ROLE OF INTELLIGENCE LED POLICING ON COUNTER-TERRORISM MEASURES IN KAMUKUNJI SUB-COUNTY, NAIROBI COUNTY, KENYA

ABDIAZIZ MAALIM HASSAN

THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIEMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN GOVERNANCE, PEACE AND SECURITY IN THE DEPARTMENT OF AGOVERNANCE, PEACE AND SECURITY STUDIES, SCHOOL OF HUMANITIES AND SOCIAL SCIENCES OF AFRICA NAZARENE UNIVERSITY

JULY, 2020

DECLARATION

I declare that this thesis is my original work and has not been presented for a degree in any other university.

Sign..... Date..17/07/2020.....

ABDIAZIZ MAALIM HASSAN

16S03EMGP013

This thesis is submitted for examination with our approval as the university supervisors.

Signed .....
Dr. Duncan Ochieng, PhD

19/07/2020
Date

Signed .....
Dr. Wilkins Ndege, PhD

20/7/2020
Date

Africa Nazarene University

Nairobi, Kenya

DEDICATION

This work is dedicated to my family for the immense support they have shown me during my academic endeavours. To my wife Habiba Alinoor and my children Rayan, Reihan, Nawal, Muhammad, Rahma and Abdirahman, thank you so much for showing me a lot of love and cheering me up whenever I felt like despairing.

ACKNOWLEDGEMENTS

This thesis would not have been possible without the support of numerous people and institutions. First, I wish to express my profound gratitude to my two diligent and dedicated supervisors, Dr. Duncan Ochieng and Dr. Wilkins Ndege both of Africa Nazarene University. I am greatly indebted to my supervisors for their conscientiousness and infinite knowledge which has exposed me to new horizons in the field of peace and security studies. Their corrections which filled all theoretical and empirical gaps cannot go unnoticed. Thanks a lot to for being resourceful, very patient and consistently paying attention to details. I am also immensely grateful to the Department of Governance, Peace and Security Studies for their critique and constant reminder to work hard. It is because of their meticulous guidance that I was able to sharpen my understanding in the area of Intelligence Led Policing and bring this work to fruition.

I also thank the chair and all other staff members at the Department of Governance, Peace and Security Studies for giving me a perfect academic environment to undertake my studies. Appreciation also goes to my other friends whose names I haven't mentioned yet they were instrumental in helping me accomplish this work. Finally, I am grateful to God for being my fortress and imbuing me with the spirit of hard work. I praise him for directing me according to his will.

TABLE OF CONTENTS

Declaration I
Dedication II
Acknowledgements III
List Of Tables VIII
List Of Figures IX
Definition Of Terms X
List Of Abbreviations And Acronyms XIII
CHAPTER ONE 1
INTRODUCTION 1
1.1 Introduction 1
1.2 Background To The Study 1
1.3 Statement Of The Problem 8
1.4 Purpose Of The Study 10
1.5 Objectives Of The Study 10
1.5.1 General Objective 10
1.5.2 Specific Objectives Of The Study 10
1.6 Research Questions 11
The Study Was Guided By The Following Research Question: 11
1.7 Significance Of The Study 11
1.8 Scope Of The Study 12
1.9 Delimitation 12
1.10 Limitations Of The Study 13
1.11 Assumptions 14
1.12 Theoretical Framework 14
1.12.1 *Systems Theory* 15
1.12.2 *Contingency Theory* 16
1.12.3 *Routine Activity Theory* 19
1.13 Conceptual Framework 20
Chapter Two 22
Literature Review 22

2.1 INTRODUCTION 22
2.2 EMPIRICAL LITERATURE REVIEW 22
2.2.2 Decision-Making And Counter-Terrorism 26
2.2.3 Ilp Adoption Challenges On Counter-Terrorism Activities 28
2.3 Summary And Research Gap 29
CHAPTER THREE 32
RESEARCH DESIGN AND METHODOLOGY 32
3.1 Introduction 32
3.2 Research Design 32
3.4 Target Population 33
3.5 Study Sample 34
3.5.1 Sample Size 34
3.5.2 Sampling Procedure 34
3.6 Data Collection 35
3.6.1 *Development Of The Instrument* 35
3.6.2 Pilot Testing Of Instruments 36
3.6.3 Reliability Of Instruments 36
3.6.4 Validity Of Instruments 38
3.7 Data Analysis 39
3.8 Legal And Ethical Considerations 40

CHAPTER FOUR 42
DATA ANALYSIS AND FINDINGS 42
4.1 Introduction 42
4.2 Presentation of Demographic Information 42
4.2.1 Response Rate 43
4.2.2 Gender of Respondents 43
4.2.3 Length of Service 44
4.2.4 Rank of Respondents 45
4.2.5 Education of Respondent 45
4.3 Presentation Of Research Analysis And Findings 46

4.3.1 Level of utilization of ILP on counter-terrorism Activities 46
4.3.2 Use of Intelligence-Led Policing in Decision Making 51
4.3.3 Challenges Facing Intelligence-Led Policing 54
4.4 Regression Analysis 62
CHAPTER FIVE 65
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS 65
5.1 Introduction 65
5.2 Discussion Of The Findings 65
5.2.1 Socio-Demographic Data 67
5.2.2 Levels of utilization of Security Intelligence 67
5.2.3 Security Intelligence and Decision Making on Counter-terrorism 69
5.2.4 Intelligence led Policing Challenges 70
5.3 Summary Of Findings 71
5.4 Conclusion 72
5.5 Recommendations 74
5.6 Areas of Further Research 76
References 77
Appendices 81
Appendix 1: Introduction Letter 81
Appendix Ii: Questionnaire 82
Appendix Iii: Key Informant Interview Guide 87
Appendix Vi: Map Of Study Area 90

ABSTRACT

Counter-terrorism and anti-terrorism operations and activities need close coordination between the intelligence agencies and the police as some terrorists will require to be processed for justice in criminal courts, others are handled with forces of the military or covert and overt actions. In the past years, very vital steps have been adopted to promote more close cooperation between the two communities, but some hold the belief that acts of terror may have been promoted by persistent poor exchange of information between law enforcement and intelligence agencies and the organizational responsibility blurred lines. The study sought to evaluate the role of intelligence led policing on counter-terrorism measures within the Kamukunji Sub-County, Nairobi County. The study specific objectives were: assess the levels of ILP utilization on counter-terrorism activities, analyze how security intelligence has influenced decision making on counter-terrorism activities and explore the major challenges being experienced in the adoption of intelligence led policing within Kamukunji Sub-county. This study was grounded on Systems Theory, Contingency Theory and Routine Activity Theory to bring out the true picture of the phenomenon in a theoretical context. The target population for this study were National Police Service (NPS) officers selected from Police Stations, Patrol Bases and Police Posts who are directly or indirectly involved in fighting crime; and the National Intelligence Service (NIS) officers. The sample size of the study was 74 respondents utilizing 30% of the target population. The study adopted stratified random sampling technique and purposive sampling that enabled the researcher to capture the desired data across the different ranks available which makes the population to have several sub groups; the study utilized the questionnaire and interview instruments to collect data and it consisted of the questions items formed from the research objectives, questions, and hypotheses. The study noted that intelligence led policing as a proactive crime management and counter-terrorism was being under-utilized within the study area. Majority of the terror attacks were being blame on poor intelligence planning, collection and dissemination of vital intelligence information for the purpose of strategic, tactical and operational counter-terrorism response. The study also noted shortage of intelligence analysts within the sub-county since majority are the based at the County headquarters making the study area to be vulnerable to terror threats. The study shows that the police officers utilize criminal intelligence both for proactive and reactive purpose but with high frequency in reactive policing. It thus noted that there is still lack of understanding by the officers on how to maximize on the utilization of criminal intelligence especially for proactive counter-terrorism measures. It also noted that the officers are conversant with the intelligence-led policing though their roles in the approach are not clearly defined within Kamukunji Sub-county. This study recommends that decentralization of the intelligence analysts from the County Headquarter closer to the decision makers at divisional levels either by clustering several divisions or to individual divisions to foster deeper understanding of the criminal environment, concentration, creation of local-based intelligence data base and timely dissemination of intelligence to the concern officers.

LIST OF TABLES

Table 3.1 Target Population……..33

Table 3.2 Sample Size……...….34

Table 4.1 Questionnaire Response Rate……42

Table 4.2 Gender of Respondents……43

Table 4.3 Role of Security intelligence in Investigation of terror Attacks……...50

Table 4.4 Criminal intelligence and coordination of counterterrorism activities.....51

Table 4.5 Intelligence Brief before Task……..52

Table 4.6 Use of Centralized Intelligence Centers……..52

Table 4.7 Access to Criminal Intelligence……...53

Table 4.8 Influence of Intelligence on Decision Making……53

Table 4.9 Staffing Challenges……..55

Table 4.10 Resourcing and Tooling……...56

Table 4.11 Active Collaboration…….....57

Table 4.12 Data Analysis…….…...58

Table 4.13 Intelligence Accessibility……..60

Table 4.14 Results Oriented Tactics……61

Table 4.15 Model Summary……62

Table 4.16 ANOVA……....63

LIST OF FIGURES

Figure 1.1 Conceptual Framework……..…….……...21

Figure 4.1 Service Lengths of Respondents……43

Figure 4.2 Ranks of Respondents……44

Figure 4.3 Education level of respondents……..44

Figure 4.4 Investigations of Terrorist Attacks after Occurrence…….46

Figure 4.5 Investigations of Terrorist Attacks before Occurrence……..47

Figure 4.6 Use of ILP in Detection of Terror attacks in General……....47

Figure 4.7 Use of Intelligence in Prevention of Terror Planning and attacks…….48

Figure 4.8 Role of Security intelligence in Preventing of terror Attacks……49

Figure 4.9 Role played by Criminal Intelligence Officers on Counter-terrorism…...50

Figure 4.10 Frequency of receiving intelligence on making counter-terrorism……....54

Figure 4.11 Capacity building and Training……..55

Figure: 4.12 Command Commitment…….56

Figure 4.13 Sharing of Information……58

Figure 4.14 Data Dissemination……..59

Figure 4.15 Continuous Assessment……....60

Figure 4.16 Availability of Timely and Effective Intelligence……....61

DEFINITION OF TERMS

Challenges The term challenges in this study is used to refer to possible hindrances to the implementation and utilization of ILP on counter-terrorism measures

Crime An unlawful and blameworthy conduct which is defined by law as an offence and for which punishment is prescribed", and that a crime consists of four elements that need to exist simultaneously, namely, legality, conduct, unlawfulness and culpability (Smith, 2013).

Counterintelligence Refers to information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons or international terrorist activities.

Counter-terrorism Incorporates the practice, military tactics, techniques, and strategy that government, military, law enforcement, business, and intelligence agencies use to combat or prevent terrorism.

Covert Not openly acknowledged or displayed (Schreier, 2009).

Crime Analysis Johnson, in O"Connor (2005), defines crime analysis as the process of evaluating data for reliability, validity, and relevance; integrating and analyzing it; and converting the product of this effort into a meaningful whole, which includes assessment of events and the implications of the information collected. Boba, in Ratcliffe (2007), describes crime analysis as the systematic study

of crime and disorder problems as well as other police-related issues, including socio-demographic, spatial, and temporal factors to assist the police in criminal apprehension, crime and disorder reduction, crime prevention, and evaluation.

Crime intelligence Crime intelligence is information about crime that has been systematically processed into a form that can be readily accessed and used to track down criminals and combat crime (Zinn, 2010).

Decision making In this study the term decision making is used to refer to making of resolution and agreeing on proactive measures on prevention of terrorism through ILP adoption

Disseminate Distribution of the finished intelligence to the consumers (Schreier, 2009).

Eavesdropping Is secretly listening to the private conversation of others without their consent (Schneider, 2009).

Espionage The practice of spying or of using spies, typically by governments to obtain political and military information (Ratcliffe, 2007)

Forensics Is the application of investigative and analytical techniques that conform to evidentiary standards used in or appropriate for a court of law or other legal context (Peterson, 2005).

Intelligence Connor (2005), defines “intelligence” as “secret knowledge of the enemy, a kind of knowledge which stands independently of the means by which it is obtained and the process by which it is distilled”. Champagne (2009) describes intelligence as the

	collection and analysis of information.
Investigate	"Investigate" is derived from the Latin word "investigere", which means to track or trace or other scientific knowledge is applied to a legal problem (Mwangi, 2016).
Intelligence Cycle	Champagne (2009) describes an intelligence cycle as a process consisting of five steps, namely, planning, collecting, processing, analyzing, and distribution of information.
Intelligence Led Policing	Intelligence led policing is the application of criminal intelligence analysis as an objective decision-making tool in order to facilitate crime reduction and prevention through effective policing strategies and external partnership projects drawn from an evidential base (Ratcliffe, 2003).
Level of Utilization of ILP	This is the extent to which the ILP is adopted in conducting counter-terrorism operations
Overt	Refers to what is done or shown openly; plainly or readily apparent, not secret or hidden (Laszlo, 2013).

LIST OF ABBREVIATIONS AND ACRONYMS

AMISOM	Africa Mission in Somalia
APS	Administration Police Service
CIA	Central Intelligence Agency
CIU	Criminal Intelligence Unit
DARE	Drug Abuse Resistance Education
DCI	Directorate of Criminal Investigations
DMI	Directorate of Military Intelligence
HUMINT	Human Intelligence
IC	Intelligence Community
IMINT	Imagery Intelligence
ILP	Intelligence Led Policing
IPOA	Independent Police Oversight Authority
KCP	Kent Constabulary Police
KPS	Kenya Police Service
NACOSTI	National Commission for Science, Technology and Innovation
NPS	National Police Service
NIS	National Intelligence Service
PLO	Palestine Liberation Organization
SADF	South Africa Defense Forces
SCCIO	Sub-County Criminal Investigation Officer
SCPC	Sub-County Police Commander
SPSS	Statistical Package for Social Sciences

UK	United Kingdom
USA	United States of America
ZRP	Zimbabwe Republic Police

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the background to the study, statement of the problem, research purpose, objectives of the study, study questions, study hypothesis, significance of the study, research assumptions, theoretical framework and conceptual framework.

1.2 Background to the Study

Law enforcement around the globe is facing various predicaments as the organized criminals are inventing and developing new techniques and ways of orchestrating criminal activities (Schneider, 2009). In order to combat and prevent criminal activity the law enforcement and the social expertise should also come up with new models or philosophies that seeks to address the policing needs within the 21st century (Docobo, 2015). In order to improve on crime prevention initiatives, the law enforcement agents should indulge in a pro-active approach as compared to reactive policing methods as indicated by Burns and Stalker (2014). The communities changing nature and the characteristics shifting of violence and crime that have negative ramifications on the communities need policing strategies and techniques which are advanced. Crime management techniques that were fruitful in the past have not been utilized in handling of serious crimes such as terrorism up-to date. The changing security dynamics within the 21st century requires the law enforcement agents to acquire more reliable effective techniques of combating and preventing criminal activities (Docobo, 2015).

Development in terrorist tactics and criminal activities require strategies which are progressive by the law enforcement agents (Alberto, Schofield & Herraiz., 2015). The terrorist attacks within the United States of America (USA) and elsewhere in the globe serve as a wakeup call to the law enforcement agents and the intelligence community about the criminal capabilities in the wake of globalization (Twaweza, 2016). In connection to the USA terrorist attack on the 11th September 2001, it was noted by Peterson (2013) that there are four significant lessons that can learned from that particular tragedy. Firstly, collection of intelligence is everybody's mandate; secondly, intelligence culture and coordination is vital to safeguard a state from all the forms of threats and crime; thirdly, in order for intelligence to be efficient and effective, it should back-up the police agencies entire operation; and finally, crime deterrence and prevention should be premised on all information sources, gathering as well as analysis. There have been a number of paradigm shift in policing and approaches over the time aimed at counter-terrorism globally either in various combination or epoch of various approaches in a single epoch (Cope, 2014).

These paradigms entail the traditional approaches of policing which entails law enforcement visibility and investigation of terrorism activities after crime commission (Ratcliffe, 2008). Conversely, the more innovative approaches on proactive policing have witnessed the adoption of community policing, Zero-tolerance policing, Problem-oriented policing, computerized statistics (CompStat) and Intelligence-led-Policing (ILP) which has assisted significantly in security and counter-terrorism across the world (Ackoff, 2012). Notably, ILP does not need a significant change in culture, at least for adoption nominally, with regard to its popular vital tenets associated to counter-terrorism which

are offender-based; consequently, it does need a change in deliberating about management of information and the mandate of officers in a security intelligence policing agency environment (Docobo, 2015).

Moreover, the utilization of ILP often needs a change of organization to provide the ultimate terrorism reduction initiatives and offender considerations. The United Kingdom (UK) has remained proactive through utilization of ILP especially in the wake of domestic terrorism and violent extremism (Ackoff, 2012). Counter-terrorism activities heavily rely on human intelligence commonly (HUMINT) for example the utilization of agents to get information as well as conducting covert operations. HUMINT is among the least intelligence disciplines which is not expensive, but it can also be hardest and is as well undoubtedly the most risky job for the practitioners. Any mistakes made during intelligence management may be fatal and demeaning to the whole country as well undermining significant goals and objectives (Ratcliffe, 2008).

Counter-terrorism and anti-terrorism operations and activities need close coordination between the intelligence agencies and the police as some terrorists will require to be processed for justice in criminal courts, but others are handled with forces of the military or covert and overt actions (Cope, 2014). In the past years, very vital steps have been adopted to promote more close cooperation between the two communities, but some hold the belief that acts of terror may have been promoted by persistent poor exchange of information between law enforcement and intelligence agencies and the organizational responsibility blurred lines (Alberto, Schofield & Herraiz., 2015). Evolution of the implementation of relationship which affects vital principles and values

of administration and law are overseen by the state and resolve to change the missions and roles of policing agencies and intelligence community as well (Docobo, 2015).

The USA has also had its fair share with regard to terror attacks and security intelligence failures. The struggle by USA over international terrorism places difficult and emerging demands on the Intelligence Community. According to Smith (2013) getting information over the composition, capabilities, plans, location and ambitions of radical militia groups is a major challenge for the agencies of intelligence. Anderson (2016) noted that addressing these challenges needs various skills than were required to get informed over the intentions and capabilities of governments of Communist.

Although Australia does not have any potential threat to terror attacks, it has information on counter-terrorism on organization for collection referred to as Australian Security Intelligence Organization. This agency was formed in the year 1949 and acquires its authority from the 1979 Australian Security Intelligence Organization (ASIO) Act. The major function of this intelligence agency is to gather and analyze information on threats to the internal security of the country, such as trans-national crimes and terrorism. The products of intelligence are disseminated to the police, government and the Australian Intelligence Community at large for the purpose of operations. The major source of the information for this agency is the community who offers information as ordinary law abiding citizens and informants. Additionally, the agency collects actively information via access of computer, intercepting of telecommunications and mail and through listening covertly and tracking devices. Chalk and Rosenau (2004) cited that ASIO has a close partnership with local police officers, state and federal.

In Africa, a few countries are on record for embracing the ILP in some measures which are quantifiable. In order to handle the increasing threat of resistance internally, the government of apartheid formed a strategy on ILP. The Afrikaner National Party in 1948 won the elections to become South Africa ruling party. Onwards, until SA declared itself in 1961 as a Republic, ILP was a function which was limited by then (O‟Brien, 2003). It was a function which was limited in the sense that its whole responsibility and authority rested with one individual known as Brigadier "Lang" Hendrik van den Bergh.

The Security Branch (SB) was created in 1961 within SA as a unit under the South African Defense Force (SADF) tasked with the mandate of both internal and external intelligence gathering. Recent occurrence within the community in regard to terrorism from Boko Haram group and violent crimes have shown the inefficiency of the security agencies within Nigeria and gathering of intelligence information in nipping deviant and criminal activities in the bud. Notably, capacity building and the failure of the state to invest qualitatively in modern strategies of policing with regards to the socio-cultural characteristics of the country have not offered any panacea. Conversely, police intelligence agency investments have not been seriously taken unlike during the pre-colonial era.

Zimbabwe Republic Police (2013) reported that some of the countries which have relatively adopted ILP in Africa are; South Africa, Kenya and Zimbabwe. In the year 2000, the Zimbabwe Republic Police (ZRP) made some significant strides by establishing Criminal Intelligence Unit (CIU) within the organization as a key mechanism in the ILP implementation which perceived intelligence analysis and criminal intelligence as a police life-blood in fighting of crime within the society. Peterson (2013) noted that the

CIU was formed to create a database which collects, process, analyze as well as disseminate information over criminal acts such as terrorism complementing initiatives by other initiatives of policing.

According Smith (2013), the CIU is mandated to conduct the roles such as prevention of terrorism in order to supplement ILP activities: including integration of counter-terrorism initiatives (a combination of investigation and prevention techniques): prediction of future terror attacks, which permits resources to be utilized to the best advantage, profiling effectiveness of criminals known and criminal targeting: making efficient utilization of resources, determining why and how many cases fail in courts, as well as why cases are not being critically processed hence providing information on crime to mark the common *modus operandi* within the group, or serial offenders which addresses the focus of investigation of crime , prevention and detection strategies.

Minimal inference which emanates from empirical findings can be deduced from the close information correlation from differing law enforcement and intelligence sources. Onovo (2014) reported that should the two aspects of security management holistically work in hand. Additionally, there are grounded concerns that the National Police Service proactive crime management initiatives may become inclined increasingly to adopt security intelligence techniques since there are a number of diverse and emerging threats on National security in Kenya including terrorism, privacy, consumer fraud, organized criminal enterprises and militia groups.

Obershall (2008) opined that law enforcement methods of investigations into terror investigations can hardly bring to book the culprits responsible for the attacks leave alone attacks prevention. Utilization of ILP can assists in bringing to books such suicide

bombers. From the Norfolk Hotel bombing in Nairobi in 1980, Embassy of America bombing in the year 1998, Kikambala Hotel Bombing in the year 2002, a series of Alshabaab attacks within the Northern Kenya since the year 2012, the Westgate Mall terror attack and shooting within Nairobi County in the year 2013, terror attack on Garissa Technical University, attack on border of Mandera and quarry, terror blast at Pangani Police Station, Camp Simba attack within Lamu in Kenya and veracious attacks on Eastleigh passenger vehicles are just a number but a few terror attacks (Anderson, 2016).

In Kenya, there is a dearth of literature review over the approach on utilizing ILP to strengthen counter-terrorism measures, however, the intelligence led policing security management technique was initiated in the year 2009 through CIU revamping under the DCI which had the mandate of not only gathering intelligence but with collating, analyzing, dissemination, storage and liaising as well with the National Intelligence Service (NIS). The officers under the CIU are devolved to the Divisions of Police levels under the Sub-County Criminal Investigation Officer (SCCIO) in the year 2010, however, intelligence analysts who are qualified hitherto had not been devolved, were in 2013 and 2014 later transferred to Regional Headquarters that together lumps a number of counties with Nairobi County being an exception (Alberto, Schofield & Herraiz., 2015).

Reliable and accessible criminal data bases for intelligence for the SCCIOs, and Sub-County Police Commanders among other operational makers of decision are yet to be formulated (Anderson, 2016). Finally, it is remarkable to note that function of collection, which is a mandate of all law enforcement officers, is yet to be fully adopted

into the usual law enforcement structure. Hence this study seeks to evaluate the role of intelligence led policing on counter-terrorism measures within the national police service in Kamukunji Sub-County, Nairobi County with a view of making recommendations on how best the ILP can be utilized in counter-terrorism measures in the wake of terror attacks from Al-Shabaab militia.

1.3 Statement of the Problem

With the growth of advanced transnational criminal syndicates and evolution of crime patterns, law enforcement across the globe is undergoing immense challenges in policing their communities and countries. Criminal activities such as arms smuggling, human trafficking, drug trafficking, corruption, money laundering, armed robbery and terrorism have grown from what they were in the 20th century (Anderson, 2016). For such crimes to be abated there is an urgent need of taking proactive measures rather than reactive approach which is the model of traditional policing, to deter crime, intelligence and knowledge beyond national and local jurisdictions are more than often needed (Obershall, 2008). Conversely, it is paramount for the police agencies to fathom that the knowledge acquisition for policing of such crimes needs partnership and dynamic engagement among the intelligence and security agencies as well as between important non-law enforcement stakeholders and policing agencies within and across the globe (Smith, 2013).

To date, Kenya has had a number of various terror attacks with significant devastating effects. The first terrorism attack in Kenya was in the year 1980 at the Norfolk hotel owned by the Jews which is believed to have been attacked by the Palestine Liberation Organization (PLO). In 1998 the USA embassy in Nairobi was bombed as

well as the Israel -owned Paradise hotel in 2002 (Aronson, 2013). In 2011, a holistic operation between Kenyan and Somalia military started against the militia group Al-Shabaab within the Somaliland southern region (Okoye, 2017). Officially, the mission was led by the Somalia army, with the forces of Kenya offering a supporting role. Up-to now, a series of explosions has rocked various parts of Kenya, retaliatory bombings which are believed to have been insurgency attacks by the Al-Shabaab militia (Ogenga, 2015). In the year 2012, the forces of Kenya were integrated formerly into the African Union Mission in Somalia (AMISOM). In 2013, the militant group Al-Shabaab killed 67 people at Nairobi's Westgate Shopping Mall (Aronson, 2013). There have been numerous other lesser attacks.

In Kenya there are a number of empirical studies conducted on terrorism while very few studies have been published with regard to counter-terrorism particularly on the role of ILP. Gatuiku (2014) in his study on countering terrorism in the horn of Africa noted that counter-terrorism measures in Kenya have not actually addressed the proactive terrorism prevention measures such as improved partnerships between the state agencies and the general public to countering of radicalization and extremism, as well as other causal factors for terrorism. Kimani (2018) in his study on critical analysis on terrorism prevention strategies: a study of Kenya and Al-shabaab noted that the use of repression has been a response which is deeply prolonged and rooted in the Kenya’s fabric of counter-terrorism strategy. Magogo (2017) in his study on the counter-terrorism strategies effectiveness in Kenya with a focus on Eastleigh within Nairobi County noted that for the state to fully address the problem of terrorism, a strong emphasis should be made on the root causes. Other studies conducted in regard to ILP include the role of ILP

in management of domestic crimes by Julius (2014) and Patrick (2014) on the role of ILP on crime prevention within South Africa. Both studies indicated that ILP plays a fundamental role in proactive crime management. All these studies took a holistic approach on counter-terrorism, none of the studies specifically concentrated on the role of intelligence on counter-terrorism. Hence the need to conduct this study which seeks to assess the role of intelligence led policing on counter-terrorism measures within the NPS in Kamukunji Sub-County, Nairobi County.

1.4 Purpose of the Study

The purpose of the study was to evaluate the role of ILP on counter-terrorism measures within the national police service in Kamukunji Sub-County, Nairobi County, Kenya with a view of making recommendations on how best the ILP can be utilized in counter-terrorism measures in the wake of terror attacks from Al-Shabaab militia.

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of this study was to assess the role of ILP on counter-terrorism measures within Kamukunji Sub-County, Nairobi County, Kenya

1.5.2 Specific Objectives of the Study

The specific objectives of the study were to:

1) Assess the levels of utilization of security intelligence on counter-terrorism activities within Kamukunji Sub-county, Nairobi City County, Kenya;
2) Analyse the effects of security intelligence on counter-terrorism activities decision making within Kamukunji Sub-county, Nairobi City County, Kenya;

3) Explore the challenges in the adoption of intelligence led policing on counter-terrorism measures within Kamukunji Sub-county, Nairobi City County, Kenya.

1.6 Research Questions

The study was guided by the following research question:

i. What are the levels of utilization of security intelligence on counter-terrorism activities within Kamukunji Sub-county, Nairobi City County, Kenya?

ii. How has security intelligence influenced decision making on counter-terrorism activities in in Kamukunji Sub-county, Nairobi City County, Kenya?

iii. What are the major challenges being experienced in the adoption of intelligence led policing on counter-terrorism measures in Kamukunji Sub-county, Nairobi City County, Kenya?

1.7 Significance of the Study

Rice and Corboy (1995) noted that providing a rationale for conducting a study is one of the key areas in conducting a social research. The study aims to contribute academically in the enlarging sphere of knowledge concerning security and policing proactive management, theory and practice. The study will open avenue for areas requiring further research whereas the findings of the study will add to the body of knowledge in this area where few research have been undertaken in the Kenyan context. Secondly, the study aims also to inform policy on counter-terrorism activities by utilizing of ILP particularly in areas that the NPS has to address for the fruition of the approach. This is in terms of intelligence infrastructure, intelligence collection, analysis, management and exploitation and also in term of staff capacity building and structural

adjustment. This study will significantly assist in addressing the knowledge gaps in the proactive terrorism management as well other international counter-terrorism bodies.

1.8 Scope of the Study

Blalock (2011) observed that the scope of the study refers to what the researcher intends to do, the manner in which the study will be conducted, the requirements of the study among other tentative parameters and assumptions. The study sought to constrain itself to Kamukunji Sub-county within Nairobi County which is both geographically expansive and densely populated owing to it being a cosmopolitan area. The study was guided by four objectives, namely; assess the levels of utilization of security intelligence on counter-terrorism activities within Kamukunji Sub-county and analyze the effects of security intelligence on counter-terrorism activities decision making within Kamukunji Sub-county and explore the challenges in the adoption of intelligence led policing within Kamukunji Sub-county, Nairobi City County, Kenya.

The study was guided by descriptive research design. The target population for this study was NPS officers who included DCI officers, Kenya Police Service (KPS) and Administration Police (APS) officers; and the National Intelligence Service (NIS) officers. The junior officers comprised of the officer from the rank of Police Constable (PC) to the rank of Senior Sergeant in KPS, APS and DCI

1.9 Delimitation

Glaser and Strauss (2009) observed that delimitations refer to choices which a study should mention. They define the boundaries that a researcher has set within a study. This study sought to evaluate the role of intelligence led policing on counter-terrorism measures within the NPS in Kamukunji Sub-County. The target population was

categorized as follows for the purpose of purposive sampling; DCI specialized officers and NIS officers. The other category comprised of three categories; DCI officers, KPS and APS junior officers attached to DCI and officers who are on general duty.

The study utilized simple random sampling method with regard the second category to ensure that all officers have equal and independent chance to be selected without bias, based on the allocated slots based on the strength of the unit. The senior police officers and specialized officers were however purposively sampled based on their relative participation levels in crime management and analysis within the division. Kamukunji Sub-county share common boundaries with the Pumwani Division in Nairobi. The sub-county has a population of 201,783 according to 2019 census. The area has a longitude of 36.833774 and latitude of -1.28478.

1.10 Limitations of the Study

According to Glaser and Strauss (2009), limitations refer to the influences that the study cannot control. Due to sensitivity of the topic to security was expected that some of the participants with crucial information will tend to hold back or fear to share crucial security information to the study, especially the officers of junior ranks and those from the National Intelligence Service. This kind of challenge was overcame methodologically through adherence to research ethics by maintaining the privacy and confidentiality of the respondents. Additionally, the study anticipated that some of the respondents in the study could not fully participate in the study due to fear of victimization from the senior officers as well as subsequent disciplinary procedures. This challenge was overcame through assuring the respondents that the study was meant purely for academic purposes. Moreover, the expansive nature of Kamukunji Sub-County posed a serious challenge

during data collection. This challenge was overcame through seeking assistance from the local security agencies for ease of data collection. Finally, the researcher was not in a position to be furnished by any classified information meant for crucial crime management operations within Kamukunji Sub-County. However after an in-depth deliberation by the Sub-county Commander and explaining the aim of the study, the researcher was granted access to a number of ILP information within Kamukunji Sub-County

1.11 Assumptions

According to Bechhofer (1996), assumptions refers to the things that to some extent are somehow out of the researcher's control, in the event they disappear it will bring irrelevancy to the study. The basic assumption is that by focusing on Kamukunji Sub-County, the researcher had adequate sample that enhanced the validity and reliability of the study findings. This was based on the fact that majority of the target population are based within the Kamukunji Sub-County and also the fact that Nairobi County has high number of unresolved terrorism attacks cases giving a representative population.

1.12 Theoretical Framework

Blumer (2013), observed that theoretical framework refers to the structure that can support or hold a theory within a study or research. Smith (2013) noted that the main rationale of research should be either to connect study findings to a theory or create data from the theory. In order to posses' new and existing knowledge, theory should create a conceptual framework in order to interpret the empirical knowledge application in a manner which is comprehensive. It is actually within the conceptualization of the study that crime management success rely on the produced quality of intelligence from reliable

data which actually have some influence on the makers of decision to make prompt decisions relating to tactics and allocation of resources that positively affect the environment of the criminal in form of disruption, prevention and collection of evidence to support prosecutions. This study was informed by three theories, namely; systems theory, contingency theory and Routine activity theory to draw the theoretical underpinnings.

1.12.1 *Systems Theory*

The proponent of systems theory is Capra (1997). Systems theory is actually a doctrine of philosophy which describes systems as organizations abstract independent of space, type, time and substance. Systems are related to both epistemological and ontological views. The ontological perception implies that the world entails of 'integrative levels' or 'systems'. The epistemological perception denotes that holistic perspective critically emphasizes the interplay between the elements and systems in gauging their functions respectively. The system activities are the result of the influence of a single element on another as well. The influence is referred to as feedback and can be amplifying (positive) or balancing (negative) in characteristics. Claims of linear cause and effect of relationships are not systems but interrelationships networks which are complex (Onovo, 2014). Systems are basically termed as open or closed. Closed systems are autonomous completely and independent of the happenings around them. Materials are exchanged by the open systems, information and energy with their environment subsequently.

The interest systems of managing of criminal investigation activities through Intelligence Led Policing can all be marked as open systems (Quarmby, 2014). The

systems theory posits that the integration value of problem parts cannot be addressed effectively if they are regarded in isolation from the components which are interrelated. Consequently, the systems theory will assist the study in the interpretation of how the various variables involved in the functioning of the model of ILP to affect crime management generally, hence concentrating more on the internal functioning in the interpretation of the external environment of crime in order to have a positive effect as cited by Eck and Spelman (2012). The theory assist in understanding how the intelligence agencies such as the National Intelligence Service, Criminal Intelligence Unit, Federal Bureau of Investigations, Military Intelligence, Criminal Intelligence Agency and the Secret Service among other intelligence organs collaboratively work to combat terrorism acts. The justification of the second theory (contingency theory) which is more oriented externally assisted in the study the examination of external dynamics in informing the 'fit' aspects of adaption; hence the two theories actually complemented shortcomings of each other.

1.12.2 *Contingency Theory*

The proponent of this theory is John and Maguire (2004). Contingency theory perceives the external environment, basically the task environment of a particular organization as being the key driver of change. Theorists of contingency study the organizations operating contingencies, which entails 1) the scale of operation (Laszlo, 2013), (2) the environment, (3) and technology (Laycock, 2010). Several contingency theory streams have developed over the years adhering to these areas of inquiry: the stream which comes first evaluates the adaptations of the organization to environmental

tasks, which entails examination of the link between environments, innovations and organization structures (John and Maguire, 2004).

The stream which comes second tries to examines adaptations of the organization to change in technology (Laycock, 2010), and the third stream looks into the adaptations of the organization to operations of scale, which entails studying the nexus between innovation, structure as well as organization size (Quarmby, 2014). Theorists of contingency, denotes that structures of organizations and innovations subsequently are significantly influenced by the context of organization or environmental task and not necessarily impacted by the decisions which are rational of leaders of the organization.

Contingency theory has two assumptions; first, contingency theory acknowledges that the external demands upon organizations can change over time; therefore, organizations must be adaptive and responsive to changing external demands that periodically bring on shifts in the goals, objectives, and priorities of an established organization (Smith, 2013). Secondly, theorists of contingency lay emphasis on the significance that there should be a 'fit' between an institution and its working environment hence there is no one better way to structure an organization, and that the most or best appropriate design of organization is highly contingent upon the contingencies of organizational operations, which entails the environment (Burns and Stalker, 1961), the technology extent according to Anderson (2016) and the operation scale according to Alberto et al. (2015).

Intelligence-led policing is philosophy which is collaborative and begins with information collected at all the organizational levels that is critically analyzed to form vital intelligence and a better understanding of the environment of operations. This will

actually support leadership in formulating the best decisions possible with respect to control of crime strategies, tactical operations and allocations of resources as cited by Blau (2011).

The adoption of processes of ILP needs effort which is concerted by all the parties, including operators, senior leaders and analysts. For analysts the vital components of this process entails the creation of operational, strategic and tactical intelligence products that gives support to the needs which are immediate, promotion of situational awareness and provision of the foundation for long term planning as opined by (Cope, 2014). For operators it needs becoming both well qualified data collectors and better consumers of products of intelligence.

This implies shifting from making emphasis on post-event evidence to constantly gathering all data which is relevant and affirming that it is availed for entry into databases which is appropriate as well as drawing from analysts of intelligence and databases which are relevant information that is required to back-up operations which are ongoing. Finally, adopting the process of ILP needs senior leadership to actively indulge the operators and the analysts to ensure the leadership has enough picture of the environment and that it can serve to resource distribution according to conclusions and priorities drawn from this understanding (Docobo,2015). However, this second theory has some serious gaps or weaknesses. Contingency theory is very reactive in nature. It basically recommends what the mangers can do in any particular situation.

For any given organization such as they dealing ILP, the super system entails management and environment which can be utilized to the supra-system also. Hence, ILP mangers have the mandate of managing the environment in such a manner that they avoid

the environmental undesirable aspects. Conversely, due to the complex nature of contingency approach, it presents challenges in testing the tenets of the theory. For the theory empirical testing, it is paramount that some form of methodology is considered. No doubt, methodology is actually available but due to the involvement of so many variables, conducting a test becomes an uphill task.

1.12.3 *Routine Activity Theory*

This theory was opined by Cohen and Felson in 1969. According to this theory the prevalence of criminal offences is associated to the characteristics of the pattern of everyday of social interaction. It highlights that, for an event which is criminal to occur, three distinctive elements must come at specific place and time. The first element is an offender who is motivated with both inclinations crime and the capacity to conduct those particular inclinations. Secondly is the suitable target. Thirdly is the absence of capable guardians who can safeguard the target against criminal event or violation. If any of these elements is lacking, then crime will not be more likely to happen. Patterns of routine affect the convergence of these trio elements. Routine activities are opined as prevalent and recurrent, which addresses individual emotional, social needs, physical whether they be cultural or biological in origin (Cope, 2014).

Routine activities happen in the home as well as at work and at other places outside the home where they are frequently attended to. The convergence of their frequency is also dictated by particular ecological factors such as the timing with which events happen and the placement of an offender in relation to the victim placement (Pourheidari & Croisdale, 2010). The utilization of intelligence led policing in policing serves as guardian against potential terror attack by a motivated offender since it assisted

in pre-emption of his or her motives through conducting analysis and dissemination of intelligence information. The weakness of this theoretical approach is that it does not offer a micro perspective on crime in that it makes a prediction on how changes in economic and social conditions implicates the victimization rate and crime rates.

1.13 Conceptual Framework

Robson (2006) cites that a conceptual framework creates a relationship between the independent and dependent variables. It is the system of assumptions, expectations, concepts, beliefs and theories that back-up and informs research hence a key part of the design of research. In this conceptual framework the dependent variable is counter-terrorism measures. The independent variable is ILP which was therefore be measured through planning of counter-terrorism activities, criminal environment, decision making and the major challenges. The first specific objective was operationalized through; training curriculum, professionalization of collectors, resources and manpower, curriculum development, evaluation and on-job training. The second specific objective which is decision making was measured through:- intelligence gathering, intelligence analysis, dissemination of intelligence, evaluation of intelligence and coordination of intelligence activities. The third specific objective was operationalized through**:-**political interference, inter-agency coordination, legal framework, technological advancement and public ignorance.

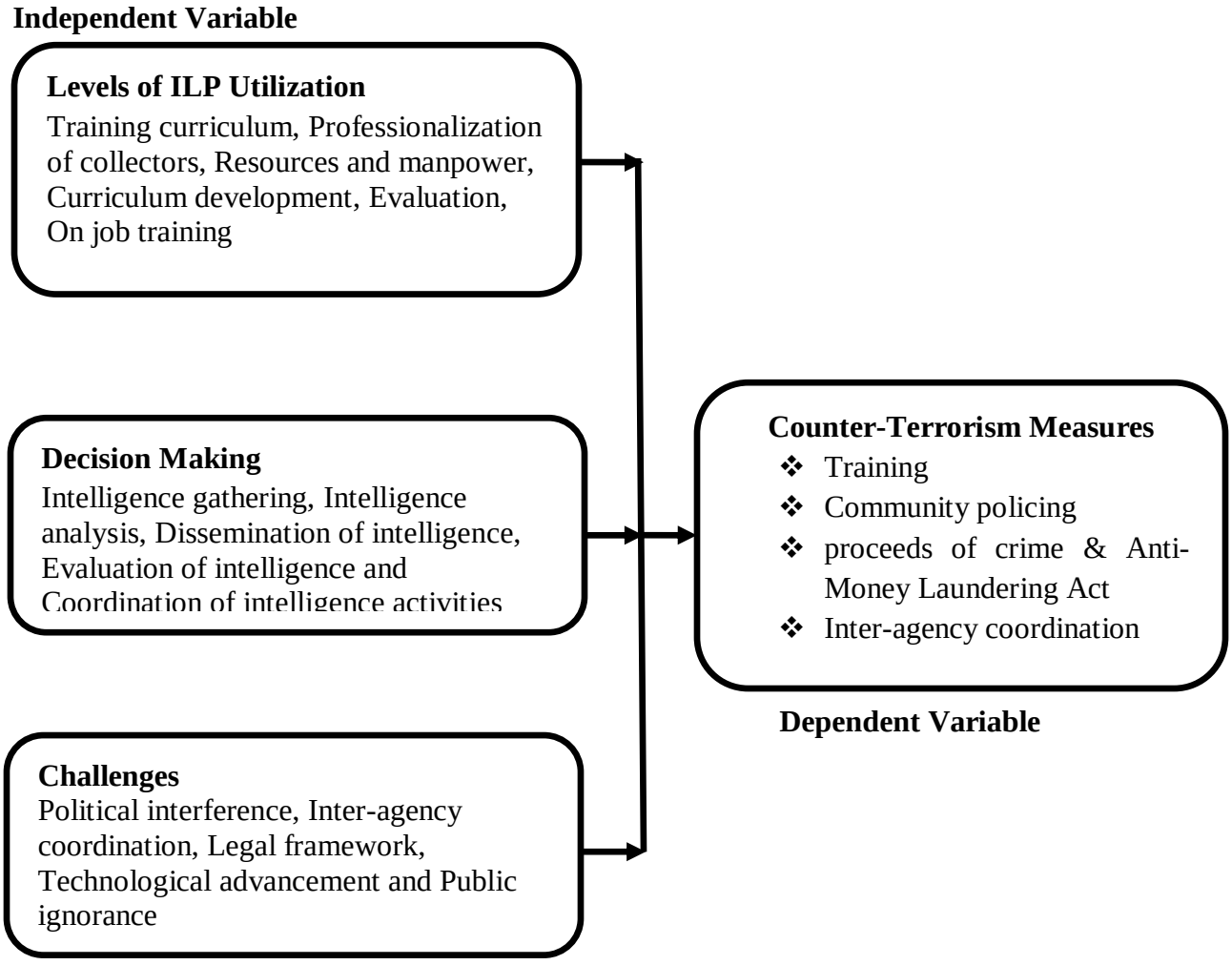


Figure 1.1 Conceptual Frameworks: Source (Researcher, 2020)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented the literature related to this study including, role of intelligence led policing on counter-terrorism measures within the National Police Service, how criminal intelligence is utilized on planning of counter-terrorism activities, the extent to which security intelligence has influenced decision making on counter-terrorism activities and to explore the major challenges being experienced in the adoption/ adaptation of intelligence led policing.

2.2 Empirical Literature Review

2.2.1 Levels of ILP Utilization

Intelligence led policing is the application of criminal intelligence analysis as an objective decision-making tool in order to facilitate crime reduction and prevention through effective policing strategies and external partnership projects drawn from an evidential base (Ratcliffe, 2003). Successful sustainment and implementation of the ILP framework within the policing agencies need commitments which are strong by thorough planning and good leadership during counter-terrorism activities in the US. The leader of the agency should be in a position to articulate clearly the goals and objectives of ILP during counter-terrorism: how it will fulfill the priorities of the agency, how it will have impact on the operations of the agency and how the agency will make gains from its utilization (Goldstein, 2011). Executives within the UK must serve as examples during counter-terrorism planning to fully integrate intelligence into their tactical, strategic and operational decisions hence showing their levels of confidence in the utilization of ILP

approach and provision of evidence of how utilization of intelligence influence prompt decisions and understanding and tantamount adoption to an agency wide shift in culture (Fleming and Grabosky, 2009).

Formulating change in culture in African countries such as South Africa, Nigeria and Ghana is hard and requires strong, leadership which is consistent from executives of the agency. This is deemed to represent very vital challenge. It needs attitudes changing, beliefs and values about process of policing and redefining procedures of the organization, entailing how personnel perceive problems of crime, how sharing of information done and how to adopt threat of terror prevention with counter-terrorism prevention. Commanders of police ask frequently ask the impossible. While frequently not in a position to articulate what they want, they seek habitually the answer-an unfeasible projection of the particular, time, date as well as place of future acts of crime (Bauman, 2011). Anything less provision is regarded to be a failure.

Practically, targeting to predict a person crime event would be replaced better by the aim of making future criminal patterns prediction in order to be preventative as compared to being reactive. As noted in the empirical literature elsewhere Ratcliffe (2008), the move to ILP was driven in part by the policing desire to be proactive in crime prevention rather than simply being reactive to crime prior to its occurrence. For activity of prevention to happen, this needs that the crime prevention practitioners and the police are proactive in conducting their actions. Proactivity needs the criminality in question to have acquired predictability component about it. If terror attacks is rare extremely we are more unlikely to be in a position to point out future happenings since we need historical

patterns to create a trend and the circumstances that make the event more likely (Von, 2013).

Therefore predictability needs the patterns identification of criminality. This chain (prevention needs proactivity needs patterns of predictability) ties the patterns of identification as a crime prevention precursor action and is at the epitome of intelligence led policing (Peterson, 2005). While some fluctuations which are short term exist sometimes, many trends of criminal acts and challenges are ongoing and long-term until remedial effective action is taken. According to Champagne (2009) and Peterson (2005), planning is the phase which comes first of the cycle of intelligence which occurs after a client request or after the threat identification by the agency of intelligence itself. Planning how the collection of data will be central to the process of intelligence.

Evaluating the data existing and affirming that the data collection additionally will address the gaps in the already information on the data base is the basis of effective intelligence planning. Fuentes (2006) asserts that direction and planning is the phase where consumers of intelligence at all levels do question formulation over the operational environment and make definition of their priorities for collection of data and efforts of intelligence analysis. These priorities are then coordinated via a formal process of tasking. The phase determines what to be collected during counter-terrorism intelligence gathering. Peterson (2005) further goes on by opining that in order to produce intelligence products which are of good quality , the process of gathering information must be critically focused and planned, its techniques must be well coordinated and its regulations must discourage illegal methods such utilization of torture to acquire information from a terror suspect.

Collection inaccurate efforts can lead in an outcome which is flawed or product, oblivious of the analytical skills utilized. Successful counter-terrorism planning needs a close working relationship between analysts, who comprehends how to manage, do compiling and information analysis and the collectors of information who understands the best way to collect and gather information as opined by Peterson (2005). Schneider (2009) cited that there are four methodological components which are inter-related within the stage of planning. These elements are: environmental scanning activities; selecting a topic for the purpose of inquiry; problem definition and developing a plan for collection.

According to Leman-Langlois and Shearing (2011) ILP is a new policing orthodoxy in Kenya which is considered by many as new police circles mantra. They further state that it entails the combination of three elements , namely: a risk management technique to control of crime, premised on the aiming of specifically individuals who are identified, which needs heavy reliance on security intelligence; secondly the intelligence collection over serial offenders and finally the knowledge of criminology important for tracing, predicting and mapping of criminal behavior. The tool for measurement for this model of policing is statistics of crime. Schreier (2009) critically notes that ILP fundamental principles are the collection and analysis of information for the production of intelligence product which is designed to improve making of decision at the strategic and tactical levels. In Kamukunji Sub-county this policing model in which intelligence acts as a operations guide rather than the other way round, premised on the perception that key task of the police is to detect and prevent criminal acts rather than simply to react over it.

2.2.2 Decision-making and Counter-terrorism

For ILP to become a practical, analysis of intelligence must be incorporated into the process of planning of the law enforcement agencies (Peterson 2005). More than this , if agencies are to do anticipation of risks and influencing action, then there are three requirements that is identified by Quarmby as significant to proactive work: there is a decision-making which is identifiable to support; and there is a will to make application the findings in both the system of intelligence and the system decisions to be supported (Quarmby ,2014). These three basic requirements try to pose some practical difficulties for both decision makers and analysts. A pertinent issue for the ILP success and adoption of intelligence-led policing is maturity and sophistication level of the environmental decision making.

Practically, the challenges are profound quite often. Most of the studies have been amused often by the absence of clarity in relation to the decision making process in most of the police departments within the USA and the UK. Police chiefs, middle-level commanders, governors and individual police officers normally appear to acquire free rein to form remarkable decisions relating to policy of crime without recourse to analysis of objectives of the issue, or even a mere understanding or comprehending the problem as cited by Philips (2008). When carried out in regard to articles of newspapers or stories on the nightly news (as may be the case sometimes) it is in most cases an example of policing by media. This type of knee-jerk response to challenges may have originated as an appropriate style of leadership when the policing agencies did not have data access, knowledge and information over the difficulties they faced, but it is the antithesis of intelligence led policing (Onovo, 2014).

Even when clear communication lines and decision making exist in the U.S, they don't guarantee that decisions are evidence-based and strategic. For instance, may departments of police to promote Drug Abuse Resistance Education (DARE) programs, neighborhood watch programs, and low-level market for drugs arrest despite it having long been known that that the tactics and the programs do not lead to reduction in crime (Sherman et al. 2014). As is noted by Philips (2008) often commanders within Africa countries such as South Africa and Kenya have a competent and at times sorry record of depending on their preconceptions as compared to the measured and current appraisal of the challenge at hand.

Decision makers are operational members and commanders whose actions may portray an effect on the environment of the criminal. Ratcliffe (2007), is of the perception that targeting accuracy of law enforcement activities to the areas considered to be hotspots as well as hot times of criminal activities has support which is substantial as technique on crime reduction, but it needs the relevant security intelligence such as hot times and hot places to establish its way to the makers of decision to understand properly and information response.

Mallory (2007) noted that the intelligence led policing strategy entails a model which shows how the concept of efficiency and effectiveness, leading to reduction of terror attacks in the process. This stage has three processes, namely the stage of interpretation, impact stage and influencing stage. The first stage is the stage of interpretation of criminal environment by the unit intelligence. The stage which comes second is the decision makers who have the capability to have an effect on the

environment of the criminal. The final result of the process is an effect in the form of reduction of crime by makers of decision on the environment of the criminal.

2.2.3 ILP Adoption Challenges on Counter-terrorism Activities

Though this study remains very significant to local law enforcement in handling of terror threats, there is emerging concern that the present practice on policing may not be tied to or address the challenges considered thrown up by rapidly changing technological, economical and social changes due to globalization. It is therefore paramount that a project to address effectiveness of the police and reduction of terror attacks is keen to these conditions which are changing and their practice implications.

The challenges for the counter-terrorism initiatives by the local police in Kenya are to a greater extent due to technological and socio-economic changes over which service has restricted influence, with concomitant shifts in trends of terror attacks and security demand as well (Manning, 2010; Brodeur, 2010). In a nut shell these changes entails: the market of goods globalization for services and goods; the emergence of fast communications, new social media, the internet and the technological changes pace; emerging trends of individual migration and mobility arising partly, though not exclusively from the expansion of regional integrations; growing inequality in terms of income and the ramifications on the trends of development within the urban; the communities and families fragmentation (Bauman, 2011).

These elements of what has been succinctly referred to the post-modern or post-industrial age have formed new opportunities of criminal activities, risks and threats among African countries such as Uganda and Tanzania. One of the features defining of this changing social context and in specific the so-called the ‘‘Information Age’ has been

the surge in unprecedented information quantity processed, produced and consumed. This is true for the public as it is for the police (Onovo, 2014). These transformations have been coupled with demand increase for order and security, commonly played out calls for more accessible and visible policing (Zimbabwe Republic Police, 2011). The law enforcement are not only expected to be on 24/7 call, but are also required to immediately respond to an increasing problems range as noted by (Fleming and Grabosky, 2009).

Effective response to this volume and diversity of services calls as well as to increasingly wide terrorism attacks range and criminal disorder issues at cross border levels while trying to meet the demands of the public for visible presence, avails pressure which is significant on the resources of the police within Kamukunji Sub-county. There are great concerns that the 20th century policing strategies premised on local-street level knowledge and local deterrence/prevention and problem-solving, do not fully address these 21st century hurdles in the wake of terrorism in Kenya as cited by (Eck and Spelman, 2012).

2.3 Summary and Research Gap

According to the study empirical literature there is a significant mandate for the police officers in counter-terrorism and in the steps of creating and sharing security intelligence about the threats of terrorism. The scholars however do not portray the unique skills and abilities that assist them to be competent collectors of information which is relevant. Through their on-job experiences and training, police officers create the capacity to detect any form of behavior which seems suspicious. The presence of a good number of law enforcement agents on the streets and across the neighborhoods as well in Kenya shows the potential power of their utilization. Not only is there a mandate

of local law enforcement agents, but it is vital to leverage these key –earned core skills and competencies. These include investigation and recognition of behavior which is suspicious an understanding of local scenario and physical interdiction of dangerous groups or individuals.

The study also denotes that there has been evolutionary progress in police that has placed increasing significance on proactive threats identification and development strategy to lower the risks. As consideration is concerted to the mandate of police officers in the fight against terrorism, a number of policing based organization principles have been critically discussed as vital strategies to improve police effectiveness in safeguarding their communities against terror attacks.

Majority of the agencies are not in a position to develop a deeper understanding of each issue that pose a potential threat to their society. Conducting operations within the resources which are limited need the policymakers to form priorities that enable them for the efficient and sufficient resource deployment by concentrating on the most harmful, most common or most significant threats to their community. Policymakers should be concerned with low ramifications or high level of frequency events such as drug smuggling and larcenies and with high ramifications or low events frequency such as terrorist acts, civil unrests and school shootings. Going by the necessity, the cycle of intelligence begins with requirement set shifting that determine which targets, issues or areas which should receive priority.

Depending on the environmental threat, some issues get great attention and full resources, others acquire attention which is moderate and some relatively get minimal attention. The threat in operating within this particular manner is that there could be

developing or hidden threats within the community that may go undetected, but are still harmful to the safety of the public. This shows the significance of setting accurate and real intelligence requirements and opines why setting is the mandate of policymakers.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter focused on the research design, research site, and target population, sampling methods, data collection methods and research data collection instruments. It addressed as well the data analysis and the legal and ethical considerations.

3.2 Research Design

According to Philips (2008), research design refers to the conceptual construct within which a research or a study is to be carried out. Peterson (2005), notes that a research design is utilized to structure the study to indicate how every key trajectories of research project work jointly to try to address the research questions central tendencies. This study adopted a descriptive survey design employing mixed method (is a methodology for carrying out a research which involves collecting, integrating and analyzing quantitative data and qualitative data in research).

This design is suitable for the proposed study since the study aims at investigating the integration of security intelligence and the approaches impact on counter-terrorism. This design is more appropriate since it entails gathering of information from a particular cross section on the selected respondents within the study area. Consequently, it provides the study with the advantage of concentrating on particular characteristics or description where opinions and attitudes of respondents towards a particular phenomenon.

3.3 Research Site

The study was carried out within Kamukunji Sub-county, owing to the sub-county's experience in terrorism attacks (Appendix 6). This Sub-county is one of the

seventeen sub-counties within Nairobi County under the new decentralized system of governance. Kamukunji Sub-county share common boundaries with the Pumwani Division in Nairobi. The sub-county has a population of 201,783 according to 2019 census. The area has a longitude of 36.833774 and latitude of -1.28478.

In the recent past there has been significant terror attacks within Kamukunji Sub-county ranging from public joints, public transport, open air markets terror attacks such as Gikomba terror attack which killed several shoppers as well as the attack which led to the current area member of parliament Hon. Yusuf Hassan being paralyzed. The fact that the area of study has undergone various terror attacks in the past makes it ideal as our case study with regard to the role of ILP on counter-terrorism.

3.4 Target Population

Target population according to Creswell (2008) refers to the entire group of individuals or objects to which a researcher is interested in generalizing the conclusions. The target populations for this study were NPS officers who included DCI officers, Kenya Police Service (KPS) and Administration Police (APS) officers; and the National Intelligence Service (NIS) officers. The junior officer comprised of the officer from the rank of Police Constable (PC) to the rank of Senior Sergeant in KPS, APS and DCI (Table 3.1).

Table 3.1 Target Population

Category	Target Population
Senior Police officers (Gazetted Officers & Members of the Inspectorate)	23
DCI specialized officers.	17
National Intelligence Service (NIS) Officers	10
Junior Police Officers APS (95) + KPS (120) + DCI (68)=	343
Total	**393**

Source: Police Records Annual Report (2019)

The senior officer for KPS and APS comprised of the officers from the rank of inspector to the rank of the senior superintendent of police. Other members of the target population included the experts within the DCI, whose core function is intelligence processing and the NIS Field Intelligence officers and Analysts. The total target population was 393 respondents.

3.5 Study Sample

3.5.1 Sample Size

Gay (1972) supports a minimum 10% of target population which is enough for case study research. Therefore for this study, a 30% sample size is considered appropriate for sample size category. This is supported by Mugenda and Mugenda (2003). Table 3.2 tabulates the sample size for each category of the respondents.

Table 3.2: Sample Size

Category	Population	Sample %	Sample Size
Senior Police officers (Gazetted Officers & Members of the Inspectorate i.e. SCPC,SCCIO and OCS)	23	30%	7
DCI specialized officers.	17	30%	5
National Intelligence Service (NIS) Officers	10	30%	3
Junior Police Officers APS (95) + KPS (120) + DCI (68)=	343	30%	103
Total	**393**		**118**

3.5.2 Sampling Procedure

Creswell and Plano (2007), opines that sampling refers to selection of a given particular subject number from a defined population as representative of that. The target population was categorized as follows for the purpose of purposive sampling; DCI specialized officers and NIS officers. The other category comprised of three categories; DCI officers, KPS and APS junior officers attached to DCI and officers who are on

general duty. The study utilized simple random sampling method with regard the second category to ensure that all officers have equal and independent chance to be selected without bias, based on the allocated slots based on the strength of the unit. The senior police officers and specialized officers were however purposively sampled based on their relative participation levels in crime management and analysis within the division. This is because they are considered to have rich information on criminal activities since they are responsible for managing crime in the division.

3.6 Data Collection

The study utilized both primary and secondary data. The primary data was collected by use of questionnaire and key informant interview guide while secondary data was obtained from documents, journals and publications.

3.6.1 *Development of the Instrument*

According to Creswell (2008), data collection is the gathering of information needed to address a research problem. In this study both closed ended and open ended questionnaires (Appendix 2) as well as key informant interview schedules (Appendix 3) was utilized to collect data from the respondents. This study used questionnaires to collect data from the junior police officers due to its capacity to gather information from large samples and safeguard confidentiality as well as saving time as well as costs. A key informant interview schedule was utilized to enable the oral interview with the senior police officers due to its flexibility to collect in-depth data on the study subject. This was made possible through booking of an appointment with the senior officers. This corroborated also the findings from the questionnaires.

3.6.2 Pilot Testing of Instruments

Creswell (2008) cited that a pilot study is carried out to test the validity and reliability of the instruments for data collection. A pilot study is done to test the reliability and the validity of the data collection instrument. A pilot study was conducted at Starehe Sub-County among 12 police officers which is 10% of the sample size who are engaged in proactive undercover investigations and special operations from the KPS, DCI and APS. This is because Starehe Sub-county has been hit by a number of terror attacks in the past including the 1998 United States Embassy terrorist attack at the capital city of the country and among other small scale attacks.

3.6.3 Reliability of Instruments

According to Kombo and Tromp (2006), reliability is the ability of a research instrument to consistently measure characteristics of interest over time. The less variation the instrument produces in repeated measurements of an attribute the higher the reliability. In order to ensure reliability the researcher ensured that the interview questions drawn from the study are accurately coded. The study sought peer review to ensure that the questionnaire developed are sound in content and structure after which the supervisor was requested to review as well and give his input or opinion. Finally, in ensuring reliability in this study the responses obtained through the interview schedule and questionnaires were splitted into two equal halves, and then scored independently to check correlation. At the same time, Cronbach Alpha coefficient was used for the test of reliability where a threshold of 0.7 and above was considered statistically significant.

Research instruments reliability was carried out utilizing the alpha constant Cronbach which is a measure of average correlation and internal consistency. Zinbarg (2005) noted

that 0.70 alpha coefficient or relatively higher showed that it is reliable as it has definitely greater internal consistency and can be summarized to represent opinions of all the respondents within the target population.

Higher values for alpha coefficient imply that there is a kind of consistency within the study items in measuring the interest concepts. Moreover, Hair, Tathan, Anderson and Black (1998) advocated for the use of factors with above 0.4 factor loadings. Stevens (1992) recommended utilizing factors cut-off with above 0.4 factor loading oblivious of the sample size, for the purpose of interpretation. This additionally, affirms the deliberation by Tabachnick and Fidell (2007) utilizing more serious cut-offs ranging from poor (0.32), fair (0.45), good (0.55), very good (0.63) or excellent (0.71). Premised on utilization of security intelligence variable 6 factors, reliability test was conducted on the instrument and a constant Cronbach of 0.672 was attained which was slightly lower than 0.7. After getting rid of factor 6, the reliability increased to 0.732 which was considered to be above the threshold.

For security intelligence effects the constant alpha was at 0.695. However, after getting rid of factor one, the reliability increased to 0.726. Security intelligence challenges had a constant alpha of 0.697 which increased to 0.817 after getting rid of factor one. Finally, the dependent variable (counter-terrorism) variable had a constant alpha of 0.726 so no factor was actually removed. Table 3.3 represents the summary of the findings premised on the research instrument reliability and the constant overall Cronbach was 0.756 hence making the instrument to be reliable.

Table 3.3 Reliability of Instruments

Variables	Cronbach's Alpha before removing some items	Cronbach's Alpha after removing Some items	No of Items before removing some factors	No of Items after removing some factors
Utilization of Security Intelligence	0.689	0.732	9	9
Effects of Security Intelligence	0.695	0.726	17	17
Challenges	0.617	0.817	9	9
	0.747	0.747	4	4
AVERAGE	**0.678**	**0.756**		

Source: Field Data, 2020.

3.6.4 Validity of Instruments

Creswell (2008) cites that validity is the degree of being correct or true. Validity played a crucial role in determining as to whether research instruments correctly measure what was actually intended to be measured and how authentic and truthful the results are. A pilot study test was conducted to determine the validity of the study; this entailed collection of data on small scale to obtain feedback on whether the data collection was likely to work in practical scenarios. A new set of questionnaire and interview guide resulted after the pre-test stage. The research instruments validity was established by the utilization of literature searches and expert opinions to determine what other empirical studies have adopted. Further in order to ensure validity, expert opinion and the supervisor’s comments and moderations serve as key determinant for instruments validity test.

3.6.5 Data Collection Procedure

An introductory letter was obtained from Africa Nazarene University and submitted to the National Commission for Science, Technology and Innovation for guarantee of research permit. Upon guarantee of permission to conduct the research, Kamukunji Sub-County Commander Office was informed of the intention of the researcher to collect data within his area of jurisdiction. Research instruments administration was done in collaboration with research assistants in order to enable expeditious and efficient data collection. The research assistants were trained for two days on how to record both qualitative and quantitative data from the respondents as well as research ethics. The respondents were provided with two weeks to fill in the questionnaires and after that the researcher alongside research data and assistants collected them for tabulation and analysis.

3.7 Data Analysis

Kombo and Tromp (2006) cites that data collection refers to evaluating what already has been collected in an experiment or survey and making inferences or deductions amicably. Further,Kombo and Tromp (2006) notes that analysis of data entails utilization of statistical or numerical measurement and testing for hypothesis. Qualitative data was analyzed utilizing content analysis. It entailed identification of information which is relevant to the questions and objectives of the research from the raw data, identification of major themes premised on the objectives, coding the information and placing the data coded under diverse themes. The quantitative data was analyzed utilizing descriptive statistics involving use of percentages and frequencies and mean. Statistical Package for Social Sciences (SPSS version 21) program was utilized in conducting data

analysis and presentation of results. The data was presented through pie charts and tables in chapter four

3.8 Legal and Ethical Considerations

Before the commencement of this study, the study assured the respondents of their confidentiality and safety were well informed that the main aim of the study was basically for academic purposes and hence the adduced information was not to be used to victimize them. This study acquired informed consent from the participants of the research who were also informed that they had a choice not to participate in the study at will before the end of the exercise (Appendix 1). Approval to carry out the study was provided by the National Commission for Science, Technology and Innovation (NACOSTI) and University which entailed issuance of clearance of research permit.

The researcher requested the respondents not to mark their names anywhere on the questionnaire for the purpose of anonymity. Information which is confidential in nature was only accessed by the supervisor and the researcher. The study adhered to the school anti-plagiarism policy by acknowledging the sources of information and paraphrasing some of the scholarly works. Notably, the study utilized open source intelligence and any other classified information was not to be targeted in this study since it may jeopardize the national security interest hence avoiding any form of tension between the researcher and the security agencies.

Any other information gathered through Human Intelligence (HUMNIT) which may lead to a conundrum by the various intelligence agencies was not published and high levels of professionalism, integrity and confidentiality were maintained throughout data

collection. This was also ensured through signing of confidentiality agreement by the respondents who offered crucial ILP information

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter seeks to look into analysis, organization and presentation of the findings from the respondents through the questionnaires and the interview schedule which the researcher designed to collect data in this study. It shows the study's empirical results and findings by utilizing the research methodologies highlighted in chapter three. The study utilized various features of SPSS in drawing statistical findings with regard to the effect of ILP on counter-terrorism in Kenya with a key focus on Kamukunji Sub-County. This chapter deliberates on the data analysis as well as interview content analysis by various study's key informants. The findings are guided by the research questions and the main objective.

4.2 Presentation of Demographic Information

The study sought to determine the demographic characteristics of the respondents who took part in the study. The demographic characteristics sought were gender, rank, and length of service and highest level of education. The response rate was also given to show the number of questionnaires that were returned. The demographic findings are presented in 4.2.1 to 4.2.5.

4.2.1 Response Rate

Out of the total 118 questionnaires distributed to respondents, 74 were returned were complete for analysis which accounted for 62.7% response rate. Mugenda and Mugenda (2003) noted that a 50% response rate is regarded to be good for any data analysis while any which is greater than 70% is regarded to be very good. Orodho (2009)

supports this by noting that any response rate which is above 50% leads to collecting of adequate data which may be generalized to mark the respondents opinions over the problem of the study within the population targeted. Conversely, Kothari (2004) denoted that for a social science study, 60% response rate is considered to be adequate for statistical analysis. Anchored on the views of Oloyo (2001), a good rate of response for a study is paramount since it mirrors the suitability of the procedure of a study. 62.7% response rate is hence a good response rate for data analysis in this study. The findings are presented in Table 4.1

Table 4.1 Questionnaire Response Rate

Response	**Frequency**	**Percentage**
Returned questionnaires	74	62.7%
Un-returned questionnaires	44	37.3%
Total	**118**	**100**

Source: Field Data, 2020.

4.2.2 Gender of Respondents

The researcher purposed to establish the classification of respondents in term of gender. The results as depicted in Table 4.2 indicate that 29.7% of the total respondents were female whereas their male counterparts were 70.3% suggesting that the majority of the respondents were male. The response on gender was vital since both men and women in uniform play different roles when it comes to intelligence gathering as well as intelligence operational analysis

Table 4.2 Gender of Respondents

Response	Frequency	Percentage
Male	52	70.4
Female	22	29.7
Total	74	100

Source: Field Data, 2020.

4.2.3 Length of Service

In regard to the period served in the service, the results as presented in Figure 4.1 show that 16.2% of the respondents have served in the service for a period of less than 5 years while 24.3% have a service for between 6-10 years. 10.8% of the respondents have served for 11-15 years whereas those who have a served beyond 15 years were 48.6%. This is crucial in understanding the efficiency and level of understanding as well as experience in ILP adoption

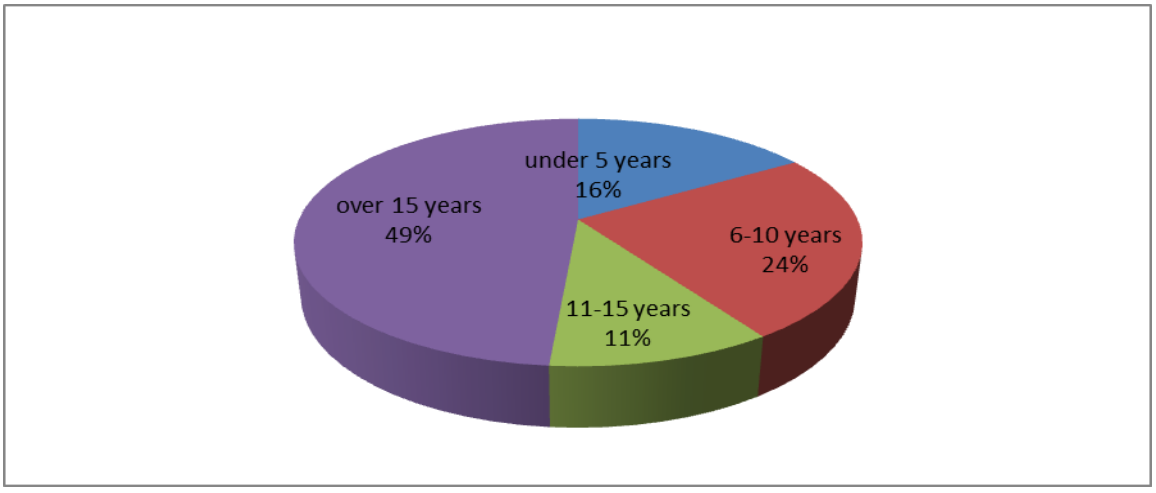


Figure 4.1 Length of Service, Source: Field Data, 2020.

4.2.4 Rank of Respondents

An analysis of the ranks of the officers was made and the results obtained are shown in Figure 4.2. The analysis in Figure 4.2 indicates that 1.4% was Gazetted

Officers; 8.1% were Members of the Inspectorate whereas 90.5% were officers of Other ranks i.e. Police Constables, Corporals, Sergeants and Senior Sergeants.

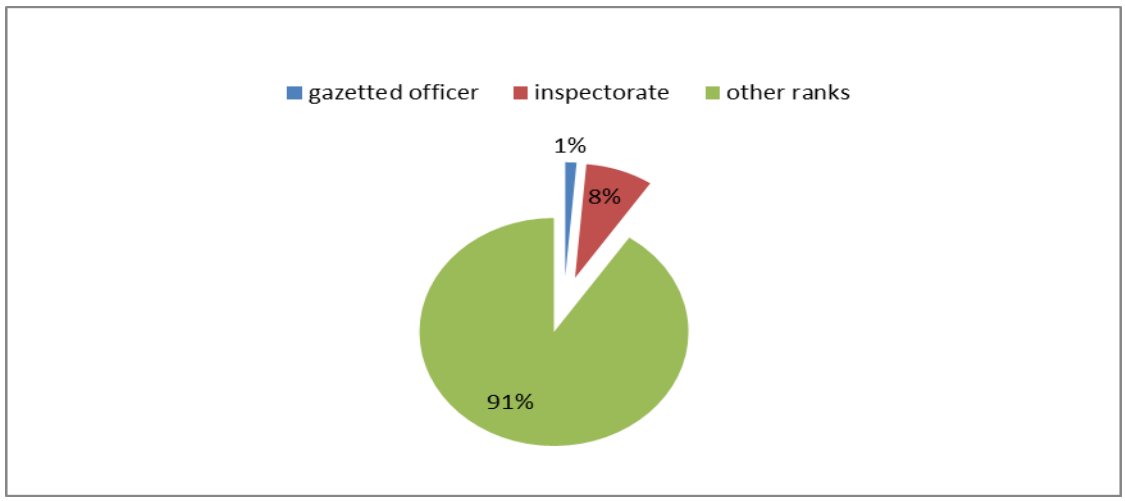


Figure 4.2 Ranks of the Respondents, Source: Field Data, 2020.

4.2.5 Education of Respondent

The researcher sought to establish the education levels of the respondents. The results obtained as presented Figure 4.3 indicated that 1.4% of the respondents obtained primary level; 55.4% obtained form four level of education whereas 5.4% obtained Advanced level or form six. Approximately 10.8% were diploma holders whereas 27% have university degrees, both Bachelors as well as Masters.

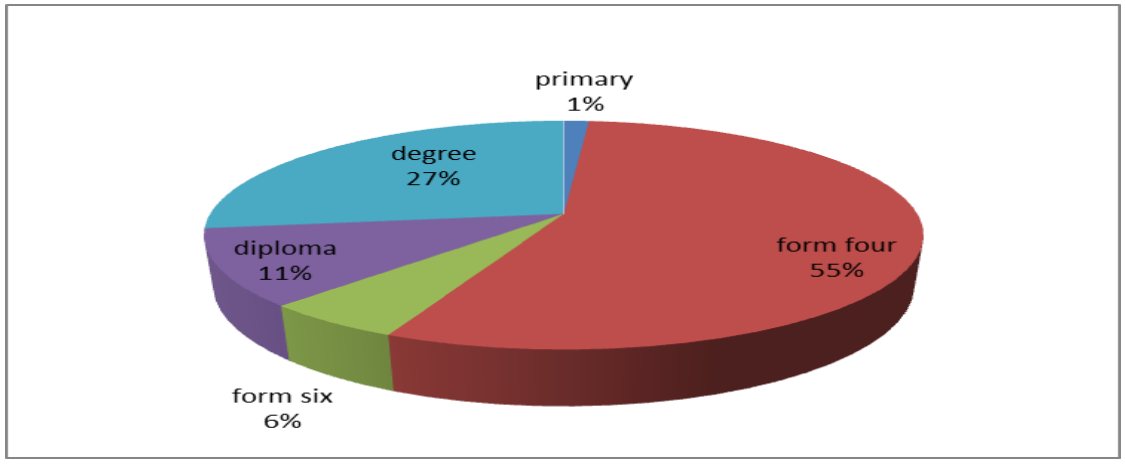


Figure 4.3: Education Level of Respondents, Source: Field Data, 2020.

4.3 Presentation of Research Analysis and Findings

The study sought to assess the role of ILP on counter-terrorism measures within Kamukunji Sub-County, Nairobi County, Kenya. The study was guided by four specific objectives, namely; assess the levels of utilization of security intelligence on counter-terrorism activities within Kamukunji Sub-county, evaluate the influence of criminal environment on counter-terrorism activities within Kamukunji Sub-county, analyze the effects of security intelligence on counter-terrorism activities decision making within Kamukunji Sub-county and explore the challenges in the adoption of intelligence led policing within Kamukunji Sub-county, Nairobi City County, Kenya

4.3.1 Level of utilization of ILP on counter-terrorism Activities

The first specific objective of the study was to determine how intelligence led policing is utilized on counter-terrorism activities/measures within Kamukunji Sub-county. The study examined various variables to ascertain the utilization of ILP. These included the utilization of criminal intelligence in the investigation of terrorism activities after a terror incident has occurred, the utilization of ILP in the investigation of terror attacks prior to their actual occurrence, the general use of ILP in terror activities detection; the use of ILP in detection of specific terror acts, utilization of criminal intelligence in the prevention of attacks and the use of ILP in detection of specific prolific terror criminals.

The study investigated the utilization of ILP after the commission of a terror attack. The results as depicted in Figure 4.4 indicate that 4% of the respondents had never used ILP after the commission of a terrorist attack they were allocated to investigate, 7% of the respondents rarely did so whereas the majority (89%) of the respondents often utilized ILP in the investigation of terror attacks after occurrence.

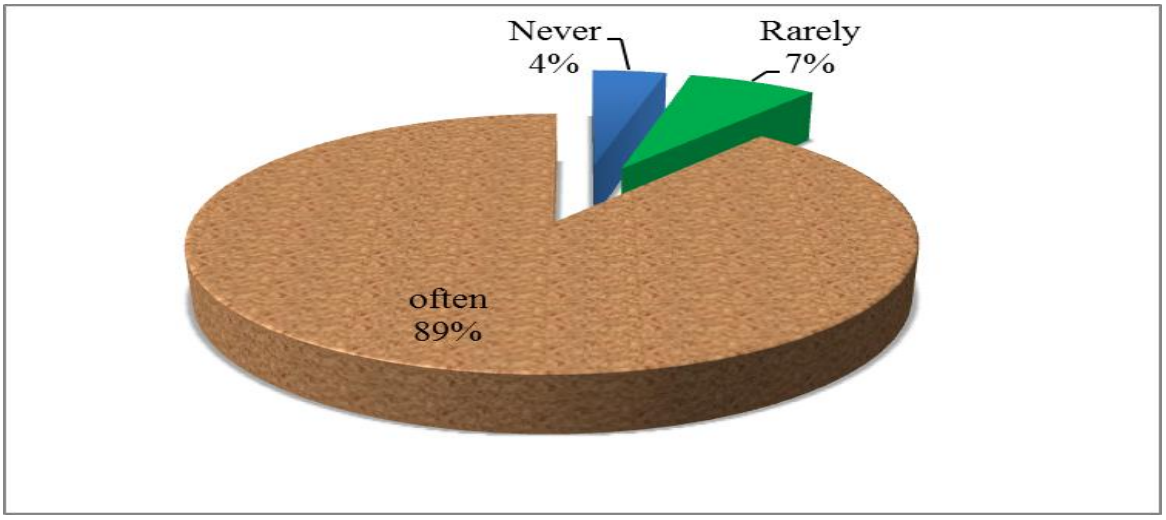


Figure 4.4 Investigations of Terrorist Attacks after Occurrence, Source: Field Data, 2020.

A key interview with one of the senior officers from Kamukunji Police Station revealed that;

> In Kamukunji Sub-county this policing model in which intelligence acts as a operations guide rather than the other way round, premised on the perception that key task of the police is to detect and prevent criminal acts rather than simply to react over it(Source: Key Informant 1).

The findings on the variable of the use of ILP in investigations of terror attacks prior to actual commission showed that 11% of the respondents had never used ILP to investigate terror attacks before occurrence as opposed to 34% of the respondents and 55% of the respondents who rarely and often respectively used intelligence. The findings are shown in Figure 4.5.

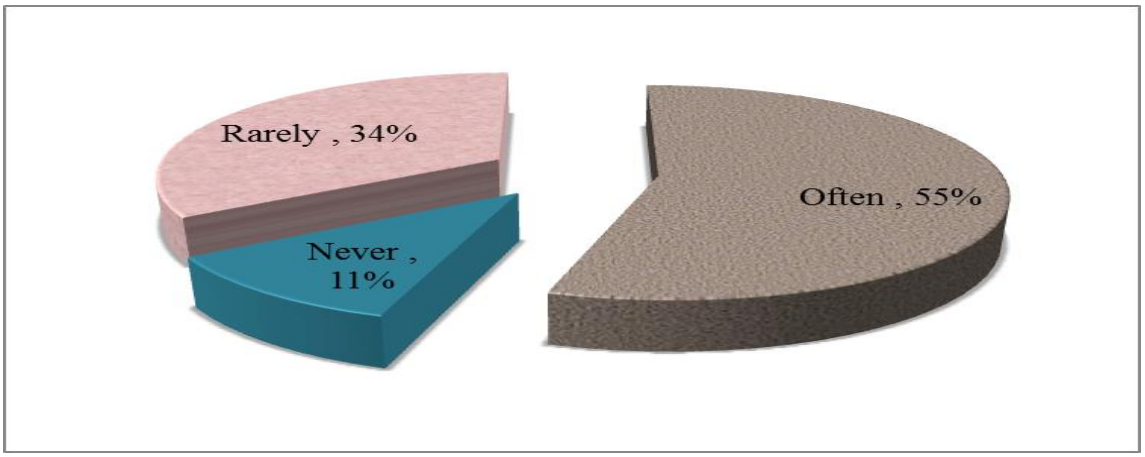


Figure 4.5: Investigations of Terrorist Attacks before Occurrence, Source: Field Data, 2020

The study reported that 80% of the total respondents indicated that they often used criminal intelligence in the general detection of terror networks and planning while 15% rarely did so. the high response rate indicates that the respondents are familiar with ILP and its role. However, 5% of the respondent had never utilized intelligence in detection of terror attacks, as indicated in Figure 4.6.

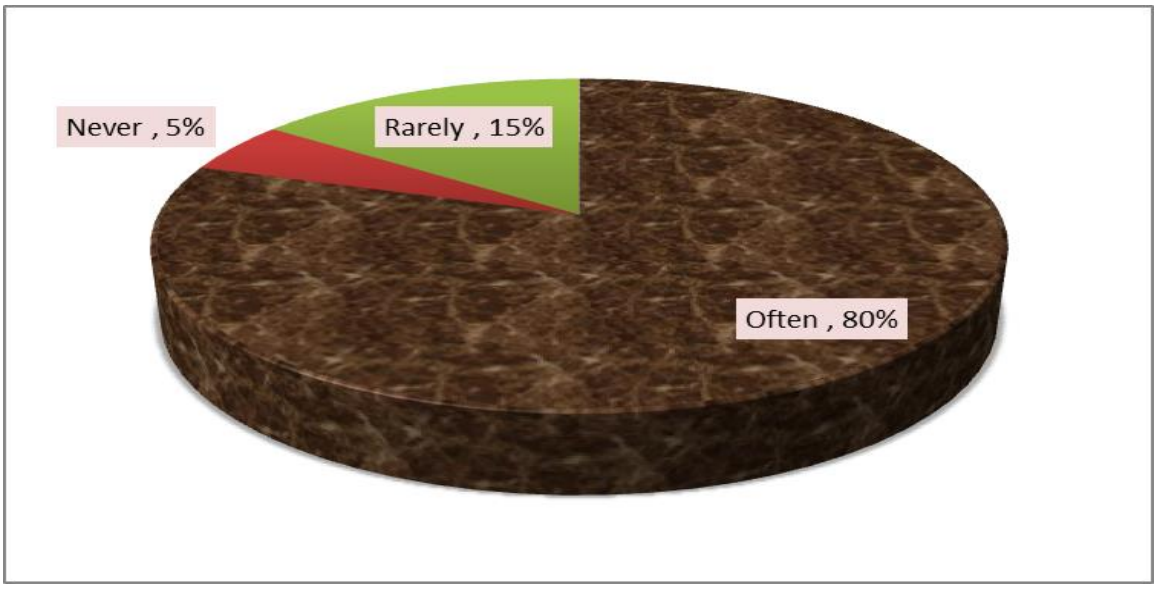


Figure: 4.6 Use of ILP in Detection of Terror attacks in General, Source: Field Data, 2020.

As shown in Figure 4.7, 62% of the respondents indicated that they often utilize criminal intelligence in the detection of specific terror attacks whereas 31% rarely used criminal intelligence while only.7% had never done so.

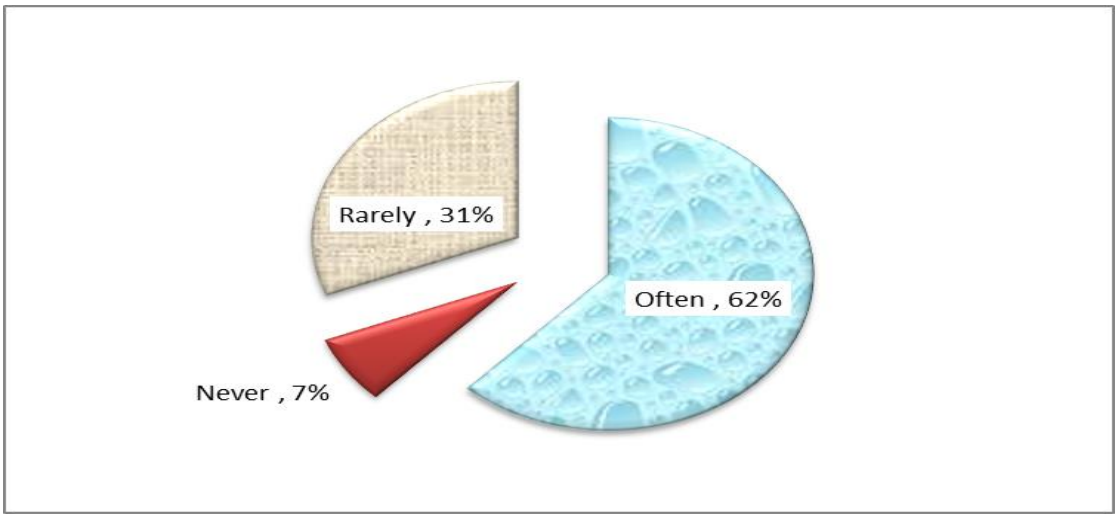


Figure: 4.7 Use of Intelligence in Detection of Specific Terror acts, Source: Field Data, 2020.

The findings of the study show that the majority of the respondents totaling 60 and representing 81% of the sum total utilized criminal intelligence in the prevention of terror attacks within Kamukunji Sub-county. This indicates that the law enforcement agents understands the crucial role of ILP on proactive counter-terrorism measures. While only 8 of them translating to 11%, rarely used security intelligence, a paltry 6 respondents representing 8%, had never used intelligence in prevention of terror attacks. Figure 4.8 represents the findings

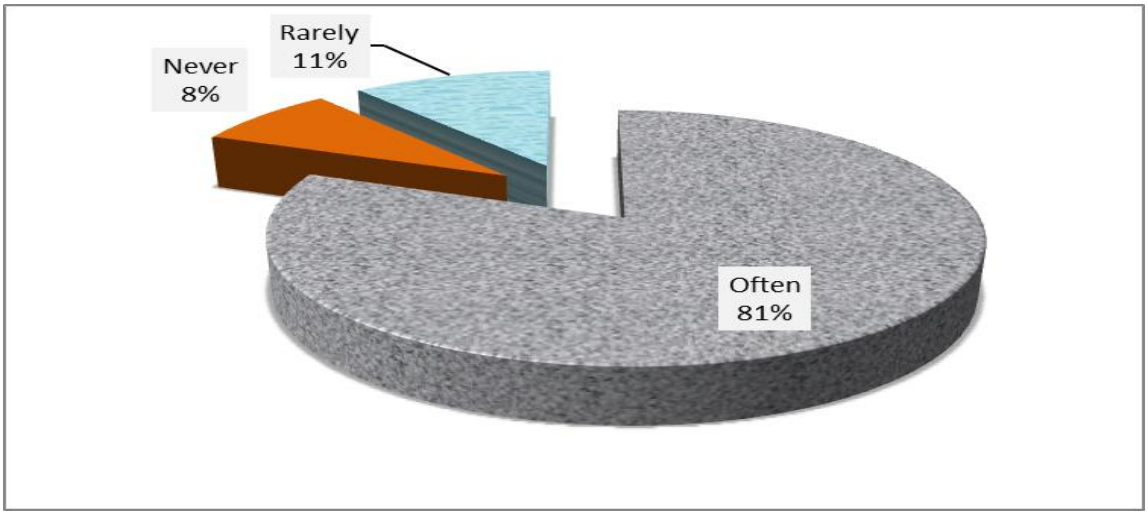


Figure 4.8: Use of Intelligence in Prevention of Terror Planning and attacks, Source: Field Data, 2020

Findings from the key informant interview by one of the senior intelligence officers from NIS indicated that;

> Best practices of law enforcement agents should be geared towards crimes which facilitate the complex organizations operations. A vividly clear pattern of precursor activity across the broad terrorists' network is discovered.If well managed ILP can be utilized in preventing funding, communications, business, sale of ammunition, piracy and any other form of terror activities. On top of priority for ILP when it comes to counter-terrorism is funding (Source: Key Informant 1)

This study sought to understand whether security intelligence plays a paramount role during pre and post-terror attacks. The construct utilized Likert scale for the purpose of analysis. The findings indicated that a greater portion (60.81%) of the respondents strongly agree that security intelligence plays a paramount role in pre and post terror attack phases. Subsequently, 13.51% of the respondents agree, 16.22% were undecided, 4.05% disagree and 5.41% strongly agree. The findings are captured in Table 4.4.

Table 4.3 Role of Security intelligence in Investigation of terror Attacks

Response	Frequency	Percentage
Strongly Agree	45	60.81
Agree	10	13.51
Undecided	12	16.22
Disagree	3	4.05
Strongly Disagree	4	5.41
Total	**74**	**100%**

Source: Field Data, 2020.

Among the main interest of this study was also to determine whether security intelligence plays a paramount role in preventing of terror attacks. This study noted that a significant percentage of the respondents (70.27%) strongly agreed that security intelligence plays a vital role in preventing of terror attacks. Additionally, 10.81% of the respondents agree, 9.46% were undecided, 6.75% disagree and 2.7% strongly disagree. The findings are indicated in Figure 4.9.

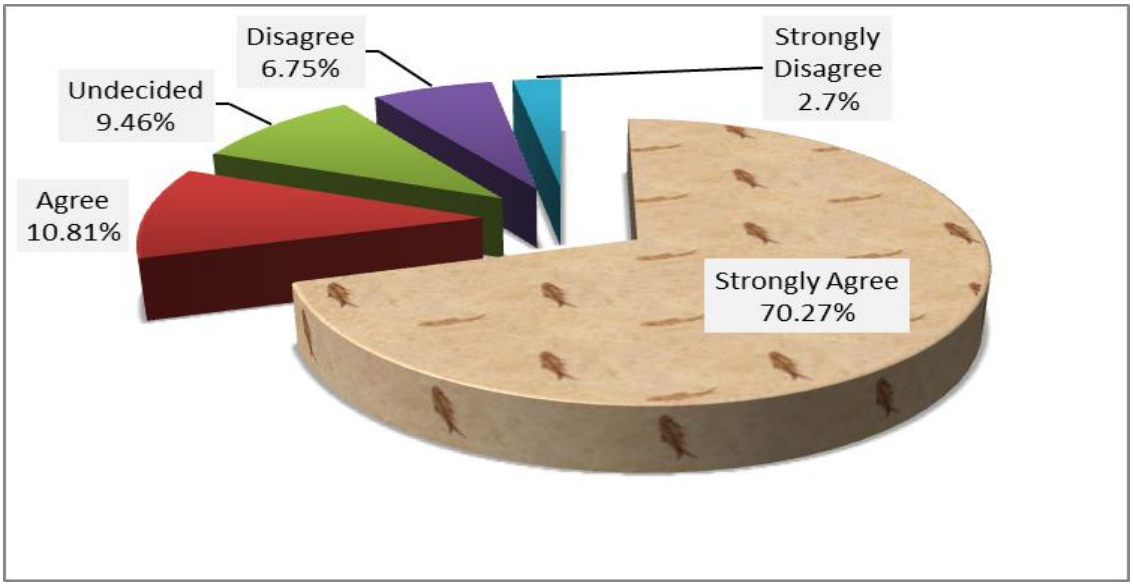


Figure 4.9: Role of Security intelligence in Preventing of Terror Attacks, Source: Field Data, 2020

The final construct in the first specific objective was to understand whether criminal intelligence assists in the coordination of counter-terrorism activities or operations. The findings indicated that a significant percentage (51.35%) of the respondents strongly agree that criminal intelligence plays a paramount mandate in the coordination of counter-terrorism activities or operations. Conversely, 33.78% of the respondents agree, 4.05% were undecided, 8.11% disagree and 6.76% strongly disagree. The findings are represented in Table 4.4.

Table 4.4 Criminal Intelligence and Coordination of counterterrorism Activities

Response	Frequency	Percentage
Strongly Agree	38	51.35%
Agree	25	33.78%
Undecided	3	4.05%
Disagree	6	8.11%
Strongly Disagree	5	6.76%
Total	**74**	**100%**

Source: Field Data, 2020.

4.3.2 Use of Intelligence-Led Policing in Decision Making

This third specific objective was to determine the extent intelligence-led policing on decision making in Kamukunji Sub-county. The result presented here responds to the constructs of the third specific objective which sought to analyze the extent to which intelligence-led policing has influenced decision making on counterterrorism within Kamukunji Sub-county. Several elements of intelligence-led policing and decision making on counter-terrorism that were analyzed were; intelligence briefing before undertaking a given task; use of a centralized intelligence centres; accessibility to criminal intelligence when required and the influence of intelligence in decision making by the decision makers. The findings are presented as follows;

Regarding briefing on criminal intelligence prior to undertaking a given counter-terrorism task, the following were obtained as shown in Table 4.5. Indicate that 29.7% of the respondents had never received any briefing; only 4.1% were sometimes briefed while the majority, (66.2%) were always briefed on criminal intelligence before embarking on a given counter-terrorism exercise task.

Table 4.5: Intelligence Brief before Task

	Frequency	**Percentage**
Never	22	29.7
Sometimes	3	4.1
Always	49	66.2
Total	**74**	**100**

Source: Field Data, 2020.

The study also sought to find out whether the respondents had a centralized intelligence centre available for their use when it comes to decision making within Kamukunji Sub-county and the findings in table 4.6 above shows that 51.4% never knew of the existence of such facility nor ever used one; while 9.5%, sometimes had the use of the facility whereas 39.2%, always used the center

Table 4.6: Use of Centralized Intelligence Centers

	Frequency	**Percentage**
Never	38	51.4
Sometimes	7	9.5
Always	29	39.2
Total	**74**	**100**

Source: Field Data, 2020.

The respondents were asked to ascertain if they had access to periodic criminal intelligence availed to Kamukunji Sub-county on decision making when it comes to

counter-terrorism. The findings as presented in table 4.7 noted that 45.9% of the respondents had never had access to criminal intelligence availed to the sub-county; only 1.4% sometimes had access while most of the respondents, 52.7% ascertained that they always had access to the periodic criminal intelligence on terrorism prevention.

Table 4.7: Access to Criminal Intelligence

	Frequency	**Percentage**
Never	34	45.9
Sometimes	1	1.4
Always	39	52.7
Total	**74**	**100**

Source: Field Data, 2020.

From the findings in Table 4.8, 64.9% pointed out that criminal intelligence always influenced their decisions on counter-terrorism exercises, whereas 31.1%, pointed out that the intelligence sometimes influenced their decisions while only 4.1%, were of the opinion that the intelligence never affected their decisions.

Table 4.8: Influence of Intelligence on Decision Making

	Frequency	**Percentage**
Never	3	4.1
Sometimes	23	31.1
Always	48	64.9
Total	**74**	**100**

Source: Field Data, 2020.

This study further had an interest in understanding how frequent the law enforcement agents within Kamaukunji Sub-county had access to ILP in making of decisions regarding counter-terrorism. As presented in Figure 4.10, 47.3% of the

respondents indicated that very often they receive intelligence information regarding counter-terrorism operation within Kamukunji Sub-county. Additionally, 33.78% of the respondents indicated that they often receive intelligence information, 6.76% rarely, 5.41% never while 6.76% of the respondents cited that they don't know.

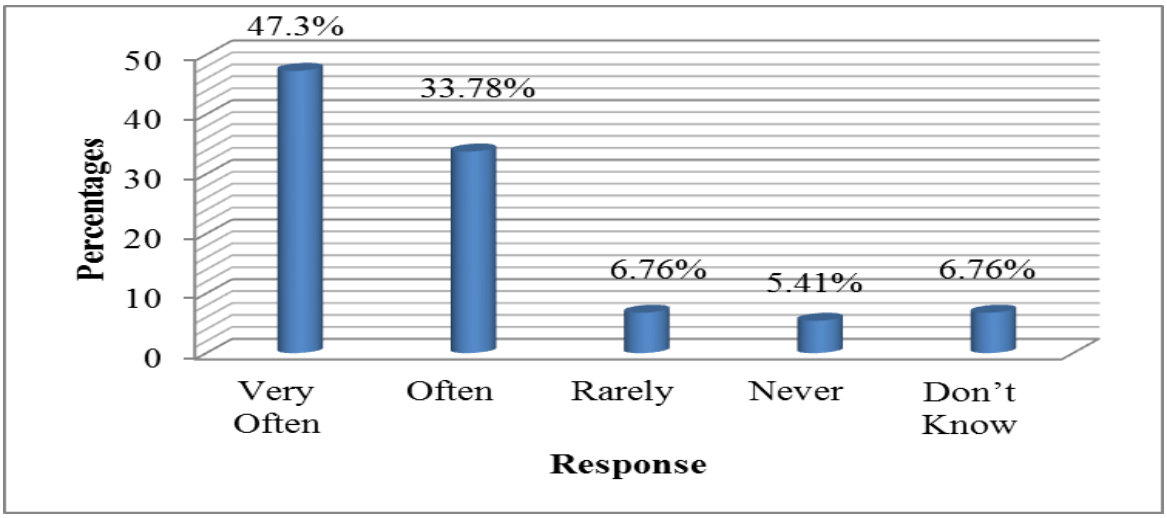


Figure 4.10 Frequency of receiving intelligence on making counter-terrorism decision, Source: Field Data, 2020.

4.3.3 Challenges Facing Intelligence-Led Policing

The fourth specific objective of the study was to explore the challenges experienced so far in the adoption of intelligence-led policing in counter-terrorism within Kamukunji Sub-county. The objective was operationalized in terms of; staffing, capacity building, command commitment to the paradigm, active collaboration with stakeholders, inter-agency information sharing, clarity in goals definition, data collection, data analysis, data dissemination, intelligence accessibility, continuous assessment of the intelligence-led policing approach, adoption of result oriented strategies and reception of effective intelligence.

In so far as staffing as challenge to intelligence-led policing, 60.8% of the respondents agreed, 27% were neutral position while 12.2% disagree as shown in Table 4.9.

Table 4.9: Staffing Challenges

	Frequency	Percentage
Disagree	9	12.2
Neutral	20	27
Agree	45	60.8
Total	**74**	**100**

Source: Field Data, 2020.

As shown in Figure 4.11, the majority of the respondents (64.9%) agree that indeed capacity building and training in general was a real challenge, 27% were neutral while only 8.1% disagree.

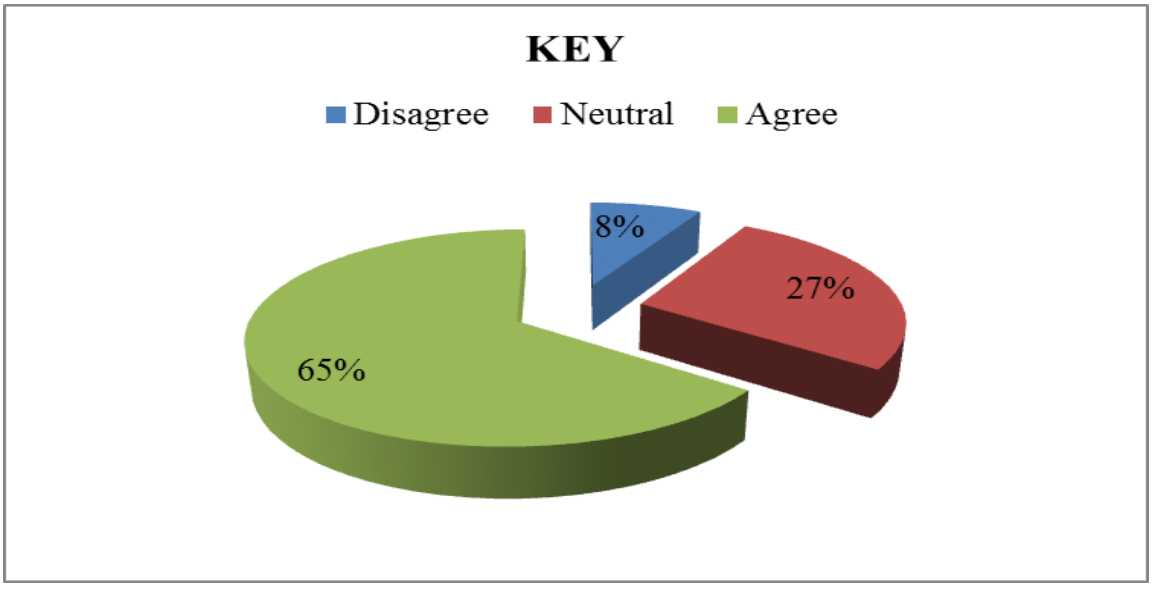


Figure 4.11: Capacity building and Training, Source: Field Data, 2020.

The study also sought to explore resourcing and tool as a challenge to the adoption of intelligence-led policing in Kamukunji Sub-county, and as evidence in table

4.12 whereby 55.4% of the respondents, viewed the factor as a challenge, 35.1%, were neutral whereas 9.5% agree.

Table 4.10: Resourcing and Tooling

	Frequency	Percentage
Disagree	7	9.5
Neutral	26	35.1
Agree	41	55.4
Total	**74**	**100**

Source: Field Data, 2020.

In regard to the command commitment to the fruition of the policing approach, 50% of the total respondents were of the opinion the indeed the command commitment is a challenge to the success of intelligence-led policing, 29.7% were neutral, while 20.3% did not view command commitment as a challenge at all. The findings are presented in Figure 4.16

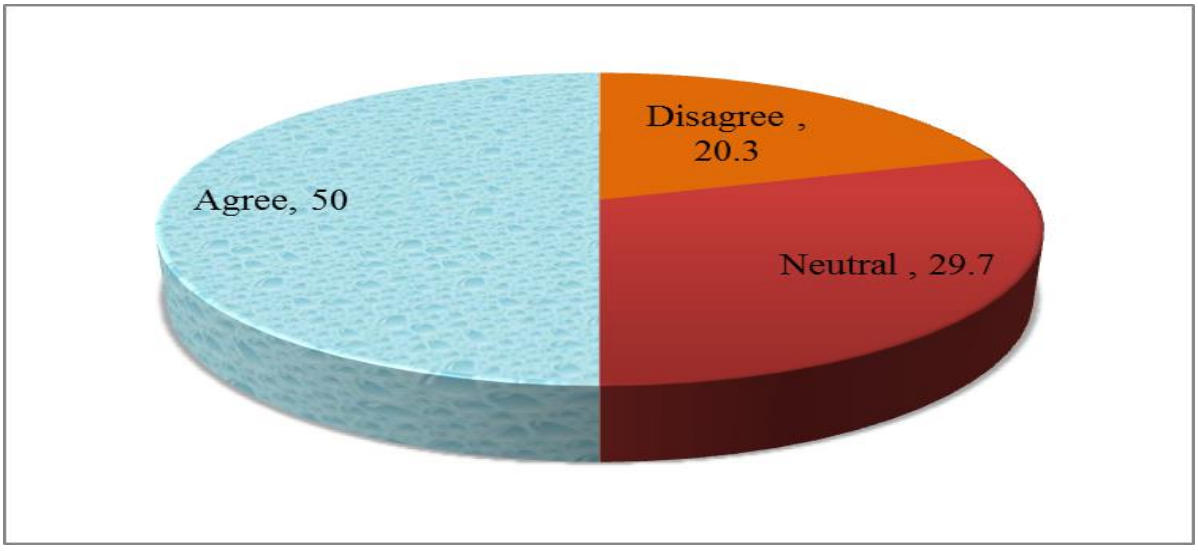


Figure: 4.12: Command Commitment, Source: Field Data, 2020.

One of the key informants serving at the Criminal Intelligence Unit (CIU) noted that;

> Commitment to adoption of ILP by senior officers is a serious challenge. Majority of the officers do not have adequate training on proactive crime management and heavily relies on reactive measures. He further noted that familiarity and

> commitment to ILP shows the start of the stages of adoption where the Intel agencies should establish a comprehensive understanding for a successful counter-terrorism and anti-terrorism plans or measures (Source: Key Informant 2).

As shown in Table 4.13, active collaboration with stake holders was viewed by the majority (56.8%) of the respondents as a challenge while 27% were of a neutral view as 12 respondents accounting for 16.2% of the respondents disagree.

Table 4.11: Active Collaboration

	Frequency	**Percentage**
Disagree	12	16.2
Neutral	20	27
Agree	42	56.8
Total	**74**	**100**

Source: Field Data, 2020.

Moreover, one of the key informants serving at the NIS and a field agent within the study area noted that;

> ILP is a resource allocation and management approach to the police and any other security agency utilizing intelligence analysis and data collection to set particular priorities for all the manner of criminal activities including those linked to terrorism such as radicalization and violent extremism. ILP is a kind of collaborative approach premised on community oriented policing, problem solving and improved intelligence operations which the policing fraternity has considered to be very paramount(Source: Key informant 3).

The majority of the respondents, 60.8% were of the opinion that the sharing of information among the security agencies was a challenge to the success of intelligence-led policing, 31.1% took were neutral while only 8.1% did not view information sharing as a challenge at all. The findings are presented in Figure 4.17

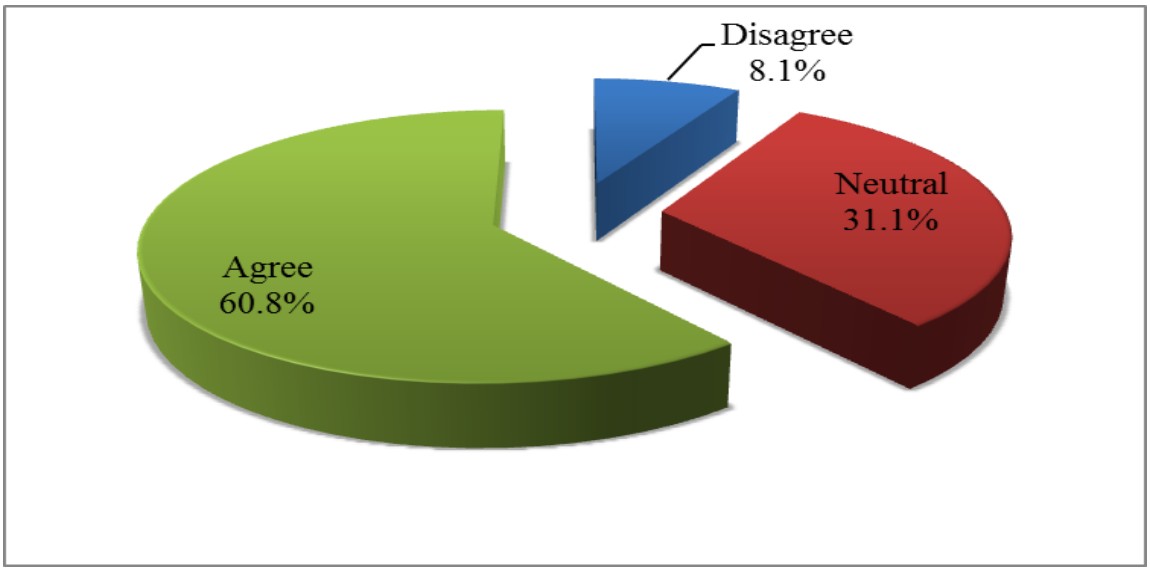


Figure 4.13: Sharing of Information, Source: Field Data, 2020.

Conversely, a key informant interview by one of the directorate of criminal investigation officer within Kamukunji Sub-county revealed that;

> Community members act as force multiplier of raw information by offering suspicious reports activity as well as lead and tips to the various police agencies. This information is paramount to analysis of intelligence and assists the police in understanding better the possible threat environment. Additionally, ILP does in fact alleviate the concerns of the community in form of reduction of fear which is in line with community oriented policing. The interactions between community members and law enforcement offer two-way flow information which actually has gains for both parties (Source: Key informant 4)

As evidence in table 4.14 on the issue of data analysis, 45% of the respondents saw it as challenge to intelligence-led policing in Kamukunji Sub-county as 31.1% were neutral and 23% disagreed to the assertion that data analysis is indeed a challenge.

Table 4.12: Data Analysis

	Frequency	**Percentage**
Disagree	17	23
Neutral	23	31.1
Agree	34	45.9
Total	**74**	**100**

Source: Field Data, 2020.

One of the key informants in this study noted that;

> The section of analysis entails of two interrelated but distinct groups: counter-terrorism analysis group and crime analysis group. Experts assigned in crime analysis group are responsible for tactical, strategic and tactical crime analysis, addressing the requirements of crime analysis established by the intelligence agency. The group of counter-terrorism analysis has the mandate of terrorism threat analysis and the production of tactical analytical products, strategic threat analysis as well as threat assessment (Source: Key informant 5).

As shown in Figure 4.18, 51.4% were convinced that data dissemination is a challenge to adoption of intelligence-led policing paradigm within Kamukunji Sub-county as 29.7% remained neutral on the issue and 18.9% disagree.

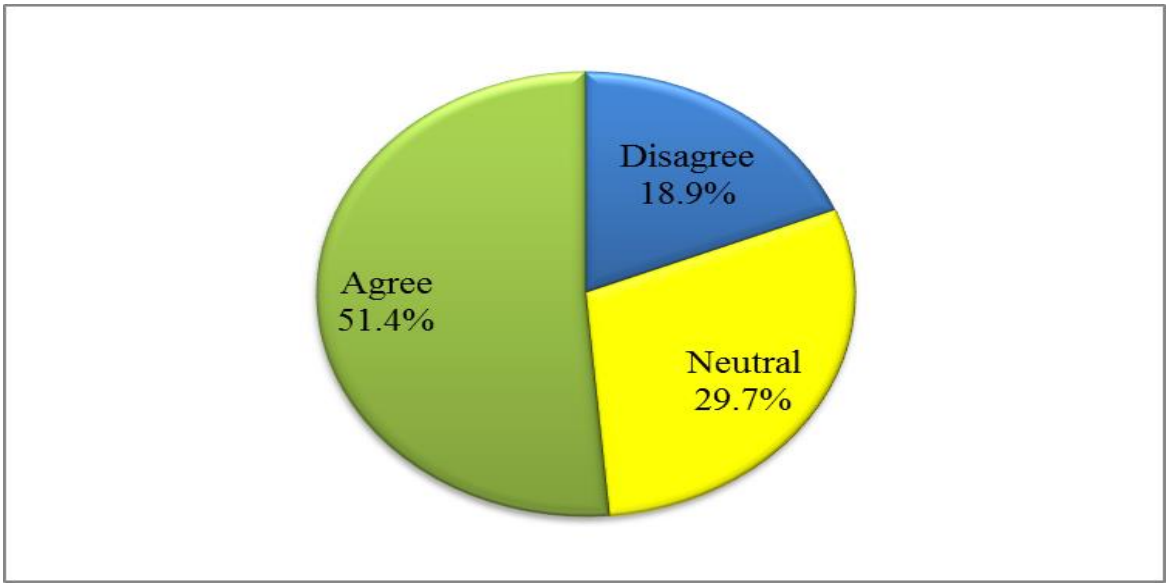


Figure 4.14: Data Dissemination, Source: Field Data, 2020.

A response from one of the key informants (Key Informant 3) summarizes the latter point;

> **"**In most cases the intelligence report does not reach officers on the ground on time. Its only after action that you might be told that such intelligence existed…I would recommend that first the person or officer dealing with intelligence led policing should be conversant with that field. Then there should be a way of disseminating the information to all relevant officers. I am sorry to say that some OCS receives intelligence reports and just notes.

No officers are informed of the same and the file is closed at that" (Source: Key Informant 3).

As evidenced in table 4.15, the majority of the respondents (56.8%) felt that access to intelligence posed a challenge in the adoption of the policing approach, while 29.7% were of a neutral position as 13.5% disagreed.

Table 4.13: Intelligence Accessibility

	Frequency	Percentage
Disagree	10	13.5
Neutral	22	29.7
Agree	42	56.8
Total	**74**	**100**

Source: Field Data, 2020.

As to whether the continuous assessment of the progress of the intelligence-led policing within Kamukunji Sub-county posed a challenge, most of the respondents, 52.7% agreed that indeed it was a challenge in the division while 28.4% were neutral while 18.9% of the respondents disagree to this view. The findings are presented in Figure 4.15

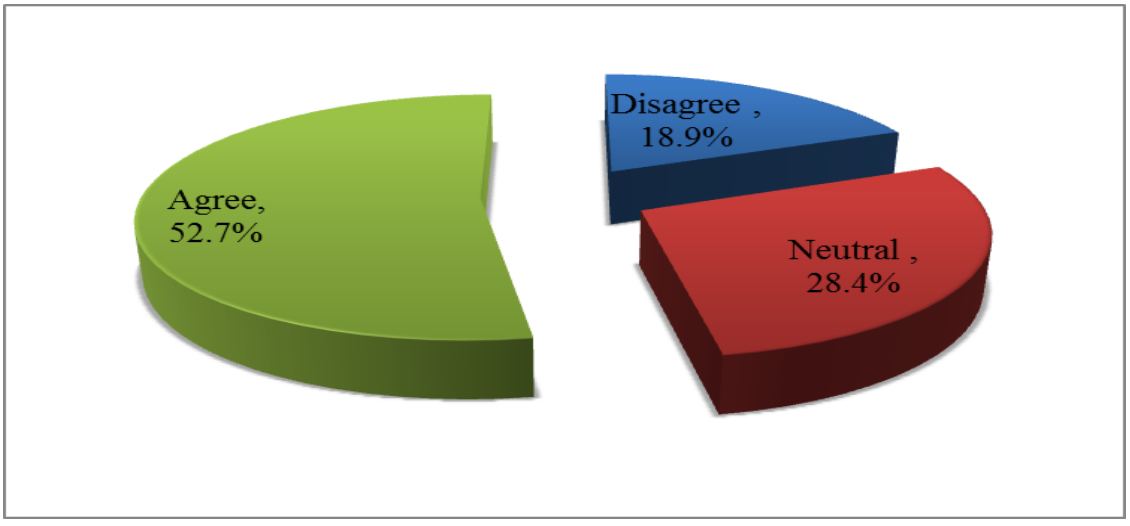


Figure 4.15: Continuous Assessment, Source: Field Data, 2020.

The findings on results oriented tactics as depicted in Table 4.14, shows that 51.4% of the respondents agreed that the adoption of result oriented strategies using the intelligence was a challenge as opposed to long term strategies while 37.8% were neutral as 10.8% of the respondents disagree.

Table 4.14: Results Oriented Tactics

	Frequency	Percentage
Disagree	8	10.8
Neutral	28	37.8
Agree	38	51.4
Total	**74**	**100**

Source: Field Data, 2020.

The analysis of whether the availability of timely and effective intelligence posed a significant challenge in the adoption of the intelligence-led policing within Kamukunji Sub-county, the findings presented in Figure 4.16 indicate that the majority (55.4%) of the respondents were in concurrence that it was a challenge to the policing approach though 12.2% disagree as 32.4% were neutral.

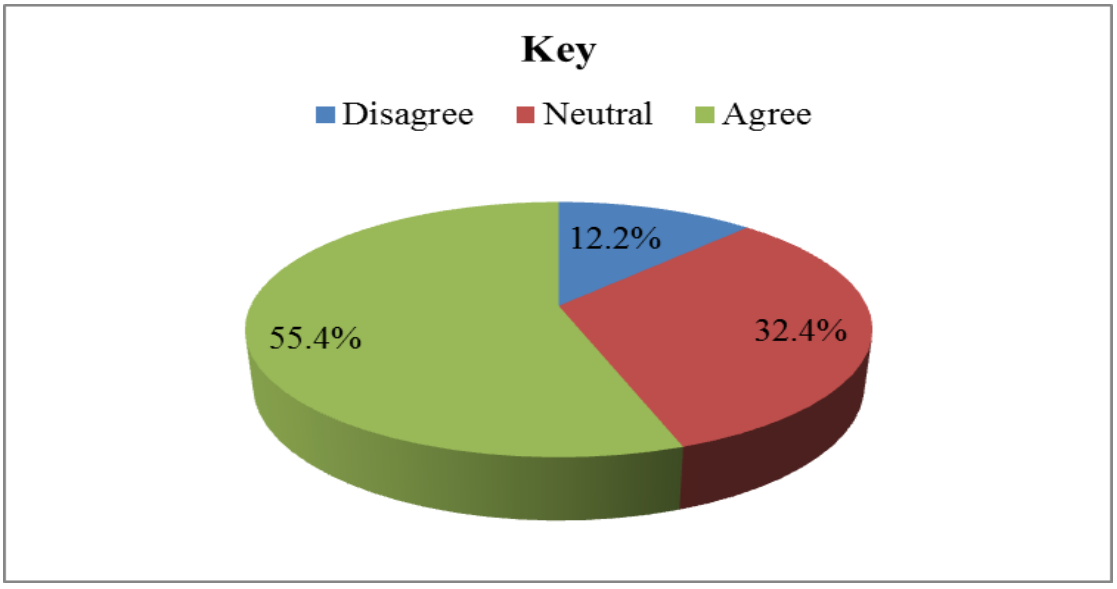


Figure 4.16: Availability of Timely and Effective Intelligence, Source: Field Data, 2020.

A key informant interview by one of the senior officer serving at the Crime branch within Kamukunji Police Station revealed that;

> Community threats changes typically with change in times and globalization. Strategic analysis is utilized specifically for resource allocation as well as planning in order to understand the threat picture changing nature. Information is offered to the decision makers over the changing methodologies, characteristics and nature of the emerging threats for the aim of formulating response strategies as well as allocation of resources. For instance, if information is received from a member of the public or an informant it is upon the intelligence analyst to evaluate whether the information is worth being pursued further (Source: Key Informant 6).

4.4 Regression Analysis

This study conducted regression analysis on evaluating the role of ILP on counter-terrorism measures within the national police service in Kamukunji Sub-County, Nairobi County, Kenya. The SPSS version 21 was utilised in entering, coding and computing the multiple regressions measurements for the study. The results are captured under various tables below.

Table 4.15: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.745a	.725	.733	1.80206

Table 4.10 above indicates a summary of the model of regression analysis between the independent and dependent variable of the study (Intelligence Led Policing and counterterrorism measures). The R value was 0.745, the value of R^2 was 0.725 and the R value of the adjusted R^2 was at 0.733. This value of 0.725 implies that 72.5% of the dependent variable (counter-terrorism measures) could be explained by the

independent variables (level of utilization of security intelligence, effects of security intelligence and challenges in the adoption of intelligence led policing)

Table 4.16 ANOVA

Model	**Sum of Squares**	**df**	**Mean square**	**F**	**Sig.**
Regression	332.704	2	166.352	46.033	.000[b]
Residual	112.031	31	3.614		
Total	**444.735**	**33**			

The processed data(Table 4.16) Analysis of Variance **(**ANOVA) statistics at 5% significance level indicates that the value of F calculated is 46.033 and the F value is critical at 5% level is 3.31. Since calculated F is greater than the F critical (45.033>3.31), this indicates that the model overall was significant.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions, recommendations and the implications of the study findings with reference to the specific objectives and the hypothesis tested. It provides possible explanations why the hypothesis was not supported highlighting the contribution of the study. Finally, it offers recommendations for practical and policy implications accruing from the study and proposes area for future research

5.2 Discussion of the Findings

The study sought to assess the role of intelligence-led policing on counter-terrorism measures within Kamukunji Sub-county. The data was collected using questionnaires and key informant interviews which were distributed to research respondents. The study results was tabulated and coded represented and analyzed through descriptive techniques.

The findings reflect the objectives of the study and the questionnaire items. These items were the socio-demographic characteristics of the respondents, the use of intelligence led policing on counter-terrorism, the criminal environment influence on counter-terrorism , intelligence-led policing and decision making and the challenges of adoption of intelligence-led policing approach on counter-terrorism measures.

The study also present results on various aspects of intelligence-led policing paradigm. They included the determination of how criminal intelligence was utilized in counter-terrorism; the extent criminal environment had influenced counter-terrorism measures; the influence of intelligence-led policing on decision making on counter-

terrorism and the challenges experienced in the adoption of intelligence-led policing in Kamukunji Sub-county. The results of this study have fallen within the theoretical frameworks that guided the study right from the outset.

Among the leading theories which informed the study were systems theory and contingency theory as well as routine activity theory. System theory assist in understanding how the intelligence agencies such as the National Intelligence Service, Criminal Intelligence Unit, Federal Bureau of Investigations, Military Intelligence, Criminal Intelligence Agency and the Secret Service among other intelligence organs collaboratively work to combat terrorism acts. The justification of the second theory (contingency theory) which is more oriented externally assisted in the study the examination of external dynamics in informing the 'fit' aspects of adaption; hence the two theories actually complemented shortcomings of each other.

Contingency theory perceives the external environment, basically the task environment of a particular organization as being the key driver of change. Theorists of contingency study the organizations operating contingencies, which entails 1) the scale of operation (Laszlo, 2013), (2) the environment, (3) and technology (Laycock, 2010). Several contingency theory streams have developed over the years adhering to these areas of inquiry: the stream which comes first evaluates the adaptations of the organization to environmental tasks, which entails examination of the link between environments, innovations and organization structures (John and Maguire, 2004). Intelligence-led policing is philosophy which is collaborative and begins with information collected at all the organizational levels that are critically analyzed to form vital intelligence and a better understanding of the environment of operations. This will actually support leadership in

formulating the best decisions possible with respect to control of crime strategies, tactical operations and allocations of resources as cited by Blau (2011).

5.2.1 Socio-Demographic Data

A closer analysis of the demographic research findings shows that the majority, 70.3% were male which implied a glaring disparity in gender equity in Kamukunji Sub-county. This further confirms the skewed gender characteristics of the security sector in Kenya where the male dominate. In regard to education level, although the majority (55.4%) of the respondents had obtained form four level of education, it is worth noting that the combined percentage of the respondents with 'A'- level, college and university levers was 43.2% an indicator of a well-educated workforce. It is also evident that 48.6% have had a lengthy service of over 15 years thus well versed with the functioning of the service in general. The service length played a paramount role in assessing the level of experience of the respondents in utilizing of ILP

5.2.2 Levels of utilization of Security Intelligence

As regards the utilization of criminal intelligence in the Kamukunji Sub-county, the top three areas were in the investigation of crimes after occurrence which was 89% followed by prevention of crimes at 81% and the general crime detection at 80%. This concur with the intelligence-led policing ideological concept as postulated by Ratcliffe (2008) which opines that assists the police executives to have a strategic overview of crime problems in their jurisdiction so that they can prudently utilize resources to the most important crime priorities of reducing crimes by targeting prolific criminals using prior criminal intelligence.

The officers in Kamukunji Sub-county use criminal intelligence in the prevention of crimes, detection of crimes and solving of committed crimes which are in line with the main objectives of intelligence-led policing paradigm. This is in tandem with John and Maguire (2003) assertion that intelligence-led policing is a conceptual framework for conducting the business of policing and is unlike the saturated patrolling and situational crime prevention tactics but rather a business model and an information-organizing process that allows police agencies to better understand their crime problems and take measures of the resources available to be able to decide on an enforcement tactic or prevention strategy best designed to control crime.

However, it is worth noting that the major utilization of criminal intelligence in Kamukunji Sub-county is in the investigation of terrorism acts and crimes after they have already occurred (89.2%). This pointed to a reactive approach which is in contrast to the main objective of the intelligence-led policing approach. Ratcliffe, (2008) argues that the move to intelligence-led policing was in part driven by the desire for policing to be proactive in preventing crime instead of simply reactive to crime once it occurred and further posits that for prevention activity to occur, it requires that the police and crime prevention practitioners are proactive in their actions.

Proactivity requires the criminality in question to have a component of predictability about it. If a crime is extremely rare, we are unlikely to be able to identify future events because we require historical patterns to establish a trend and conditions that make the event likely. He thus concludes that predictability requires the identification of patterns of criminality; hence the chain of prevention requires proactivity which requires predictability which in turn requires patterns. This is an area that the

police executives at Kamukunji Sub-county need to address. As much as some short term fluctuations sometimes exist, many crime trends and problems are long-term and ongoing until effective remedial action is taken.

5.2.3 Security Intelligence and Decision Making on Counter-terrorism

Regarding the influence of criminal intelligence on decisions, most of the respondents (66.2%) ascertained that they are always received intelligence briefs of the task they are allocated, while 51.4% respondents claimed to have never utilized the centralized intelligence centres to access criminal intelligence necessary for given task, although 52.7% of the respondents confirmed they always have access to criminal intelligence when they require it. Most of the respondents (64.9%) ascertained that the intelligence received always influenced their decisions on the counter-terrorism operations. These results are in concurrence with Peterson (2005) assertion that for intelligence-led policing to become a reality, intelligence analysis must be incorporated into the planning process of police agencies.

The fact that 66.2% received intelligence briefs prior to embarking on a given counter-terrorism exercise task, allows the officers to factor the intelligence into their working strategies of managing terrorism acts within Kamukunji Sub-county. This shows that the police were more reactive on managing of serious crimes such as terrorism. Also the fact that 64.9% of the respondents from the division always made decisions influenced by the intelligence reflects an incorporation of intelligence analysis in the planning processes at the Division, a fact the officers are well aware and conversant with. However, on the flip side, it should be a matter of great concern to the police executives in Kamukunji Sub-county that the majority of the respondents (51.4%) have never used

the centralized intelligence centre, which begs the question of the manner in which the intelligence is disseminated, the accessibility to intelligence and effective intelligence within the division on counter-terrorism operations.

5.2.4 Intelligence led Policing Challenges

The study results in light of the challenges bedeviling the adoption of intelligence-led policing on counter-terrorism measures within Kamukunji Sub-county, information sharing and intelligence accessibility was among the greatest challenge facing adoption of intelligence Led Policing on ensuring counter-terrorism measures. This was marked with poor interagency coordination among the security organs. For instance, the study noted that there was poor coordination between the Criminal Intelligence Unit (CIU), The National Intelligence Service (NIS) and the Military Intelligence (MI). The findings are in line with Alberto, Schofield & Herraiz (2015) who noted in their study on the contribution of ILP on piracy management that most of the security agencies had no common database to share real time intelligence information for processing and analysis. They additionally noted that majority of the law enforcement agents were ill-trained on methods of intelligence gathering such as foot surveillance, undercover operations and technical surveillance.

Quarmby (2009) argues that if agencies are to anticipate risks and influence action, then three essential requirements to proactive work; there is an identifiable decision-making system to support; there is a will to think ahead in both the intelligence system and the decision system to be supported; and lastly, there is a will to apply the results in both the intelligence system and the decision system to be supported. This can be best achieved if access to effective intelligence on time, which appears to be lacking in

the Kamukunji Sub-county, hence invariably might affect the overall effectiveness of intelligence-led policing within Kamukunji Sub-county

This study was based on two theories namely General Systems Theory and contingency Theory. The findings reported have fallen within the conceptualization of the two theories. Contingency theory views the external environment, particularly the task environment of an organization as being the principal driver of change. The systems theory is a set is set of elements connected together which forms a whole, possessing properties of the whole rather than its components parts. Thus the general systems theory advocates that a system can only be understood as a functioning whole, rather than in terms of its building blocks. The theory does not ignore components; rather it stresses the interrelation between components.

5.3 Summary of Findings

The demographic characteristics of the respondent's findings suggest that the majority at 70.3% were male whereas the majority respondent's length of service was over 15 years of service (48.6%). It is also apparent that the majority of the respondents were of the members of other ranks which stood at 90.5%.

The results on the utilization of ILP show that the majority of the respondents exploited it after the occurrence of terrorism acts for investigative reactive purposes in Kamukunji Sub-county (89.2%). However, the second and third most use of Intelligence Led policing was more proactive in prevention of terror acts and terror acts detection in general. Hence the study shows that the police officers utilize Intelligence Led policing both for proactive and reactive purpose but with high frequency in reactive policing.

However, the study shows that a significant portion of the respondents (51.45%) had never used the centralized intelligence centre in accessing intelligence necessary for their tasks. Regarding the challenges facing the adoption of intelligence-led policing in Kamukunji Sub-county, most of the respondent identified those relating to capacity building, staffing and information sharing as the greatest impediment to the success of the policing approach. However, the challenge of command commitment though drew 50% of the respondents who viewed it as a challenge, it is noteworthy the combined number of 50% took either a neutral position or did not view it as a challenge.

5.4 Conclusion

The main purpose of the study was to assess the role of intelligence-led policing in counter-terrorism within Kamukunji Sub-county. The study was conducted within the Kamukunji Sub-county among the police officers of all the constituent composition of the NPS, namely the KPS, The APS and the DCI covering most of the Police Stations and APS camps within the sub-county. The objectives of the study were to determine how intelligence-led policing was utilized on counter-terrorism within Kamukunji Sub-county, establish the extent criminal environment influenced intelligence-led policing counter-terrorism, analyze the extent to which intelligence-led policing influence decision making in counter-terrorism and explore the major challenges experienced in the adoption of intelligence-led policing in counter-terrorism measures within Kamukunji Sub-county.

The results on the levels of utilization of ILP showed that the majority of the respondents exploited it after the occurrence for investigative reactive purposes within Kamukunji Sub-county (89%). However, the second and third most use of ILP was more proactive in prevention of terrorism acts and terror acts detection in general. Hence the

study shows that the police officers utilize criminal intelligence both for proactive and reactive purpose but with high frequency in reactive policing. It thus noted that there is still lack of understanding by the officers on how to maximize on the utilization of criminal intelligence especially for proactive counter-terrorism measures. It also noted that the officers are conversant with the intelligence-led policing though their roles in the approach are not clearly defined within Kamukunji Sub-county

Regarding the influence of criminal intelligence on decisions, most of the respondents (66.2%) ascertained that they are always received intelligence briefs of the task they are allocated, while 51.4% respondents claimed to have never utilized the centralized intelligence centres to access criminal intelligence necessary for given task, although 52.7% of the respondents confirmed they always have access to criminal intelligence when they require it. Most of the respondents (64.9%) ascertained that the intelligence received always influenced their decisions on counter-terrorism operations. It is thus noted from the study that this is a reflection of the incorporation of intelligence analysis in the planning processes at the sub-county, a fact the officers are well aware and conversant with. However, a well-defined structure akin to UK National Decision Making Model would greatly streamline the adoption and functioning of the intelligence-led policing within the sub-county and the country as a whole.

The study results in light of the challenges bedeviling the adoption of intelligence-led policing in Kamukunji Sub-county, which had capacity building (64.9%), staffing (60.8%) and information sharing (60.8%) leading the list are not unique to the Sub-county or other places such an approach has be introduced. It was noted from the study that the respondents were aware of these challenges. However, it was evident that most of

the officers were not skilled and knowledgeable in the process of intelligence collection hence the challenge of capacity building is an acute one.

5.5 Recommendations

Informed by the conclusions drawn from the study, several recommendations are made based on the study specific objectives;

In regard to the first objective which talks about utilization of security intelligence on counter-terrorism activities within Kamukunji Sub-county the study recommends that decentralization of the intelligence analysts from the County Headquarter closer to the decision makers at divisional levels either by clustering several divisions or to individual divisions to foster deeper understanding of the criminal environment, concentration, creation of local-based intelligence data base and timely dissemination of intelligence to the concerned officers. The duty bearers are the Inspector General (IG) for policy formulation whereas the implementation task falls on the Deputy Inspector Generals (DIGs) of KPS and APS, the Director of DCI (DDCI) and the County Commanders (CCs). Secondly, in compiling the products of intelligence, the Crime Branch Office should utilize reported crime data or cases, collected crime information by informants and police officers on undercover operations to improve on counter-terrorism response. This will improve the intelligence products quality. Thirdly in regard to recommendations on this first objective, there is a need of developing organized and comprehensive collections activities. Timely, accurate, targeted analysis is made possible in a greater part through making sure that analysts have enough relevant information from a broad spectrum of sources as possible. Any agency which seeks to have a robust and reliable ILP program should ensure that the information from the widest possible array of

external and internal sources is actually made available to the analysts of intelligence information

In regard to the second specific objective which focused on effects of security intelligence on counter-terrorism activities decision making within Kamukunji Sub-county, Nairobi City County, the study recommends that staffing and capacity building of the officers should be given priority which should go hand in hand with resource and tooling in order to put into practice the knowledge and skills imparted. The duty bearers here are the IG, the two DIGs and the Director DCI. This study recommends for the mainstreaming the intelligence-led policing approach to the existing policing approaches already in place such as community policing, beats and patrols among others and not a standalone approach in order to complement each other and not be a stand-alone approach. The duty bearer here are the CCs. Finally, the study recommends for the adoption of community policing approaches which has great consideration for community police partnerships. The willingness of the citizens to make reports over criminal activities can greatly assist in unearthing of criminal networks. These similar strengths lead to interrupting of terror networks operating within a given neighborhood.

Finally, in relation to the third specific objective which concentrated on challenges in the adoption of intelligence led policing within Kamukunji Sub-county, the study recommends for designating county and/or division intelligence-led policing coordinators in a structured arrangement. The two DIGs and the Director DCI are the duty bearers on this recommendation. This study also recommends for the need of intelligence analysts in every police station who is well trained in tactical, operational and strategic intelligence analysis. Training plus the right education will assist the analysts in

making correct assumptions or drawing of right hypothesis during information analysis on possible terror links. Additionally, this study recommends for police executives support for proactive crime management approaches such as ILP on counter-terrorism operations or measures. Conversely, this study recommends that the police executives should implement a kind of a mechanism by which intelligence is discussed and shared in regard to operational activities and possible threats. Intelligence should be the foundation on which accountability for operational success is anchored on.

5.6 Areas of Further Research

The study recommends further research in the following areas;

In relation to the first specific objectives which dwells on utilization of security intelligence on counter-terrorism activities within Kamukunji Sub-county the study recommends for a similar study to be conducted but on a different geographical location within a cosmopolitan city such as Nairobi to ascertain the effect of ILP on contraband goods investigations.

Thirdly, considering the second specific objective(effects of security intelligence on counter-terrorism activities decision making within Kamukunji Sub-county) the study suggest for a study to be conducted within Mombasa County on the effect of security intelligence on addressing tax evasion issues at the port and drug trafficking

Finally, in regard to the thrid specific objective on the challenges in the adoption of intelligence led policing within Kamukunji Sub-county, the study recommends that a similar study should be carried out on the challenges facing intelligence officers in gathering intelligence information among the informal settlements within Nairobi County.

REFERENCES

Ackoff, R.L. (2012). *Creating the corporate future.* New York: John Wiley & Sons.

Adderley, R. W. (2007). *The use of data mining technique in crime trend analysis and offender profiling*. London: University of Wolverhampton.

Alberto, R.G., Schofield, R.B., & Herraiz, D.S. (2015). *Intelligence-Led Policing*: The Intelligence Architecture. Thousand Oaks, CA: Sage Publications

Anderson, R. (2016). *Intelligence-led policing: a British perspective. In A. Smith (Ed.), Intelligence-Led Policing*: International Perspectives in the 21st Century policing: International association of Law Enforcement Intelligence Analysts, Lawrenceville. London: University of Wolverhampton.

Bauman, Z. (2011) *Community: seeking safety in an insecure world.* Cambridge: Polity.

Billante, N. 2003. *The Beat Goes On: Policing for Crime Prevention. Issue Analysis. St Leonards, New South Wales*: The Centre for Independent Studies.

Blau, P. M. (2011). A formal theory of differentiation in organizations. *American Sociological Review, 35*, 201-218.

Burns, T. & Stalker, G. M. (2014). *The Management of Innovation.* London: Tavistock.

Chalk, P. & Rosenau, W. 2004. *Confronting the "Enemy Within" Security Intelligence, the Police, and Counterterrorism in Four Democracies.* California: RAND Corporation.

Champagne, B. (2009). *The United Nations and Intelligence*. Available on the Internet at: http://www.peaceopstraining.org/theses/champagne.pdf. (15 November 2009).

Cope, N. (2014). Intelligence led policing or policing led intelligence?: Integrating volume crime analysis into policing. *British Journal of Criminology*, *44*(2), 188–203.

Coyne, J. W. & Bell, P. (2011). Strategic Intelligence in Law Enforcement: A Review. *Journal of Policing, Intelligence and Counter Terrorism*. vol. 6(1):23-39, April. London: Routledge.

Cullen, F. T & Agnew, R. (2006). *Criminological Theory: Past to Present. Essential Readings*. Third Edition. California: Roxbury Publishing Company.

Creswell, J.W., & Plano Clark, V.L. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage Publications

Creswell, J.W. (2008). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage Publications

Docobo, J. (2015). Community policing as the primary prevention strategy for homeland security at the local law enforcement level. *Homeland Security Affairs,* 1(1).

Eck, J.E. & Spelman, W. (2012). *Problem Solving: Problem-oriented Policing in Newport News*, Police Executive Research Forum, Washington DC.

Fleming, J. and Grabosky, P. (2009). Managing the Demand for Police Services, or How to Control an Insatiable Appetite. *Policing,* 3(3) pp. 281-291.

Fuentes, J. R. (2006). *Practical Guide to Intelligence-Led Policing*. New Jersey: New Jersey State Police.

Gatuiku, J. A. (2014). Repression and Terrorism: A cross-national empirical analysis of types of repression and domestic terrorism. Understanding terrorism diversities. Vol. 27, No. 1, pp.102-118

Gay, L.R. (1992). *Educational research competencies for analysis and application (4th ed.)*. New York, NY: Macmillan Publishing Company.

Goldstein, H. (2011). *Problem-orientated Policing*, McGraw-Hill, New York.

Guidetti, R. A. (2006). *Policing the Homeland: Choosing the Intelligence Option*. California: Naval Postgraduate School.

Hair, J., Anderson, R., Tatham, *R.* &Black, W. *(*1998*) Multivariate Data Analysis.*(5th Edition), London: Prentice Hall International.

IMF (2017). *World economic outlook update, July 2017*. Retrieved on 12th September 2017 from https://www.imf.org/en/Publications/WEO/Issues/2017/07/07/world-economic-outlook-update-july-2017

John, T. & Maguire, M. (2003). *Rolling out the National Intelligence Model*: Key Challenges. In Bullock, K. & Tilley, N(Eds), Crime reduction and Problem Oriented Policing), 38-68. UK: Willan.

John, T., and Maguire, M. (2004). *The National Intelligence Model and early implementation experience in three police force areas*. South Wales: Cardiff University Press.

Jorgensen, K. E (2010). International relations theory. New York, NY: Palgrave Macmillan.

Kimani.E. F. (2018). The human consequences of foreign Military Intervention, *Defence and peace economics*, Vol. 28, No. 4, pp. 230-249.

Kombo, D.K. and Tromp, D. L. A. (2006). *Proposal and Thesis writing*: An introduction. Nairobi: Pauline's Publications Africa.

Laycock, G. (2010). "Research for police: Who needs it?" *Trends and Issues in Crime and Criminal Justice*, no. 211, Australian Institute of Criminology, Canberra.

Laszlo, E. (2013). *Introduction to systems philosophy: Toward a new paradigm of contemporary thought.* New York: Gordon & Breach Science Publishers.

Leman-Langlois, S. & Shearing, C. D. (2011). Human Rights Implications of New Developments in Policing. Oxford, UK: Blackwell.

Loyka, S.A. Faggiani, D.A. Karchmer, C. Baginski, M. Bibel, D. Carraway, M. Kirby, S. Martinez, R.A. Sellers, S. & Sullivan, J. (2005). *Protecting Your Community From Terrorism: The Strategies for Local Law Enforcement series*. Washington: Police Executive Research Forum.

Magogo, K. (2017). counter-terrorism strategies effectiveness in Kenya: Fighting terrorism at the Periphery. *Kenya Studies Review*, Vol. 1, No. 1, pp. 107-132.

Mallory, S. L. (2007). *The Concept of Asymmetrical Policing. International Police Executive Symposium Working Paper No 12*. www.IPES.info (8 February 2010).

Mugenda, M.O. and Mugenda, G.A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Acts Press

Mwangi, O. G. (2016). Continuity and Change in Kenya's Defense and Foreign Policies: The Impact of the New Security Dilemma. In *Kenya After 50.* pp. 245-266. Palgrave Macmillan US.

Obershall. A. (2008).How democracies fight insurgents and terrorists, Dynamics of Asymmetric conflict; *Under the Scourge of terror.* Vol. 1, No. 1, pp. 107-137.

O"Brien, K. A. 2003. *Controlling the Hydra: An Historical Analysis of South African Intelligence Oversight. "Making Intelligence Accountable; Executive and Legislative Oversight of Intelligence Services"*. Geneva: Geneva Centre For The Democratic Control of Armed Forces.

Onovo, O. O. (2014). *Interagency Intelligence Gathering and Sharing for Effective Crime Control: Perspective from the Police*. Crime and Policing in Nigeria: challenges and options.(2nd Ed.). Oxford, UK: Blackwell.

Peterson, M. (2013). *Intelligence-led policing: The new intelligence architecture*. US Department of Justice, Office of Justice Programs.

Peterson, M. B. (2005). *Intelligence-Led Policing: The New Intelligence Architecture*. Bureau of Justice Assistance, Washington DC.

Phillips, D. (2008). "Police intelligence systems as a strategic response", in C. Harfield, A. MacVean, J. G. D. Grieve, and D. Phillips, (eds.), *The Handbook of Intelligent Policing: Consilience, Crime Control, and Community Safety*. Oxford: Oxford University Press, pp. 29-35.

Pourheidari, A & Croisdale T. (2010). *Understanding Criminal Co-offending: A Histography of Research Literature*. Geneva: Geneva Centre For The Democratic Control of Armed Forces.

Quarmby, N. (2014). *"Futures work in strategic criminal intelligence"*, in J. H. Ratcliffe, (ed.), *Strategic Thinking in Criminal Intelligence*. Sydney: Federation Press.

Ratcliffe, JH and Guidetti (2008). State police investigative structure and the adoption of intelligence led policing. *Policing: An International Journal of Police Strategies & Management*, Vol. 31 No. 1:109-128

Ratcliffe, J, H. (2007). *Integrated Intelligence and Crime Analysis: Enhanced Information Management for Law Enforcement Leaders*. Washington DC: Police Foundation.

Ratcliffe J.H. (2008). *Intelligence-led Policing*. Devon: William Publishing.

Robson, C. (2006). *Real world research: A resource for social scientists and practitioner researchers* (2nd Ed.). Oxford, UK: Blackwell.

Seale, C., Gobo, G., Gubrium, J.F. and Silverman, D. (2004) *Qualitative Research Practice, London*: Sage.

Schneider, S. R. (2009). The Criminal Intelligence Function: Toward a Comprehensive and Normative Model. *International Association of Law Enforcement Intelligence Analysts Journal*. vol 9(2):403-427. Richmond: International Association of Law Enforcement Intelligence Analysts.

Schreier, F. (2009). *Fighting the Pre-eminent Threat with Intelligence-led Operations*. Occasional Paper No 16. Geneva: Geneva Centre for the Democratic Control of Armed Forces.

Sherman, L. W., Gottfredson, D., MacKenzie, D., Eck, J., Reuter, P., and Bushway, S. (2014). *Preventing Crime: What works, what doesn't, what's promising*. National Institute of Justice, Washington DC.

Smith, A. (2013). *Intelligence Led Policing: International Perspectives on Policing in the 21st Century*.Lawrenceville, New Jersey: International Association of Law Enforcement Intelligence Analysts

Stevens, J.P. (1992). *Applied multivariate statistics for the social sciences*. (2nd ed). Hillsdale, NJ: Erlbaum.

Tabachnick, B.G. & Fidell, L.S. (2007). Experimental Designs Using ANOVA. *Duxbury Applied Seeries.* Calfonia: Thomson/Brooks/Cole

Von Bertalanffy, L. (2013). *General system theory: Essays on its foundation and development,* rev. ed. New York: George Braziller.

Zimbabwe Republic Police. (2013). *Criminal Intelligence Unit Manual*, 2nd Edition. Harare: Police Printers.

Zinbarg, M. (2005). *Research methods*.New Jersey: Pearson Publishers.

APPENDICES

Appendix 1: Introduction Letter

Africa Nazarene University,

P.O. Box 53067-00200

Nairobi, Kenya

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

I, Abdiaziz Maalim Hassan, a Masters student in Governance, Peace and Security, in the Department of Peace and Conflict Studies of Africa Nazarene University, wish to undertake a study on: **"**evaluation of the role of intelligence led policing on counter-terrorism measures within Kamukunji Sub-County, Nairobi County.

I therefore, sincerely request you to assist in filling this questionnaire. The information collected will be used for academic purpose only and all confidentiality will be kept.

Thanks for your cooperation.

Yours sincerely,

Abdiaziz Maalim Hassan

……

16S03EMGP013

Africa Nazarene University

APPENDIX II: QUESTIONNAIRE

A1 : QUESTIONNAIRE

***ASSESSMENT OF* ROLE OF INTELLIGENCE LED POLICING ON COUNTER-TERRORISM MEASURES WITHIN THE NATIONAL POLICE SERVICE IN KAMUKUNJI SUB-COUNTY, NAIROBI COUNTY**

Questionnaire for Police Officers.

==========

Declaration: Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for research/ academic purposes by the researcher himself.

SECTION A.

Background information.

1. **Respondent Rank.**
   - Gazatted Officer [ ]
   - Member of Inspectorate [ ]
   - Other Ranks [ ]
2. Gender?
   - Male [ ] Female [ ]
3. How long have you served in the Police Service?
   - a] Under 5 years [ ] b] 6-10 years [ ]
   - c] 11-15 years [ ] d] Over 15 years [ ]
4. What is your highest level of Education?
   - Primary Level [ ] Form four [ ]
   - Form six [ ] Diploma [ ]
   - Bachelors Degree [ ] Masters [ ]
   - Others; (please specify)……..

SECTION B

The use of levels of utilization of ILP on counter-terrorism Activities

5. How have you utilized criminal intelligence on counter-terrorism in your work in the following tasks? Please tick the most corresponding response.

TASK	Never	Rarely	Often
Investigation of terror attacks			
Investigation of terror attacks before occurrence			
Detection of terror attacks			
Detection of specific crime(s)			
Detection of terror criminals			
Detection of specific terrorist (s)			
Prevention of terror attacks (s)			

6. Security intelligence is used in Investigation of terror attacks

Strongly Agree ☐

Agree ☐

Undecided ☐

Disagree ☐

Strongly Disagree ☐

7. Generally, there is improved response to terrorism activities in Nairobi County through security intelligence.

Explain

……

……

……

8. The utilization of security intelligence has significantly assisted in preventing terror attacks

Strongly Agree ☐
Agree ☐
Undecided ☐
Disagree ☐
Strongly Disagree ☐

9. Do you agree that criminal intelligence affects coordinating of counter-terrorism Activities?

Strongly Agree ☐
Agree ☐
Undecided ☐
Disagree ☐
Strongly Disagree ☐

Justify your choice

……
……
……

SECTION C: Security Intelligence and Decision Making on Counter-terrorism

10. Kindly tick your opinion as appropriate: Key: 1 Never; 2 Sometimes; 3 Always.

Variable	**Never**	**Sometimes**	**Always**
Intelligence brief before task			
Use of centralized intelligence centre			
Access to criminal intelligence			
Influence of intelligence in decision making			

11. How often do the intelligence you get influence counter-terrorism decision in handling terrorism situation?

    Very Often [ ]
    Often [ ]
    Rarely [ ]
    Never [ ]
    Don't Know [ ]

12. Please give reason (s) for your response in Question 13 above.

    ……

    ……

    ……

SECTION D: SECURITY INTELLIGENCE CHALLENGES

13. To what degree do you AGREE or DISAGREE that the under listed challenge(s) afflict security intelligence on your work on counter-terrorism. Kindly tick your opinion as appropriate : Key : 1 Strongly Disagree ; 2 Disagree; 3 Neutral; 4 Agree; 5 Strongly Agree.

Challenge	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Staffing					
Capacity building/training					
Resource/tooling					
Command commitment					
Active collaboration					
Information sharing					
Clearly defined goals					
Data collection					
Data analysis					
Data					

dissemination					
Intelligence accessibility					
Continuous assessment					
Result oriented tactics/strategies					
Effective intelligence					

14. Others
(specify)……
……
……

APPENDIX III: KEY INFORMANT INTERVIEW GUIDE

i. How is criminal intelligence utilized on planning of counter-terrorism activities in Kamukunji Sub County?

ii. To what extent has security intelligence influenced decision making on counter-terrorism activities in Kamukunji Sub County?

iii. What are the major challenges being experienced in the adoption/ adaptation of intelligence led policing in Kamukunji Sub County?

APPENDIX IV: RESEARCH PERMITS

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 855441

Date of Issue: 28/March/2020

RESEARCH LICENSE



This is to Certify that Mr.. ABDIAZIZ MAALIM HASSAN of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: ROLE OF INTELLIGENCE LED POLICING ON COUNTER-TERRORISM MEASURES WITHIN KAMUKUNJI SUB-COUNTY, KENYA for the period ending : 28/March/2021.

License No: NACOSTI/P/20/4455

855441

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

APPENDIX V: RESEARCH APPROVALS AND LETTERS

AFRICA NAZARENE
UNIVERSITY

4th March 2020

RE: TO WHOM IT MAY CONCERN

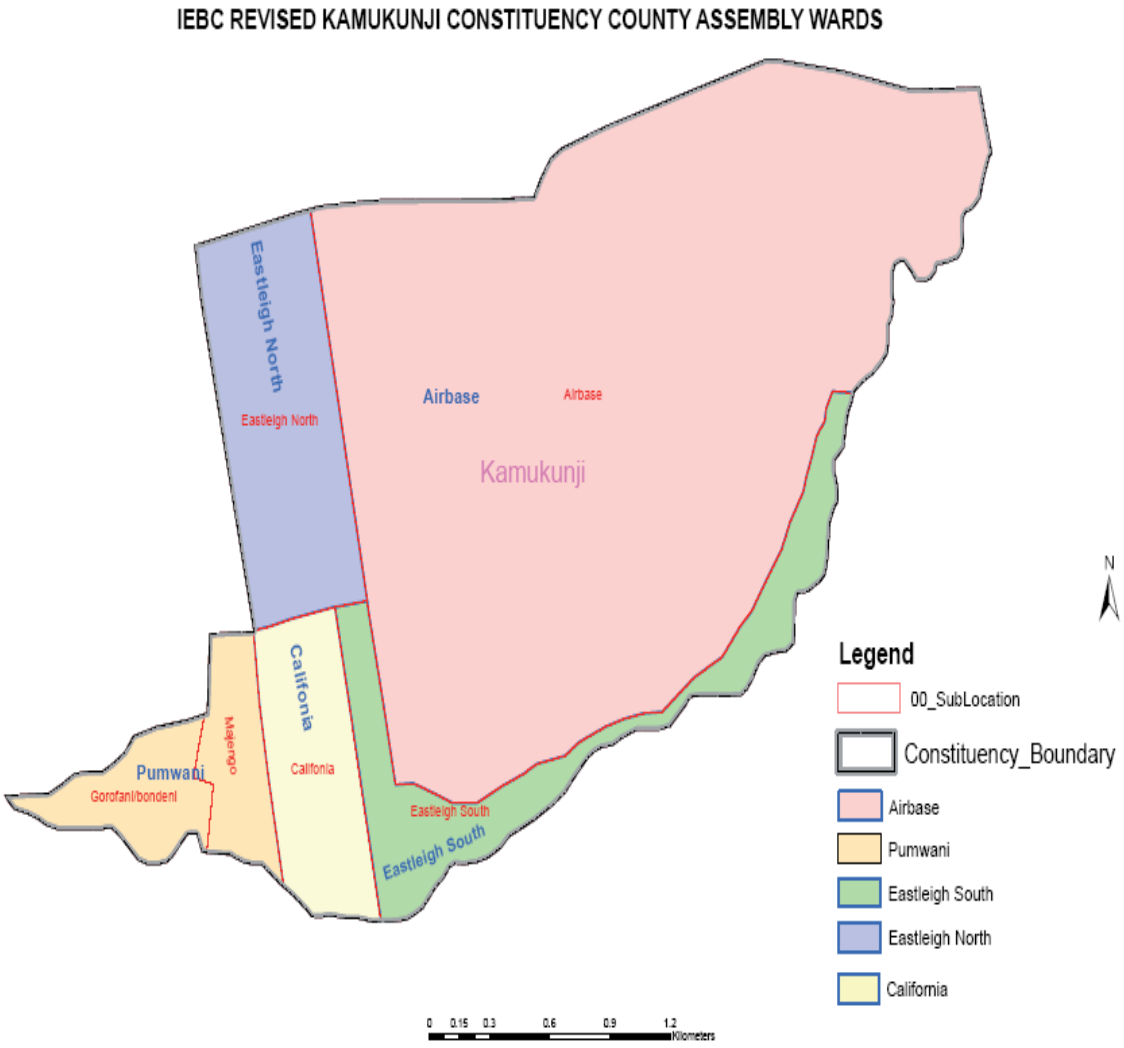
Abdiaziz Maalim Hassan **(16S03EMGP013)** is a bonafide student at Africa Nazarene University. He has finished his course work and has defended his thesis proposal entitled: - ***"Role of Intelligence Led Policing on Counter Terrorism Measures Within Kamukunji Sub-County, Kenya".***

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

Rodney Reed, PhD.
DVC Academic and Student Affairs.

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

APPENDIX VI: MAP OF STUDY AREA



Independent Electoral and Boundaries Commission (2020)