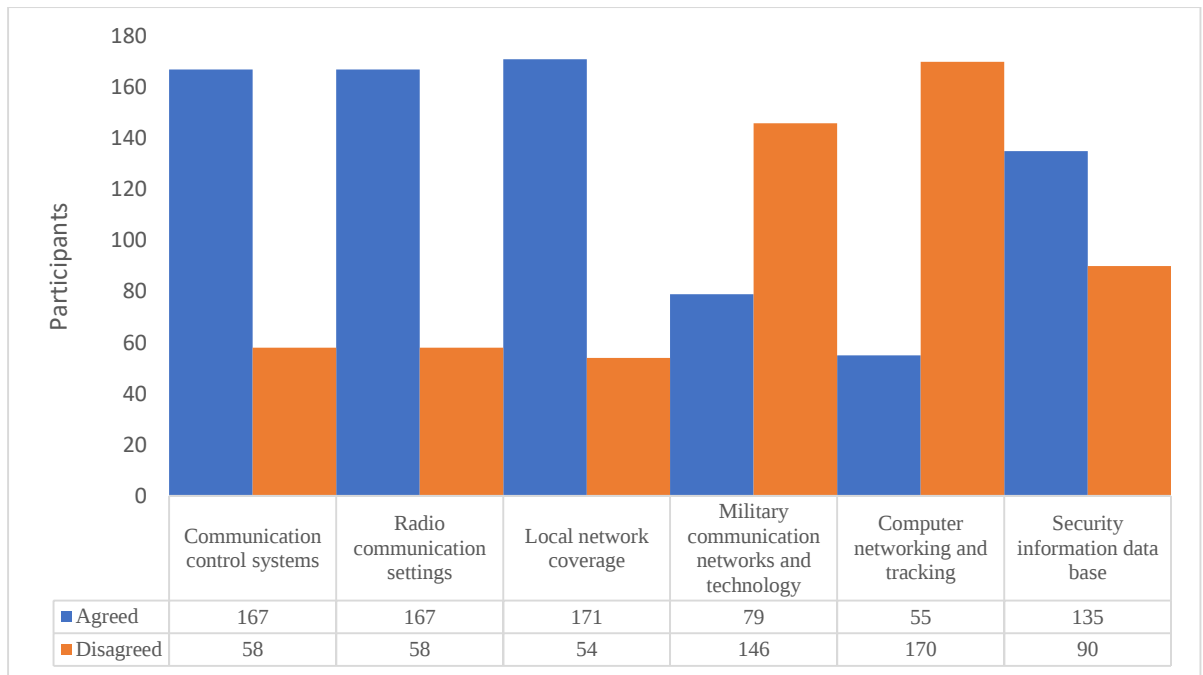


Figure 4.1 Communication Infrastructure Measures

Moreover, the study assessed the respondents' general feelings or perceptions regarding the impact of communication infrastructure measures on security program implementation success. The descriptive findings are presented using mean and standard deviation where a mean of 3.0 and above represent agree and below 3.0 represent a low level of agreement or disagreement.

As shown in Table 4.7, an overall mean of 3.08 suggest that respondents agreed that the establishment of effective communication infrastructure measures would largely contribute to the successful implementation of security programs in Mandera County. Furthermore, respondents agreed that the availability of local network coverage throughout with less interruption in the area significantly enhances security in Mandera with a mean of 3.20. They also agreed that uninterrupted and clear radio communication effectively improves security and that having clear lines of communication and a centralized command system is a key factor to enhance security in the area with a mean

of 3.00 and 3.07 respectively. Lastly, respondents also agreed that an increase in communication gadgets for the military group has improved communication between them with a mean of 3.05. Based on the high level of agreements from the respondents, it is important to note that majority of the study participants perceive communication infrastructure as an important measure or aspect of the successful implementation of security programs in Mandera County.

Table 4.7 Respondents opinion on Communication Infrastructure Measures

Statement	Mean	Std Deviation
The availability of local networks coverage throughout without interruption in the area significantly enhances security in Mandera	3.20	1.170
Uninterrupted and clear radio communication effectively improves security in the area	3.00	1.084
Having clear lines of communication and centralized command system is a key factor to enhance security in the area	3.07	1.098
An increase in the communication gadgets for the military group has improved communication between the military groups.	3.05	1.111
Overall Mean	3.08	

Source: Study Findings (2021)

4.4.3 Community Policing

The third objective of the study investigated community policing and security program implementation success in Mandera County. Under this objective, the study first investigated community policing practices that have been set up to support the security program implementation efforts in Mandera County. In determining community policing practices that have been set up to support community program, the majority of the respondents 101 (44.9%) as indicated in Table 4.8 disagreed that strengthening of intelligence by retaining officers to work

Table 4.8 Established Community Policing Practices

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
	F (%)	F (%)	F (%)	F (%)
Strengthening of intelligence by retaining officers to work in a fixed geographic area for an extended period	10(4.4)	101(44.9)	92(40.9)	22(9.8)
Empowering officers at lower levels (first respondents) with greater decision-making authority and responsibility for important decisions	14(6.2)	108(48.0)	73(32.4)	30(13.3)
Active citizens participation with their law enforcement agency	15(6.7)			30(13.3)
Existence of neighborhood watch; encouraging citizens to report suspicious activity in their immediate neighborhoods	12(5.3)	110(48.9)	70(31.1)	46(20.4)
Community Emergency Response Teams: civilians are trained in emergency management planning and response	12(5.3)	114(50.7)	53(23.6)	30(13.3)
Partnerships not only with other law enforcement organizations, but also with businesses, citizens, emergency management, public health, and many other private and public organization	12(5.3)	124(55.1)	59(26.2)	43(19.1)
Regular meetings between the policing committee and its security personnel	2(0.9)	117(52.0)	53(23.6)	40(17.8)

Source: Study Findings (2021)

In a fixed geographic area for an extended period exist, 108 (48%) disagreed that empowering officers at lower levels with greater decision-making authority and

responsibility for important decisions exist, and 110 (48.9%) disagreed that there exists active citizen participation with various law enforcement agency.

Also, 114 (50.7%) of the study participants disagree that there is the existence of neighborhood watch such as encouraging citizens to report suspicious activity in their immediate neighborhoods, whereas 124 (55.1%) of the respondents also indicated their level of disagreement with the statement that community emergency response teams such as trained civilians on emergency management planning and response exist within the area. 117 (52%) of the respondents disagreed that practices such as partnerships not only with law enforcement organizations but also business organizations, emergency management teams, public health organizations, and other private and public institutions exist (Table 4.8). However, despite the high level of disagreements among the participants on the community policing practices that have been set up to increase efforts towards successful implementation of security programs, minority members acknowledged the existence of such practices aimed at strengthening and empowering individuals to improve partnerships between the local community and law enforcement agencies in the area.

Second, the examination established participants' general feelings regarding their level of agreement with the impact of community policing strategies that influence security program implementation success. A mean of 3.0 and above indicated agree and below 3.0 indicated a low level of agreeing or just disagree. The findings were presented in table 4.9.

The results presented in Table 4.9 demonstrate an overall mean of 3.0, indicating that respondents agree that community policing strategies are critical for the successful implementation of security programs in Mandera County. Importantly, the respondents

agreed that community policing structures are existing in Mandera and has greatly enhanced community and security personnel relationships (mean of 3.68). However, there are instances where respondents indicated a low level of agreement with some statements such as community policing committee has more active meetings in the area (mean of 2.96), more criminal cases are reported in Mandera by community members (mean of 2.91), there is a reduction in crime in Mandera (mean of 2.86), and citizens are cooperating more with law enforcement in making the neighborhood safer (mean of 2.86). these study findings are emphatic that close cooperation between the local community and security agencies is critical in the drive towards ensuring success of government security programs in the county of Mandera.

Table 4.9 Descriptive Level of Agreement with Community Policing Strategies

Statement	Mean	Std Dev
Community policing structures are existing in Mandera and has greatly enhanced community and security personnel relationships	3.68	0.854
The community policing committee has more active meetings members	2.96	0.963
More criminal cases are reported in Mandera by community members	2.91	1.042
There is reduction in crime in Mandera	2.86	1.043
Citizens are cooperating more with law enforcement in making the neighborhood safe	2.86	1.087
Citizens are sharing information to assist in resolving crime issues	2.87	1.142
There is fear of crime commission	2.88	1.077
Overall Mean	3.0	

Source: Study Findings (2021)

The respondents also disagreed that citizens are sharing information to assist in resolving crime issues (mean of 2.87) as well as that there is a fear of crime commission (mean of 2.88). Whereas there is disagreement on these statements regarding community policing strategies among participants, the majority of the respondents agreed that establishing adequate and effective community policing strategies are necessary for the successful implementation of security programs in Mandera County.

4.4.4 Security Program Implementation Success

The dependent variable of the study was the security program implementation success. The study described the general feelings or level of agreements of the respondents concerning various constructs explaining the achievement of the security program implementation program in Mandera County as presented in Table 4.10. A mean of 3.0

indicated the agreed position of the respondents whereas below 3.0 indicated a disagreed position.

The results as presented in Table 4.10 reveals that in general, respondents had a low level of agreement or just disagreed with the statements explaining the achievements of security program implementation success with an overall mean of 2.78. The established mean of 2.87 indicates that respondents disagreed there is an increased deployment of the military in the area to reduce security threats. Additionally, respondents disagreed that military group personnel has been adequately equipped with modern machinery like Armed Personnel Carrier to enhance security in Mandera (mean of 2.63) and that that community policing has actively conveyed intelligence from the community level to the security personnel for swift actions (mean of 2.60). However, despite a high level of disagreements with these statements regarding achievements of security program implementation, the established mean of 3.01 suggests that respondents agreed that security implementation programs can get rid of terror-related activities in the area.

Table 4.10 Security Program Implementation Success Descriptive Findings

Statement	Mean	Std. Deviation
Increased deployment of military personnel in the area to reduce security threats	2.87	0.994
Military group personnel has been adequately equipped with modern machinery like Armed Personnel Carrier to enhance Security in the area	2.63	0.932
The community policing committee has actively conveyed intelligence from the community level to the security personnel for swift actions	2.60	0.917
Security implementation programs can get rid of terror related activities	3.01	1.016
Overall Mean	2.78	

Source: Study Findings (2021)

4.5 Correlation and Regression Analyses

This section examines the data essential in answering the research question: What are the antecedents of security program implementation success in Mandera County. Correlation and regression analyses are provided to validate the relationship between independent variables of the study (military group presence, communication infrastructures, and community policing) and the dependent variable of the study (security program implementation success).

Correlation analysis examined the strength of the relationship between the study variables and ranges between -1 and +1. Using the Pearson Correlation Coefficient, a negative coefficient value signified a negative correlation whereas a positive coefficient signified a positive correlation. A correlation of zero was interpreted to mean no correlation at all between the study variables. A high correlation value of equivalents +0.5 or above signified a strong positive correlation between the study variables. A correlation coefficient of +0.3 indicated a moderate positive correlation between the variables whereas a correlation coefficient value below 0 signified a negative correlation between the variables under study consideration.

Table 4.11 Correlation Analysis Findings

		Security program implementati on success	Militar y group presenc e	Communicati on infrastructure	Communi ty policing
Security program implementati on success	Pearson Correlatio n Sig. (2- tailed) N	1 225	1 225	1 225	1 225
Military group presence	Pearson Correlatio n Sig. (2- tailed) N	0.811** 0.000 225	0.830** 0.000 225	0.797** 0.000 225	
Communicati on infrastructure s	Pearson Correlatio n Sig. (2- tailed) N	0.749** 0.000 225	0.869** 0.000 225		
Community policing	Pearson Correlatio n Sig. (2- tailed) N	0.795** 0.000 225			

**. Correlation is significant at the 0.01 level (2tailed)

Consequently, the regression analysis explored the degree of relationship between the variables in the study. It provided the extent of influence of military personnel presence, communication infrastructures, and community policing as independent variables on security program implementation success as the dependent variable of the study at a 5% level of significance. It entailed model summary, analysis of variance, and regression coefficients.

Table 4.12 presents model summary results on the extent to which changes in the security program implementation success are caused by changes in the independent study variables (military group presence, communication infrastructures, and community policing). R symbolizes the correlation coefficient which reveals the strength of the linear relationship between the variables. Hence, an R of 0.836 suggests a positive strong linear relationship between the independent and dependent variables of the study. Moreover, findings demonstrated an R^2 (R-Square) which embodies that 69.9% of changes in security program implementation success in Mandera County are caused by changes in military group presence, communication infrastructures, and community policing. As a result, 30.1% of other variances in security program implementation success are caused by other factors (antecedents) not included in the study.

Table 4.12 Model Summary

Model	R	R-Square	Adjusted Square	R	Std. Error of the Estimate
1	0.836 ²	0.699	0.695		0.44865
a. Predictors: (Constant), Military group presence, Communication infrastructures, Community policing					

Source: Study Findings (2021)

Table 4.13 presents ANOVA results carried out to indicate how well the model fits the study in answering the research hypothesis. Findings demonstrate that the model is significant at a 0.000% significance level, suggesting that the data was ideal for making study conclusions at a 5% significance level. An F statistic of 171.026 showed that the model was significant at $0.000^b < 0.05$, indicating that changes in military group presence, communication infrastructures, and community policing causes changes in security program implementation success in Mandera County.

Table 4.13 ANOVA Findings
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	103.276	3	34.425	171.026	0.000 ^b
Residual	44.485	221	0.201		
Total	147.761	224			

a. Dependent Variable: Security program implementation success

b. Predictors: (Constant), Military group presence, Communication infrastructures, Community policing

4.5.1 Military Group Presence and Security Program Implementation Success

The study assessed the influence of military group presence on the security program implementation success in Mandera County using correlation and regression analyses. The correlation results established in Table 4.11 reveal that there exists a strong linear correlation between military group presence and security program implementation success at a 5% significance level ($r = 0.811, p = 0.000$). The regression analysis results presented in Table 4.14 further reveals that there is a positive significant influence of military group presence on security program implementation ($\beta = 0.311, p = 0.000 < 0.05$). Thus, the study rejected the null hypothesis and accepted the alternative hypothesis that there is a significant relationship between military group presence and security program implementation success in Mandera County.

Table 4.14 Regression Coefficient Findings

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.390	0.117		3.343	0.001
Military group presence	0.311	0.066	0.396	4.717	0.000
Communication infrastructures	0.136	0.056	0.167	2.424	0.016
Community policing	0.317	0.077	0.319	4.114	0.000

a. Dependent Variable: Security Program Implementation Success

4.5.2 Communication Infrastructures and Security Program Implementation Success

Second, the study examined the influence of communication infrastructures on security implementation success in Mandera County. Table 4.11 on correlation analysis results provided a strong positive linear relationship (correlation) between communication infrastructures and security program implementation ($r = 0.749, p = 0.000$) at 0.05 level of significance. Additionally, the study established that communication infrastructures has a positive relationship with security program implementation success [$\beta = 0.136, p = 0.016 < 0.05$] as shown in Table 4.14. Thus, the study accepted the alternative hypothesis and concludes that there is a significant positive relationship between the study variables.

4.5.3 Community Policing and Security Program Implementation Success

In determining the influence of community policing on security program implementation success, the study results presented in Table 4.11 demonstrated a strong positive linear correlation between the study variables ($r = 0.795, p = 0.000$) at a 5%

level of significance. Also, the study showed a significant positive influence of community policing on security program implementation success ($\beta = 0.319, p = 0.000 < 0.05$) as shown in the regression coefficient Table 4.14. The study, thus, concluded that there exists a significant positive influence between the study variables as indicated in the alternative hypothesis.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents discussions, conclusions, and recommendations of the study. It also discusses research summary based on the research objectives, methodologies used and descriptive findings. The chapter therefore encompasses summary, discussions, conclusions, and recommendations areas of further study.

5.2 Discussions

This chapter presents the discussions of the study results based on the research objectives. It compares its findings and scholarly reviews on the literature review of the study.

5.2.1 Military Presence

The first objective of the study was to find out the influence of military presence on governmental security program implementation success. The study found out that there was an influence of military presence on government security program and the influence was positive, weak, and statistically significant relationship. The findings on the study are supported by O’ahony, Priebe, Frederick et al (2018) that military presence should be considered in enhancing any form of deterring intrastate conflicts. Nevertheless, Quero (2020) emphasized on the need for swift response which is a main concern that is dewed by the government. Based on the findings of the study, it was determined that, increased military presence was an important aspect in countering security threats. Similarly, O’Mahony, Priebe, Frederick et al (2018) noted that military presence was fundamental thing for government security implementation success, and

as well as training of military group personnel in order to enhance government security implementation success.

This is similar to the study by Frederick *et al* (2018) established that military presence especially those stationed in the U.S forces or deployed in the region or countries where partner or ally is under was an effective technique in ensuring government security program implementation success. However, the presence of the US troops on the other hand was not likely to have an effect in deterring intrastate conflict. The findings of the study also identified that other governments like those of China and Russia were not left behind either because, beyond the taming, the rising insecurity by the terror cells that has strongly sprung up in the region, was the question of economic benefit that came with their presence in the Middle East (Benaim & Hanna, 2019; Cordesman, 2002).

Further, the study findings also indicated a positive correlation between military presence and government ability in trying to combat threats as terrorism continues to afflict societies across Africa. Enuke (2011) argues that China's continued military presence in Africa and other military related activities like arms sales, military relations and support to government regimes has not been of help in addressing peace condition of the continent's wobbling states. Djibouti, the only country in the world where US, French, German, Italian, Spanish and Japanese military forces are concurrently deployed and China is expected to join soon, has greatly benefited from the involvement of these military forces. Being a former colony of France, the country has vastly gained from military presence and investment of France. In exchange for economic deals, Djibouti has also gained from the military presence of the US. Effectively, the country has experienced less security challenges from insurgents and militias alike (Sun & Zoubir, 2016).

Chau (2018) also addressed an aspect on Operation *Linda Nchi* (Guard the Country) was nothing but poorly planned and that KDF was ill-prepared for its war against Al-Shabaab. Further, Kenya's foreign intervention of southern Somalia to fight Al-Shabaab has resulted in a series of deadly Al-Shabaab attacks within Kenya (Anderson & McKnight, 2015). Besides foreign invasion, there is military presence in different parts of the country especially in where threat from external aggressors is high, for instance, the Moi Air Base in Eastleigh has led to increased security in the area (Opiyo, 2018)

5.2.2 Communication Infrastructure

The second objective was to find out the influence of communication infrastructure on government security program implementation success. The study found that there was a positive, moderate, and statistically significant influence between the two variables. The study found out that availability of local network coverage, availability of command and control system and finally access to clear uninterrupted radio communication signals had an impact on government security implementation program. Dike (2008) argued that problems of poor communication was itself an insecurity which was plagued by obsolete communication equipment. It is evident that military personnel have been able to access wide range of information and effective in carrying out long distance communication. Moreover, Mwangi (2017) argues that possession of steps which are a clear steps taken by the country in dealing with terrorism and its performance are hindered by weak intra agency and lack of sufficient communication network, lack of command and control of some critical terrorist incidents and performance.

The results of the study further revealed that there is an influence between communication infrastructure and government security program implementation

success. The findings illustrate that communication infrastructure by extension has a relation on government security program implementation success. Findings of the study is similar to findings by Svete (2008) revealed that as sources of insecurity become more sophisticated, military strategists and intelligence units must stay a step ahead by investing in high end modern communication technologies to ensure that the communication infrastructure they have in place contributes to the success of their programs.

Another study by Sigholm (2016) determined that development within the area of information and communications technology as well as rapid expansion of communications infrastructure has had a major impact on the Swedish Armed Forces operations. Technology has enhanced capabilities for the Swedish Army in the fields of command and control, situational awareness, and information processing. The findings of the study were made possible by effective communication infrastructure that has enhanced efficient information while at the same time ensuring integrity of the sensitive and classified information and while at the same time making it available to all parties that need it in time. The researcher accentuates that further investment in military communication infrastructure can enhance effective operations of tomorrow's battlefield.

5.2.3 Community Policing

The third objective of the study was to find out the influence of community policing on government security program implementation success in Mandera County. The study found out that there is a relationship between community policing and government security program implementation success. The study noted a positive, weak, and statistically significant relationship. The findings of the study also showed that community policing enhances the implementation of government security programs.

These findings align with Brogden (2004) who has for a long time effectively used community policing as an alternative policing and security management strategy. However, this has not been as effective as desired in some developed countries because of the adversarial characteristics of the relationship between the security forces, mainly the police and the public. The findings suggested that implementation of this policy as a result of the emergence of different forms of conflicts from years of authoritarian rule marked by politicization of law enforcement bodies, lack of transparency and gross violations of human rights by the police, resulting in a strained public-police relationship (Brogden, 2004).

Previous studies have revealed that community policing is still a work in progress in many African countries. This is largely due to the history of colonization in Africa that pitted the police against the public and, due to their training the police were viewed as enemies of the civilians Williams (2011). This stems from a long history of police paranoia and hate in the townships during apartheid along with the reliance on private security initiatives. After the apartheid era, South Africa adopted democratic elements of community policing, including its definition in the Constitution of 1992.

In Kenya, there has been no cordial ties with civilians since the establishment of the Police Force (now the National Police Service). As in the rest of Africa, police in Kenya have been some sort of cordial relationship with the people. As in the rest of Africa, police in Kenya were seen by the public as a way of enforcing a certain order and representing the interests of certain political groups or individuals. Community policing rose in prominence in Kenya in 1990, and subsequently the New York-based Vera Institute of Justice provided funding for similar programs through the Kenya Human Rights Commission and the Nairobi Central Business District Association (Ruteere & Pommerolle, 2003). Gordon (2001) states that community policing started in Kenya in

May 2001 by forming community police units in places such as Kibera, Ziwani and Isiolo. This was through a collaboration effort among actors like the Kenya Police, UN-Habitat and NGOs like Saferworld and others. Community policing units were developed so as enhance valuable knowledge and experience in setting up and running community policing forums. Studies have shown that in Kenya community policing is far from being successful and achieving the desired objectives of enhancing security through government's security program implementation.

In the study, according to Muthondeki (2017), this thinking has changed with time since the introduction of community policing in 2005. Nevertheless, the researcher noted that the community policing system also faces many obstacles, including the lack of a formal policy structure and guidance on community policing, numerous complaints from police and residents, and low levels of trust and confidentiality. To counter this issue, the government has mainstreamed community policing through the National Police Service Act 2011.

5.3 Summary

The objective of the research was to examine the antecedents of government security program implementation success, a case of Mandera County, Kenya. The specific objectives were to establish influence of military presence, to examine communication infrastructure and to assess community policing influence on government security program implementation success; a case of Mandera County.

This study adopted descriptive correlation survey design using quantitative approach. The study populace was drawn from various individuals in Mandera East Sub-County. Need for survey was undertaken on 393 respondents from Mandera East Sub County. Moreover, majority of the respondents (57.3%) were in the age bracket of 30-39 years and also in the diploma and degree category respectively.

A normality test performed on data for the study revealed that data was normally distributed. The study findings indicated the influence of standardized beta coefficient derived from the regression model analysis. Only community policing had a strong positive relationship with government security implementation success.

5.3.1 Military Presence

The findings of the study have established that majority of the participants 94.2% think the increase in the number of military personnel in Mandera has an impact on security implementation success, whereas a 5.8% said no. Thus, through the involvement of all individuals, especially security personnel from the military, there has been a positive impact on security program implementation. This finding is consistent with security thinking that the presence of security agents in an area serves as a deterrent measure for would be violators of the law for fear of how the instruments of force such as the security agents would deal with them (Rupiya & Laugesen, 2015). Moreover, such presence gives a boost of confidence to the residents that the security agents are there to protect them.

Similarly, majority of the respondents 40% disagreed that there are increased patrols along the border of Somalia and Kenya while separately 39% of the respondents also disagreed that there is adequate manpower to curb security incidents. Moreover, another 49% agreed that the increase in military presence has resulted in the provision of security escorts to public vehicles. Nevertheless, 36% of the respondents disagreed that military presence increases tracking of crimes and conducting arrests, while 38% disagreed that military presence increases swift response to security incidents in the area, and 44% of the respondents also disagreed that military presence increases division of roles among the military groups. These study findings suggest that the success of implementation of government security programs aimed at combating

terrorism were being hampered by the inadequacy of security actors, who could not sufficiently handle all the threats in the area through various approaches such as conducting regular patrols along the borders to keep off assailants. The big number of respondents holding the view that military presence did not translate to tracking of crimes and arrests of offenders could be attributed to the limits placed on the role of the military, since such tasks are for the police.

The standardized beta coefficients between military presence and government security program implementation success was also significant, [$\beta=0.396$, $P < 0.05$] which showed that there is a positive significant correlation between military presence and security program implementation in which standardized beta coefficient is derived from the regression model analysis. A research by Mahony, Prievbe and Fredrick et al., (2018) revealed that military presence was an effective deterrent measure undertaken by the military to manage any existing conflicts.

5.3.2 Communication infrastructure

The study findings established that majority of the respondents 74% agreed that there are communication control systems, there are radio communication settings 74%, there is local network coverage 76%, and adequate security information database 60.0%. These findings are significant in that they demonstrate the central role of communication in the coordination of security agencies' program implementation. It was instructive to note that the local community associated the increased targeting of communication masts of private companies was a strategy by the Al Shabaab to interfere with communication efforts aimed at coordinating security operations in the area. However, most of the respondents also disagreed that there are military communication networks and technology at 64% and computer networking and tracking at 75%. Thus, participants acknowledge that despite effective measures such

as communication controls that have been successfully implemented, communication networks and tracking remain communication infrastructural measures that required a rethink and consideration for eventual success in managing the security situation.

An overall mean of 3.08 suggest that respondents agreed that the establishment of effective communication infrastructure measures would largely contribute to the successful implementation of security programs in Mandera County. Furthermore, respondents agreed that the availability of local network coverage throughout with less interruption in the area significantly enhances security in Mandera. Based on the high level of agreements from the respondents, it is important to note that majority of the study participants perceive communication infrastructure as an important measure or aspect of the successful implementation of security programs in Mandera County. Results in the study depicts that communication infrastructure enhances the government security program implementation success. The standardized beta coefficient shows the influence between communication infrastructure and government program implementation hold a correlation coefficient [$\beta=0.167$; $P < 0.05$] which is derived from the regression model analysis. In which a study by Sigholm (2016) showed that need for proper information and communication technology enhances operations of armed forces.

5.3.3 Community policing

The third objective of the study assess if community policing influence government security program implementation success. Under this objective, the study first assessed community policing practices that have been set up to support the security program implementation efforts in Mandera County. In determining community policing practices that have been set up to support community program, the majority of the respondents 44% disagreed that strengthening of intelligence by retaining officers to

work in a fixed geographic area for an extended period exist, while 48% disagreed that empowering officers at lower levels with greater decision-making authority and responsibility for important decisions exist, and 48% also disagreed that there exists active citizen participation with various law enforcement agency.

About 50.7% of the study participants disagree that there is the existence of neighborhood watch such as encouraging citizens to report suspicious activity in their immediate neighborhoods, whereas 55.1% of the respondents also indicated their level of disagreement with the statement that community emergency response teams such as trained civilians on emergency management planning and response exist within the area. While 52% of the respondents disagreed that practices such as partnerships not only with law enforcement organizations but also business organizations, emergency management teams, public health organizations, and other private and public institutions exist. However, despite the high level of disagreements among the participants on the community policing practices that have been set up to increase efforts towards successful implementation of security programs, minority members acknowledged the existence of such practices aimed at strengthening and empowering individuals to improve partnerships between the local community and law enforcement agencies in the area.

Secondly, the examination established participants' general feelings regarding their level of agreement with the impact of community policing strategies that influence security program implementation success. The findings indicate that an overall mean of 3.0, agree that community policing strategies are critical for the successful implementation of security programs in Mandera County. Importantly, the respondents agreed that community policing structures are existing in Mandera and has greatly enhanced community and security personnel relationships (mean of 3.68). However,

there are instances where respondents indicated a low level of agreement with some statements such as community policing committee has more active meetings in the area , more criminal cases are reported in Mandera by community members, there is a reduction in crime in Mandera, and citizens are cooperating more with law enforcement in making the neighborhood safer. The results in this study depicts the influence between community policy and government security program implementation success had a significant of [$\beta=0.319$; $P < 0.05$] in which the standardized beta coefficients is derived from the regression model analysis. A research that was done by Muthondeki (2017) showed that the government had mainstreamed community policing through the National Police Service Act 2011 aimed at facilitating the operation of the police and by extension curb terror activities.

5.4 Conclusion

The study established that military presence, communication infrastructure and community policing as the study independent variables. Of these three variables, the study concluded that both military presence and community policing had insignificantly positive influence of government security program implementation success. Moreover, they positively influence government security implementation programs. The study also concluded that there was no relationship between communication infrastructure and government security program implementation success.

5.4.1 Military Presence

The first objective was to find out the influence of military group presence on government security implementation success in Mandera County. The hypothesis test result indicates that there is a statistically significant influence of military presence on the security program success in Mandera County as attested by findings of ($p=0.000$, β value= 0.311). The study thus concludes that the presence of the military in the area

needs to be retained and if possibly the size of the contingents increased to especially improve border patrols and provide cover to the police whenever there are security breaches in the area. Thus, the null hypothesis of the study in respect of military presence and success of implementing security programs in Mandera County is rejected.

5.4.2 Communication Infrastructure

The second objective was to find out how community infrastructure has an influence on security program implementation success in Mandera County. The hypothesis test result of ($r=0.749$, $p=0.000$) demonstrate that there is a significant positive relationship between communication infrastructure and security program implementation success in Mandera County. The results are further reiterated by the β value of 0.391 which shows that communication infrastructure has an influence on government security implementation program implementation success. These findings therefore again reject the null hypothesis with regard to communication infrastructure.

5.4.3 Community Policing

The third objective was to find out the influence of community policing on government security program implementation success. The findings of the study show that there is a strong positive relationship of ($r=0.795$, $p=0.000$) between community policing and government security implementation success. With this finding, the null hypothesis that community policing has no statistical significance on the government security implementation success is rejected.

5.5 Recommendations

Based on the study findings and conclusions, the researcher recommends the following:

5.5.1 Influence of military presence on government security program implementation success.

Based on the conclusions there is need for the government to scale up military presence in Northern Kenya to enhance its visual deterrent function and bolster border patrol. The military presence ought to play a complementary role to the police, as some respondents had indicated that the military has better equipment which if fully deployed can help track and break down the Al Shabaab cells in the area.

5.5.2 Influence of communication infrastructure on government security program implementation success.

Based on the study findings and the conclusions, it is important to provide new modern communication technology infrastructure to the security personnel in order for them to effectively deal with the changing security dynamics. Communication is the heart and soul of the success of the security programs and thus the infrastructure needs to be vigilantly guarded and improved regularly to stay ahead of the Al Shabaab and other criminal elements in efforts aimed at securing human lives and property in the region. The multiagency team also needs to adopt a robust Central Command and Control System in order to smoothen coordination among the agencies during their operations. Tactical communication among the security teams supported by a strong communication infrastructure will go a long way in achieving this.

5.5.3 Influence of community policing on government security program implementation success.

Based on the study findings and the conclusions it is vital to have defined and clear Community-policing structures in Mandera for ease of coordination and action. This study takes the view that the local community is the first line of defense particularly in terms of offering critical intelligence. The fact that the local community understands

the language used by the assailants and shares other social aspects such as religion should be factors that can be exploited to enhance success of government security programs. The finding that relations between the local community and the security agencies were not at their best is a wakeup call to policy makers on the need to reverse the trend for optimal security realization. A significant area of consideration should be on the management of confidential information and protection mechanisms for civilian informers so that they are not exposed to the sympathizers in the community.

5.6 Recommendations for Further Studies

The study conducted was to establish if military presence has influence on government security program implementation success, examine if communication infrastructure has influence on government security program implementation success and as well as assess if community policing influence government security program implementation success. The researcher therefore recommends future researchers to consider conducting studies on establishing effective mechanisms that can be employed by the military group to combat security incidents in Mandera County. Similarly, future studies can also look into effectiveness of new modern communication technologies to deter terror related activities, and also on the roles of community policing structures in reducing crime in Mandera county.

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APPENDICIES

Appendix I: Introduction Letter

13/05/2020

Africa Nazarene University

P.O Box 495-00610, Nairobi.

Dear Respondent,

RE: REQUEST FOR QUESTIONNAIRE COMPLETION

I am a student of Master of Science in Governance, Peace and Security at Africa Nazarene University. I am conducting a research on the antecedent of security implementation success so as to meet the degree requirement. The study is being undertaken in Mandera East Constituency. This research is purely academic and will not be used whatsoever for any other purpose. The answers you will give will be important for my passing the degree requirement. Please help me to achieve this goal by completing the questionnaire given the best of your knowledge following the instructions given after each item and return your complete questionnaire to the researcher. Your cooperation and assistance in this study is highly appreciated.

Rashid Ibrahim Abdullahi

Signature.....

Date.....

Appendix II: Consent Form

Dear Respondent

I am a student at Africa Nazarene University, and conducting a study examining antecedents of government security program implementation success; a case of Mandera County, Kenya. Antecedents factors are considered to be exclusive, therefore little research that has examined government security program implementation success. The results of this study will hopefully improve the security situation not only in Mandera County but also the other remaining counties in Kenya. It is my understanding that you are currently or have participated in security program.

I am interested in your experience in the government security programs implementation, i have enclosed a questionnaire which asks you to respond to a series of statements and questions. The sub-sections in the questionnaire focus on your decision in government security program and how you were involved in enhancing safety of the community and also oneself. Other sections also seek to ask you to report how often you complained about the reluctance of the authority especially in responding to security threats. Finally, the questionnaire includes statements evaluating how helpful you think the antecedent's technique has constituted to success upon implementation of government security programs.

I have enclosed a consent form for your review. Please read the form and feel free to contact me if you have any questions about the study. If you choose to participate, please sign, initial and date the consent information form and return it along with the completed questionnaire in the self-addressed envelope. I look forward to learning about your experiences in the government security implementation program. Your participation will be greatly appreciated.

Sincerely

Rashid Ibrahim Abdullahi

Africa Nazarene University

P.O Box 53067-00200, Nairobi, Kenya

Phone Number: 0799 511816

Appendix III: Research Questionnaire

Rashid Ibrahim Abdullahi

Tel No. 0799511816

Africa Nazarene University

Master of Science Degree in Governance, Peace and Security

Research Questionnaire

Introduction

The purpose of this questionnaire is to collect data to assist me to write my master's degree thesis on the antecedent of security program implementation success in Mandera East Sub County, Mandera County. Please assist to fulfil this examination requirement by providing me with the information requested in this questionnaire, as much as you can. The information you provide to me on the questionnaire will be treated with uttermost confidentiality and will not in any way be divulged.

SECTION A: Socio-Demographic Characteristics of Respondents

1. Gender

Male ☐ Female ☐

2. Age group (years)

Under 20 ☐ 21 – 29 ☐ 30 – 39 ☐ 40 – 49 ☐ 50 & above ☐

3. How long have you been a stakeholder with Security Program?

Less than 1 year ☐ 1- 2 years ☐ Over 2 years ☐

4. Your highest academic qualification

Below O' level ☐ O' level ☐ Diploma ☐ Degree ☐

Postgraduate degree ☐ other (Please specify).....

5. Your role/position in the program

Beneficiary ☐ National coordinator ☐ Focal person ☐

Other (Please specify).....

SECTION B: Military Group Presence

6. Do you think the increase in the number of military personnel is impacting in security implementation success in Mandera County?

Yes ☐

No ☐

If yes, how frequent are the following strategies employed in the scale of 1-10?

Increase of military presence ☐

How do you rate their response to security incidents? ☐

Increase of security patrols by the military ☐

Increase of military bases ☐

7. In your opinion, how would you rate success of security program implementation in Mandera County?

Below average ☐

Average ☐

Above average ☐

On a scale of 1-5 where 1=strongly disagree and 5=strongly agree, how do you agree with the following statements on military group presence in Mandera County? (Improve the table through pre-coded responses)

	1	2	3	4	5
8. Increase in the number of Military groups have significantly contributed to low security incidents in the area					
9. Military group quick response to security threats has greatly improved security in Mandera					
10. Security collaboration and coordination has been greatly achieved through military group presence					
11. Do you think that constant patrols in the area has enhanced curb insecurity and terrorism related activities in the area					
12. Well-equipped military personnel have enhanced security in the area					
13. Security coordination by the military group has greatly enhanced security in the area					

SECTION C: Communication Infrastructures

14. In your opinion, which of the following security measures greatly impacts the security implementation success in Mandera County?

- a) Poor Intra Agency and Lack of Proper Communication Infrastructure
- b) Availability of local network coverage []
- c) Uninterrupted clear radio communication signals for the military group []
- d) Lack of a Command and Control System of Terrorist Incidents
- e) Availability of centralized command and control system []
- f) Politicization of Terror Incidents []
- g) Increase in communication gadgets for the military group []

How do you rate the following statement on communication infrastructure using the scale 1-5 where 1= strongly disagree, 2=disagree, 3= neutral, 4=agree and 5= strongly agree.

	1	2	3	4	5
15. Do you think availability of local network coverage throughout without interruption in the area significantly enhance security in Mandera?					
16. Uninterrupted and clear radio communication between military group contributes easy and quick flow of information and effectively improves security in the area					
17. Having clear command and centralized command system is a key factor to enhance security in the area					
18. Do you think Increase in communication gadgets for the military group will improve communication between the military group and hence reduce security threats					

SECTION D: Community Policing

19. Do you think that community policing aspect has a positive impact on security implementation success in Mandera County?

Yes [☐]

No [☐]

If yes, how frequent does social cultural aspect enhances security program implementation success in the scale of 1-10?

a) Proper Coordination and Cooperation [☐]

b) Need for Certain Orders that enhance Security [☐]

c) Organizational of the Security Personnel in the Area [☐]

d) None of the above [☐]

20. In your opinion, how would you rate the impact of community policing in the success of security program implementation in Mandera County?

Below average [☐]

Average [☐]

Above average [☐]

On a scale of 1-5 where 1=strongly disagree and 5=strongly agree, how do you agree with the following statements on community policing in Mandera County? (Improve the table through pre-coded responses)

	1	2	3	4	5
21. Community policing structures are existing and are helping to reduce security threats in Mandera					
22. Community policing have active meetings in the area					
23. Do you thinking community policing members are collaborating well with the security agencies to mitigate security incidents					
24. Are there any barriers in communication between security actors and the community policing staff?					
25. The composition of the community members is adequate in ensuring that there is inclusivity in matters of peace and security					

SECTION E: Security Program Implementation Success

How do you rate the following statement on intelligence gathering using the scale 1-5

where 1= strongly disagree, 2=disagree, 3= neutral, 4=agree and 5= strongly agree.

	1	2	3	4	5
26. In adequate support of the civilians to the military group is affecting the security agencies response against security threats.					
27. Lack of trust between afflicted parties involved in the same security program tend to affect implementation success					
28. Inadequate security personnel deployment has significantly impeded security in Mandera					
29. Existence of no mutually agreeable solution in the process of conflict management					

30. Are the county officials competent and qualified for the responsibility assigned?

Yes [] No [] Not aware []

31. Does county government and the community are in cooperation in achieving security program implementation success.

Yes [] No [] Not aware []

If yes, has it improved security? _____

32. In your opinion, security implementation programs can clearly get rid of terror related activities.

Below average [] Average [] Above average []

33. Do you think there are challenges in security program implementation success?

Yes []

No []

If yes, state the challenges -----

Appendix IV: Key informant Interviews

The key informants' interview was conducted from the following personnel:

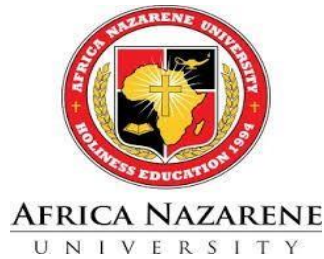
County Commissioner, County police commander, County criminal investigation Commander, County KDF Commander, County Intelligence

What is your designation?

- 1) What are the main security threats in the area?
- 2) Do you think that there is sufficient presence of military personnel in Mandera?
Please tell us about it
- 3) How has the Military presence contributed to the security programs?
- 4) Is there proper security agencies coordination system in place in Mandera?
- 5) Please tell me more about the communication infrastructure put in place to support you in enhancing security in Mandera?
- 6) What improvements would you want the government to make on the communication infrastructure in Mandera county?
- 7) How frequent do you conduct security meetings in the area, and who usually attend these meetings?
- 8) In your opinion how would you describe the relationship between security actors and the community in enhancing security in the area?
- 9) What are the main security challenges in the area, and what do you think can be done to improve?
- 10) Do you think there is enough support from both levels of the government in ensuring there is adequate security in Mandera?

Thank you for your response

Appendix V: University Introductory Letter

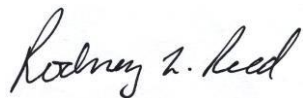


13th August 2020

RE: TO WHOM IT MAY CONCERN

Abdullahi Rashid Ibrahim (**18S03DMGP009**) is a bonafide student at Africa Nazarene University. He has finished his course work and has defended his thesis proposal entitled: - *“Antecedents of Government Security Program Implementation Success: A Case of Mandera County Kenya”*.

Any assistance accorded to him to facilitate data collection and finish his thesis is highly welcomed.



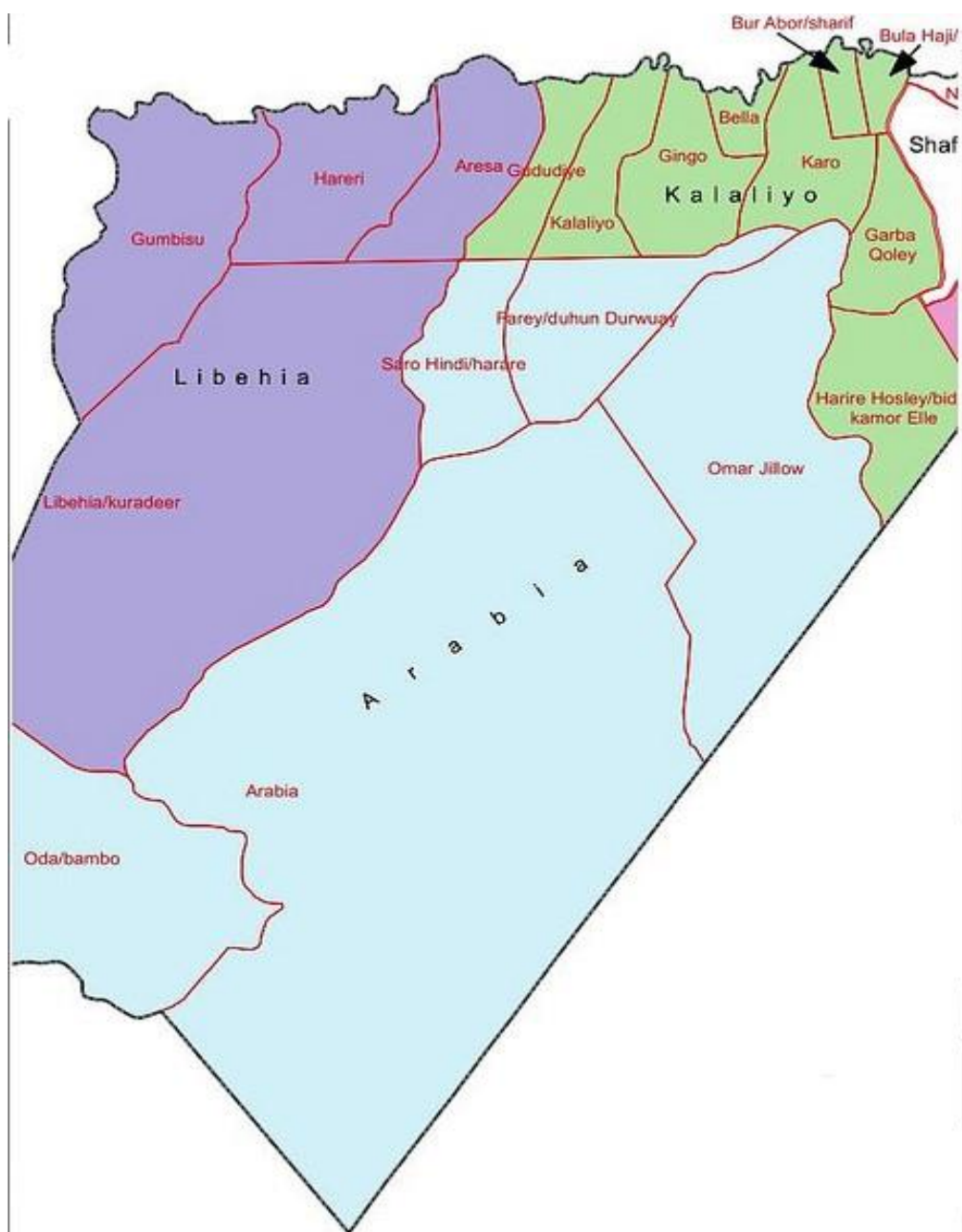
Prof. Rodney Reed.

DVC, Academic & Student Affairs

Appendix VI: NACOSTI Authorization Letter

 REPUBLIC OF KENYA Ref No: 431603	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 27/August/2020
RESEARCH LICENSE	
	
This is to Certify that Mr. Rashid Ibrahim Abdullahi of Africa Nazarene University, has been licensed to conduct research in Manderu on the topic: Antecedents of government security Program Implementation success for the period ending : 27/August/2021.	
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Appendix VII: Map of Study Area



Manderla East Sub-County
Source: Google Maps, 2020