STRATEGIES ADOPTED BY THE NAIROBI CITY COUNTY IN MANAGEMENT OF RESPONSE TO EMERGENCIES

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A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION IN SCHOOL OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF PUBLIC POLICY AND ADMINISTRATION OF KENYATTA UNIVERSITY

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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

_________________________________________  __________________
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DEDICATION

This research work is dedicated to; my Mum Teresa Atieno, My father Dr. J.S Obonyo, my brother Paul, my daughter Princess Trizah Atieno, my four sisters Anne, Tabitha, Faith and Caro and my beautiful wife Violet Adhiambo without whom I would not be able to sail through the twists and turns of life. I love you all.
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Firstly, I want to appreciate my family for their unconditional love and support that they have shown me throughout my life.

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To my friends thank you for your love and encouragements in my many moments of crisis. Your friendship has been of great impact to me. I may not be able to name all the names but you are always highly honored.

Lastly, I would like to spare the remaining space here for the memory of my monumental grandfather The Great Abisaye Osuo Obonyo (1897-2015) the Man to whom I give so much glory for always walking me through the unending school of life teachings.
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ABBREVIATIONS AND ACRONYMS

CBD: Central Business Center

CCTV: Closed Circuit Televisions

DRC: Democratic Republic of Congo

ECM: Emergency Communications Network

IDPS: Internally Displaced Persons

IFRC: International Federation of Red Crescent Societies

LHDs: Local Health Departments

SPSS: Statistical Package for Social Sciences

UN: United Nations

UNEP: United National Environmental Program

UNHCR: United National High Commission for Refugees

WHO: World Health Organization
DEFINITION OF OPERATIONAL TERMS

Devolution: The transfer or dispersal of power from the central government to a lower level, which targets to improve the provision of public services.

Disaster management: The organization and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies, in particular preparedness, response and recovery in order to lessen the impact of disasters [Red Cross & Red Crescent].

Emergency preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response [DHS/FEMA definition].

Enactment: The process in a parliament or other law-making body by which the law is agreed upon and made official.

Promulgation: The process of making a law public and effective.

Public administration: The process of planning, organizing, directing, coordinating, and controlling governance operations, that targets to advance management and policies so that the government can function.

Social development: Social Development is the promotion of a sustainable society that is worthy of human dignity by empowering marginalized groups, women and men, to undertake their own development, to improve their social and economic position and to acquire their rightful place in society.

Social equity: A condition where all members of a defined society or isolated group exhibit a similar status concerning their civil rights and free access to quality public services.

Strategy: The determination of basic long-term goals and objectives of an institution, and the adoption of courses of action and allocation of resources necessary for achievement of these goals.
ABSTRACT

The fact that emergencies are inevitable and they can result into significant effects on emergency response, they requires proper planning and formulation of sound strategies to handle them. The study sought to determine the strategies adopted by the Nairobi City County in management of its response to emergencies. The study was guided by the following specific objectives; to establish the effect of employee training on the management of the response to emergencies by Nairobi City County; to determine the effect of policy review on the management of the response to emergencies by Nairobi City County; to examine the effect of strategic collaborations on the management of the response to emergencies by Nairobi City County and to assess the effect of equipment and machinery on the management of the response to emergencies by Nairobi City County. The study was guided by the Management Systems Theory, Advocacy Coalitions Theory and Normative Theory. The study adopted a descriptive research design on a sample size of 200 respondents. Primary data was collected with the aid of questionnaires and the analysis was done using descriptive and inferential statistics. The findings indicated that, an increase in Employee training would in turn increase management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, Policy review would increase management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, Non state agencies contributed to policy reviews through technical support, Review of their policies on emergency preparedness incorporated diverse non state actors, Strategic collaborations increases management of the response to emergencies and have a positive and significant effect on management of the response to emergencies, the County collaborated with local stakeholders in response to emergencies, Workings tools status increased management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, there was an elaborate functional fire equipment’s in the fire department. This study concludes that The County Assembly of Nairobi needs to invest more in undertaking of Employees Training needs analysis to ensure that appropriate training courses are designed for each employee. For the training to be effective, the County Assembly needs to choose the most appropriate Policy for optimal impact on the employees. This can also be improved through designing appropriate content that would promote employee competence. This can also be improved by setting aside adequate financial resources to support the training. The study recommends that all County Assemblies’ top leadership team should enhance on existing training techniques to substantially impact capacity building levels. To enhance capacity building among members, all county assemblies in Kenya should take brief classes on particular fields or abilities for their members.
CHAPTER ONE

1.0 INTRODUCTION

This chapter sets the background of the study that articulates the key issues in strategies adopted in response to emergencies. The statement of the problem is also presented besides the research objectives and the research questions. The justification and significance, scope as well as limitations of the study are also presented.

1.1 Background of the Study

Emergencies arise unexpectedly around the world and they may result into significant damage to the given population at the time and place of occurrence. Emergencies are defined as unexpected events whose occurrence may result into significant effect that require immediate action to be undertaken (Canton, 2019). The study views emergencies as situations that may result into immediate risks towards the environment, property, life or health. For most emergencies, urgent interventions are required in order to prevent the situation from getting worse. According to Curnin, Owen, Paton and Brooks (2015), emergencies can strike at any time and in any place. Emergencies can also be viewed as risk of unforeseen circumstances whose occurrences cannot be predicted and estimated with certainty. There are various types of emergencies for instance earth quake, terror attacks, drought, fire, floods and the deadly outbreaks like Ebola.

Emergencies not only affect the population but may also have an effect on the available infrastructures of the area where they have occurred. Emergencies
have struck a number of countries around the world for instance the earthquakes that occurred in Chile as well as Haiti in 2010, the earthquake of Japan in 2011 as well as the earthquake of Nepal of 2015 (Deen, 2015). All these emergencies resulted into significant effect on the population from these countries including internal displacements and emergence of refugees. For instance, a total of over 21.3 million refugees and 65.3 million internally displaced people across the world were reported by the United Nations (UN) (UNHCR, 2015).

Terror events and attacks are frequently occurring around the world in various locations for instance in Asia, Europe as well as African countries. Since emergencies do not recognize any borders, the need for formulation of proper strategies to manage them has been a current issue among scholars around the world. According to Haddow, Bullock and Coppola (2017), emergencies are investable and thus require the development of sound strategies and plans in preparation of the possible emergencies. Addressing the emergencies therefore require thorough planning and careful formulation of strategies. Some of the common strategies in response to emergencies includetraining of employees, review of the policies in place, strategically collaborating with other stakeholders as well as equipment and machinery (Amuna, Al Shobaki&Naser, 2017).

Training of all the stakeholders is believed to be a significant strategy of management and preparation of emergencies. Proper response to emergencies require investment in training of employees using virtual reality, simulations an
as well as exercises. According to Lin, Spence, Sellnow and Lachlan (2016), organizations should learn to train employees using data and information from actual or real emergencies. It is through training that an organization is able to impart the relevant skills and experience in responding to emergencies whenever they occur. In simulation training method for instance, a given virtual emergency may be presented to employees where they are required to demonstrate how effective they would respond to the same. Emerging disasters require technical skills for management which are best gained through training of employees (Sylves, 2019).

Response strategies to the management of emergencies are guided by clearly established policies and guidelines. Different organizations have various policies that guide and determine their response to emergencies. However, the changing forces of the environment come with completely different emergencies which require organizations to periodically review the strategies and policies of responding to disasters (Haworth, 2016). The increasingly turbulent business environment with advancement in technologies requires organizations to review the policies in order to effectively respond to emergencies when they arise. Emergency response is faced with a number of ethical dilemmas and issues for instance discrimination in the event of a terror attacks. All these ethical issues are well stipulated within the policies that require continuous review for effective response to emergencies when they arise (Booth, 2015).
Effective response to emergencies requires a collaborative approach where all the stakeholders are actively involved in the response process. One unique attribute of emergencies is that they require urgent efforts or actions when they occur (Jung & Song, 2015). Different stakeholders that play an important in response to emergencies include the humanitarian organizations like the Red-Cross, the government agencies, the human rights activists as well individuals within a given establishment where the emergency has occurred. Embracing a collaborative approach in response to emergencies has emerged as an effective and significant strategy and intervention mechanism across the world. A collaborative approach intensifies the degree of coordination of activities and the level of synergy which lessen the losses that may emerge because of a given emergency (Doyle, Paton & Johnston, 2015).

An organization should have in place sufficient machinery and equipment as a strategy to prepare, manage as well as respond to emergencies. Some of the relevant machinery and equipment’s required in the event of emergencies include fire extinguishers, alarm responses, Closed Circuit Televisions (CCTV), fire trucks and ambulances. Veenema (2018) insists that organizations should go an extra mile and train staff on how all these machineries is used. Marfai, Sekaranom and Ward (2015) suggest that organizations should always ensure that the machinery and tools for responding to emergencies are kept up to date. According to Radvanovsky and McDougall (2018), sufficient budget should be set aside for carrying regular repair and maintenance of the machinery and equipment that are in place for responding to emergencies. Organizations
should have in place a special team in the event of an emergencies and adequate training should be available to them.

Training, collaborative approaches as well as policy reviews have emerged as significant strategies of managing emergencies around the world. In Japan and United States for instance, people are properly trained on how best to respond to emergencies whenever they arise. Training of people in most of the developed countries in response to emergencies is done using modern technologies. Training as a strategy has widely been recognized by the United Nations as an effective intervention of managing and responding to emergencies (Al Shobaki, Amuna&Naser, 2016). This resulted into established of the Emergency Communications Network (ECN) training by World Health Organization (WHO) in 2013. The ECN training aims at establishing a reservoir of trained and skilled health professionals that would effectively respond to emergencies. It is through the ECN that a total of 230 communication officers within WHO have been trained on how to effectively respond to health emergencies. These individuals trained by ECN have been deployed across the world in countries like Nepal, Iraq, Kuwait, Haiti, Bangladesh, Brazil, Yemen, Syria, Ukraine, Liberia, Somalia, Sierra Leone, Senegal as well as Democratic Republic of Congo (DRC) (World Health Organization 2017).

Africa has experienced reoccurring emergencies majorly brought about by inadequate investment in building of community resilience as well as extreme weather conditions (Khorram-Manesh, Ashkenazi, Djalali, Ingrassia, Friedl, Armin & Komadina, 2015). In fact, across the world, Africa is one of the
continents where the community is at high risk of emergencies. Some of the most notable emergencies that Africa has experienced include conflicts especially in Sub-Saharan Africa, cholera and typhoid outbreaks, drought and conflicts, floods as well as Ebola outbreaks. Conflicts across the Sub-Saharan African countries have resulted into an increase in the number of IDPs (McKnight & Linnenluecke, 2016). For instance, UNHCR estimates that 26% of the entire population of the world is hosted by the Sub-Sahara due to internal displacements. Typhoid and cholera as an emergency was reported in Zimbabwe where a total of 50 individuals died. The largest outbreak of Ebola was reported in DRC (Marfai et al., 2015).

A number of emergencies have been reported in Kenya including deadly terror attacks, fire incidences, floods and drought. As of March 2018, floods resulted into 211,000 and 72 IDPs and death sin Kenya respectively. The most affected areas by these floods in Kenya include Narok, West Pokot, Isiolo as well as Tana River (Kenya Red Cross Society, 2018). Turkana, Marsabit as well as Mandera Counties have reported the largest cases of drought in Kenya. Mombasa County has witnessed a large number of reported cases of terror attacks from the deadly Alshabab terror group. The notably emergency in Mombasa was the Mpeketoni attack in 2014 where over 60 people were killed (Pischke & Stefanski, 2016).

Nairobi City County has reported the highest number of emergencies in Kenya ranging from terror attacks to fire infernos. The notable terror attacks witnessed in Nairobi in the recent past include the West Gate Attack (2013) where over 61
people died and the Dusit2 attack (2019) that left 21 people death. As an emergency, fire has affected major parts of Nairobi including the Toy as well as Gikomba markets and the recent occurrence at Malik Heights located along Gong road. All these emergencies require Nairobi City County to strengthen the strategies that are place. Nairobi City County faces a number of challenges in effort to manage and effectively respond to emergencies (Bersaglio, Devlin & Yap, 2015).

With a population of over 4 million people, there are only two functional fire stations that were established before Kenya gained independence in 1963. Nairobi City County is yet to establish its own fire station. At the same time, no significant efforts have been made to restructure the available policies and training programs in response to emergencies (Heaslip, Kovács&Haavisto, 2018). It is therefore against this background that the current study seeks to determine the strategies adopted by the Nairobi City County in management of its response to emergencies.

1.2 Statement of the Problem

The fact that emergencies are inevitable and results into significant effect on emergency response, it requires proper planning and formulation of sound strategies. Proper response to emergencies require heavy investment in training of employees, adopting a collaborative approach with other stakeholders, proper communication, review of policies as well as putting in place adequate machineries and equipment (Lin, Spence, Sellnow& Lachlan,
Formulating proper strategies in response to emergencies is a critical step in reducing the adverse effect of the unforeseen event that would have occurred. In fact, the issue of effective response to emergencies has emerged as a contemporary theme among scholars because one cannot predict the likelihood of occurrence of an emergency with some degree of certainty (Sylves, 2019).

Nairobi City County has recorded the largest number of emergencies in the past decade among the 47 Counties in Kenya. These emergencies range from regular terror attacks and fire outbreaks (Nwakibu, Myers, Hunold, Wangara, Maingi, Mutiso & Martin, 2018). The losses arising from these emergencies have been enormous including deaths of people, displacements as well as damages to properties. Nairobi City County is faced with a number of challenges that affect its ability to respond to these emergencies (Bersaglio, Devlin & Yap, 2015). For instance, there are only 2 fire stations to address the needs of fire emergencies in the whole County. These available machineries and tools including fire trucks in these fire stations are also not sufficient to effectively as well as timely respond to emergencies as and when they arise. All these challenges have ignited a debate among policy makers on whether the available strategies are effective in responding to emergencies within the county.

There is a growing body of literature that has focused attention on response to emergencies. For instance, Adini, Ohana, Furman, Ringel, Golan, Fleshler and Reisner (2016) analyzed how to effectively prepare and respond to emergencies. Kirton (2013) used a case of Caribbean countries to establish how the respond
to emergencies and disasters. All these studies however were not in Kenya but in other developed countries which creates knowledge gap.

Owuor (2015) looked at effective strategies in response to emergencies in Kenya. Mururi (2014) carried out an assessment of the response to emergencies using a case of secondary schools in Kiambu County in Kenya. Using a case of staff at Kenyatta National Hospital, Kiongo (2015) conducted a study to establish their level of disaster preparedness. The study pointed out the need for increased training of staff in matters of disaster management and preparedness. Although these studies were done in Kenya, they were conducted in different contexts.

From the aforementioned studies, it is therefore evident that some of them were done in other developed countries. Other studies were carried out focusing in learning institutions and health institutions thus failing how Counties respond to these emergencies. This creates knowledge gaps which the current study seeks to fill by examining the strategies adopted by the Nairobi City County in management of its response to emergencies.

1.3 Objectives of the study

The study was guided by the following specific objectives;

i. To establish the effect of employee training on the management of the response to emergencies by Nairobi City County

ii. To determine the effect of policy review on the management of the response to emergencies by Nairobi City County
iii. To examine the effect of strategic collaborations on the management of the response to emergencies by Nairobi City County

iv. To assess the effect of workings tools status on the management of the response to emergencies by Nairobi City County

1.4 Research Questions/Hypothesis

The study sought for answers to the following research questions;

i. What is the effect of employee training on the management of the response to emergencies by Nairobi City County?

ii. How does policy review affect the management of the response to emergencies by Nairobi City County?

iii. To what extent do strategic collaborations affect the management of the response to emergencies by Nairobi City County?

iv. How does workings tools status affect the management of the response to emergencies by Nairobi City County?

1.5 Justification and Significance

There has been a rise in the cases of terror attacks, road carnages, collapsed buildings, floods and fire infernos among others. All these issues are classified as emergencies and they result into significant loss when they occur. The loss from these emergencies ranges from deaths to destruction of properties worth millions of Kenyan shillings. This study would therefore go a long way to informing the formulation of sound strategies to effectively respond to recurrent as well as new emergencies as and when they come.
The population of people moving from rural to an urban center in Kenya, including Nairobi City, is far alarming and calls for proper strategies that would help in an effective response to the emergency when they arise. Without such an appropriate plan, a huge population would be affected if an emergency strikes covering Nairobi City as a whole. This, therefore, justifies the need for the study.

It is also worth to note that Nairobi City County represents the capital City of Kenya as a country. It is in Nairobi City where major offices of International bodies like the United Nations Environmental Program (UNEP) are situated. The city also houses the head offices of major companies in Kenya across different industries. It is the heart of government operations and where major local, regional as well as international events and meetings are conducted. Thus, all efforts should be put in place to come up with proper strategies in preparation and management of emergencies.

The findings of the study would be important to the management of Nairobi City County, policy makers like UNEP, UN and other stakeholders, future scholars and academicians. The management of Nairobi City County would rely on the findings of the study to formulate sound strategies for effective response to emergencies. This would play an important role in reduction of the loss that may arise in the event of the emergencies. Policy makers and the practitioners in the field of Disaster Management would leverage on the findings of the study to formulate clear strategies guiding effective response to emergencies in the counties of Kenya. The study would add to the existing literature of the
strategies of responding to emergencies. This would be important to future scholars and academicians carrying out similar studies as it would facilitate the review of literature.

1.6 Scope and Limitations

The study seeks to establish the strategies adopted in management of its response to emergencies. Specifically, the study seeks to determine the effect of employee training, policy review, strategic collaborations as well as machinery and equipment on the management of the response to emergencies. The study was among Counties in Kenya, with specific focus on Nairobi City County. The study was conducted in the month of May 2019.

The study foresees a number of limitations that are likely to arise while gathering data from the field. First, the respondents of the study are likely to be busy with their daily operations at the time of data collection. This is likely to affect how data shall be collected as it was not possible to gather data in a single day. To overcome this challenge, a drop and pick later method was used in distribution of questionnaires. The study further foresees that at the time of data collection, respondents voluntarily gave the required information for fear that the information collected was used to intimidate the respondents. This challenge was however mitigated by carrying an introduction letter from the University which shall state the purpose of the study as being for academic purposes only.
CHAPTER TWO

2.0 LITERATURE REVIEW AND CONCEPTUAL/ THEORETICAL FRAMEWORK

2.1 Review of Related Literature

This section presents a discussion on previous studies as undertaken by scholars in relation to this study variable. It is arranged in accordance to the study objectives.

2.1.1 Response Management to Emergencies

Emergency response management is the organization and management of the resources and responsibilities for dealing with all humanitarian aspects of emergencies (preparedness, response, mitigation, and recovery). The aim is to reduce the harmful effects of all hazards, including disasters (Arain, 2015). According to World Health Organization (2019), emergency is the state in which normal procedures are interrupted, and immediate measures need to be taken to prevent that state turning into a disaster. Thus, emergency management is crucial to avoid the disruption transforming into a disaster, which is even harder to recover from.

Mohammed (2018) studied on perceived factors influencing humanitarian emergency projects response in Somalia, a case of Muslim aid Somalia. The study acknowledged that over recent decades, emergency response activities have become more effective, resulting in a decline in disaster-related deaths and improved assistance for the victims of conflicts and complex emergencies. This
is due to improved national emergency response systems, the professionalization of humanitarian agencies, and the great increase of resources available for humanitarian assistance. A descriptive survey research design was adopted and descriptive statistics used for analysis.

The study found that language barrier greatly affects humanitarian emergency projects response followed by more feedback. The study established that cooperation in decision making greatly affect humanitarian emergency projects response followed by numbers of members involved. The study indicated that government collaboration greatly affects humanitarian emergency projects response and that funding by government affect humanitarian emergency projects response. The study recommends that there is need to increase training and awareness on humanitarian emergency projects’ response processes and procedures through formal training and in-service training to keep them updated in the field. The Humanitarian emergency projects’ response activities should be allocated enough resources and facilities so as to enhance implementation. There is need to implement the existing humanitarian emergency projects’ response framework in carrying out activities so as to align various activities to standard protocols which many county governments have failed to adhere to.

2.1.2 Employee Training and Emergency Response Management

Several studies have been conducted on the effects employee training has on emergency response management. For instance, Nazli, Sipon and Radzi (2014) carried out an analysis of training needs in disaster preparedness in Malaysia. The study acknowledged that disaster management training is meant to build the
competencies of disaster relief workers and volunteers in improving the preparedness and response time in all levels before and after disasters. An exploratory research design was adopted and descriptive statistics used for analysis. The study found that there are some problems which faced implementation disaster preparedness training such as lack of funding in training, lack of support, lack of awareness among Malaysian community and more focus in training for job development. The study recommended training should also be given to workers in the focused area where flood usually occurs during rainy season.

Renschler, Terrigino, Azim, Snider, Rhodes and Cox (2016) studied on employee perceptions of their organization's level of emergency preparedness following a brief workplace emergency planning educational presentation. The study recognized that Emergency preparedness, including developing crisis/disaster plans and training employees is crucial for workplaces today. A case study research design was adopted. The study revealed that managers cited safety and emergency-response training regulations as drivers to their choice of educational and training offerings to their employees, but noted that they would provide fewer offerings if mandates were lessened. However, those businesses that do provide emergency and crisis management training are better prepared for both safety and financial stability.

Metzner (2015) investigated on the role of training in your disaster preparedness plan. The study acknowledged that developing an effective disaster or crisis response program will benefit any organization, whether it be a hospital, school,
or a manufacturing warehouse. They all need a plan in the event of a disaster or crisis. An exploratory research design was adopted and descriptive statistics used for analysis. The findings of the study revealed that training helps in; responding to any hazards or disasters particular to your industry or location, conducting a risk assessment to prioritize the likelihood of various scenarios, reviewing any existing emergency plans to incorporate what's worked in the past and aligning an internal crisis team and a set of standard procedures.

Nasimiyu (2017) on operational factors affecting disaster management in Kenya: A case study of International Federation of Red Crescent Societies (IFRC) embarked on a study to investigate the effects employee training has on disaster preparedness. The study recognized that organizations can achieve its greatness in disaster management by ensuring that all the operations are standard and the services required are achieved. The study employed a descriptive research design and descriptive statistics for analysis. Analysis showed that employee training enhances responses to disasters management. The study recommendations were that employees are the most important individuals to successfully implement disaster management, therefore the management should invest on training on these employees.

2.1.3 Policy Review and Emergency Response Management

Various studies exist on the effects policy review has on response management to emergencies. For instance, Ochanda (2015) assessed on the role of non-state actors in public policy formulation in Kenya: the case of national disaster risk reduction policy. The study acknowledged that Policy formulation is a critical
phase of the public policy process when goals, priorities and options of a policy are decided by a small group of experts. Although public policy formulation is in the domain of the government, the role of non-state actors has become apparent and significant. The study adopted a case study research design. The study found that NSAs contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers. Inadequate political will, interruption by political processes, high turnover rates among non-state actors, weak strategies for policy engagement were some of the key challenges facing non-state actors as they engaged in public policy formulation. The recommendations were that Government of Kenya should build capacity of non-state actors in public policy processes to enhance their effectiveness in public policy engagement in disaster management.

Kamota (2019) researched on emergency preparedness in railroad transport: an assessment of the Standard Gauge Railway. The study acknowledged that in the Kenyan rail transportation system, emergency preparedness has been an issue of concern since the construction of the modern railway, after the invention of the steam engines due to lack of proper policies in disaster management. A case study research design was adopted and descriptive statistics used for analysis. The findings showed that Kenya Railways has adopted various policy measures to enhance emergency preparedness. They include: community partnerships; collaboration with local stakeholders; equipping the staff with elementary skills; strategic planning; and public participation.
Kikuvi (2015) assessed on secondary schools' preparedness on disaster management in the provision of education in Nairobi County, Kenya. The study sought to investigate on the adherence to policy guidelines on disaster preparedness. A survey research design was adopted and descriptive statistics used for analysis. The findings revealed that all the schools have permanent classrooms, first aid kits, fire extinguishers, and alarm/warning systems, gate and perimeter fence as well as firefighting equipment. However, regular inspection was not carried out in the schools. Fire drills are conducted in the schools regularly as required by the Ministry of Education. It was further noted that the schools level of compliance to public building requirements for response during disasters was low and that regular inspection by the ministry of works was not carried out often. The study recommended that Ministry of Education in liaison with head teachers to assess the adherence to policy guidelines on disaster preparedness, ensure that collaboration, coordination and dissemination of information on any disaster is accurate, timely and meaningful.

Taking a case of Red Cross Emergency Response Policy (2018), it was established on the basis of Red Cross and Red Crescent emergency response and applies to all types of International Federation emergency response whether carried out by a single branch of a National Society, by an individual National Society or by the International Federation acting collectively. The policy guides the organization to effectively and efficiently conduct its mandate which include: Seeking to assist the most vulnerable people in emergencies; Recognizing the Red Cross Red Crescent role as auxiliary to government in
humanitarian services; Undertaking emergency response according to the Fundamental Principles; Working within the competence of the Operating National Society; Basing their actions on appropriate disaster preparedness programming and planning and Working towards self-reliance and sustainability of programming.

2.1.4 Strategic Collaborations and Emergency Response Management

Response to emergencies requires collaborations among various entities in order to effectively manage any disaster that might occur. Various studies have been carried out in respect to the effects strategic collaborations have on effective response management for instance, Omotoh-Nyaidho (2014) investigated collaborative strategies applied by the humanitarian agencies in the internally displaced persons (IDP) operations in Kenya. The study acknowledged that collaboration is the ability of two or more parties to share complex information over time and space on an ongoing basis for a common goal. A number of organizations were involved in delivery of services to the IDPs in the camps. The study adopted a descriptive survey research design and descriptive statistics for analysis. The results indicated that there were challenges facing the implementation of collaborative strategies that included corruption, lack of government support, and lack of access to funding, lack of cooperation between agencies working in the IDP operations. The study recommended that Humanitarian agencies should ensure organizations have an environment with a zero tolerance to corruption.
Chang (2016) studied on understanding cross-sector collaboration in emergency management in United States: The dynamics of vertical and horizontal networks. The study recognized that Local governments are viewed as key actors in the U.S. to coordinate national counterterrorism efforts and provide functional activities relevant to emergency management in collaboration with the federal government. The study adopted a mixed method approach. The findings of the results revealed that factors related to resource shortage in money and information, mutual understanding, financial resource dependence on higher levels of government, and the adoption of national standard have different impacts on different types of collaboration.

Shoaf, Kelley, O'Keefe, Arrington and Prelip (2014) researched on enhancing emergency preparedness and response systems by investigating on collaboration between local health departments and school districts in United States. The study acknowledged that collaboration between existing components of the public health system is important for protecting public health, promoting community resilience and enhancing response activities between local health departments (LHDs) and school systems. An exploratory research design was employed. The study indicated that local health departments and schools’ districts collaborated in form of exchanging information, alter activities, sharing resources, and enhance each other's capacity for mutual benefit and a common purpose by sharing risks, responsibilities, and rewards.

Kapucu (2018) researched on collaborative emergency management: better community organizing, better public preparedness and response. The study
discussed that community coordination requires communication and planning of precautions to take when faced with a severe threat of disaster. The findings suggested that collaborative practices in terms of pre-season planning, open communication between emergency managers and elected officials, and the use of technology all had a significant impact on community responses. The study recommended that emergency managers must work vigilantly to keep residents informed of the seriousness of a situation.

2.1.5 Workings Tools Status and Emergency Response Management

Equipment and machinery are at the center stage of any effective and efficient response to emergencies. Several studies carried out on this topic include; Kagiri (2019) investigated on the preparedness and capacity of the Nairobi City Fire service in responding to fire disasters in the City. The study focused on the county government current preparedness focusing on training, tools, equipment, machines, communication gadgets and budgets. Qualitative and quantitative research designs were adopted. The findings indicated that the Nairobi Fire Brigade does not have elaborate functional fire equipment’s. The number of firefighting vehicles is not enough. The study recommended that county government should install fire hydrants in major estates to help in times of fire disasters.

Kiongo, Gichuhi, Osero, Yitambe and Kiongo, (2015) investigated the effect of employee’s preparedness on performance of the Emergency Response Management. The study concentrated on the effect of paramedics, trained fire personnel and response nurses on performance. The study was conducted on
Kiambu county emergency response team. The study used primary data collected through structured questionnaire. The target population of the study was employees of Kiambu emergency response team. The data used both descriptive and inferential statistics. The study identified that employees and contractors participate in emergency preparedness training and exercises to ensure they are prepared to respond regardless of the situation. The study concluded that the level of preparedness of the employees significantly influence how the employees reacted to the emergency and their performance track records.

Haddow, Bullock and Coppola (2017) on introduction to emergency management studied on importance of equipment in emergencies. The study discussed that no one knows when an emergency will happen so it's important that we are ready for it. Whether it is a cardiac arrest, someone fainting, or worse, it is ideal to keep emergency response supplies and equipment on hand for dealing with such occurrences. High traffic areas should look into investing in masks, stretchers, and maybe even some oxygen tanks to assist in reviving or stabilizing the afflicted parties. Augment this with appropriate training for CPR and you should be all set. A small investment in these items now will save lives in the future, so don’t skimp on the safety of your crew and pick up some emergency essentials today. The study concluded that emergency response supplies and equipment allows workers to react to emergencies appropriately.

Hashchuk and Sychevskyi (2015) discussed that specialized equipment enables effective response on land or water. Emergency response organizations use a
broad array of emergency response equipment so they can effectively respond to an incident, no matter the environment, release size or area. This includes containment and recovery units to wildlife deterrents to skimmers, which are used to contain oil in water. Employees and contractors participate in emergency preparedness training and exercises to ensure they are prepared to respond regardless of the situation. The study concluded that emergency response equipment is one aspect of emergency management plan to anticipate, prevent, manage and mitigate conditions if there are incidents.

Philemon (2015) assessed on factors affecting police officers’ effectiveness in disaster scene management in Nairobi Central Business District. One of the specific objective of the study was to assess the extent to which police officers are adequately equipped to manage disaster scene in Nairobi CBD. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings showed that most of the police officers in the CBD were moderately equipped to manage disaster scene in Nairobi CBD. The study recommended that County government in charge of the CBD make haste and purchase all the necessary equipment that the officers need and increase the number of officers within the CBD.

2.2 Conceptual Theoretical Framework

This study was guided by three theories namely: Management Systems Theory; Advocacy Coalitions Theory; and Normative Theory.
2.2.1 Management Systems Theory

The theory was proposed by von Bertalanffy (1972). Systems theory evolved from the basic sciences but is utilized in the social sciences including management theory. A system composed of interrelated and interdependent parts arranged in a manner that produces a unified whole is critical in understanding all parts of the emergency management process. Viewing societies as complex open systems which interact with their environment provides such a critical view of the emergency management system (Barnard, 1938). Systems theory is based on the idea that everything is part of a larger, interdependent arrangement. It is centered on clarifying the whole, its parts, and the relations between them (Bertalanffy, 1972).

Some critical concepts that are applicable to emergency management include some of the following: open system, subsystems, synergy, interface, holism, strategic constituencies, boundaries, functionalism, interface, strategic constituencies, feedback and a moving equilibrium. Emergency management is composed of many parts including: local, state and national public, private and non-profit units. These units interact in many independent ways and each has their own constituencies, boundaries, function, and sub-units. The units may interrelate in emergency management activities in an open environment with few organizational barriers or collaborative and cooperative efforts limited by specific organizational policies, rules and procedures. Emergency managers acknowledge that effective emergency response and recovery efforts require the
cooperation of the entire community; emergency managers do not operate in isolation but as a part of a large open system (Osei, 2017).

Effective emergency response and recovery is dependent on cooperation between local public agencies, business enterprises, and community groups. Shelters are often sponsored by public and private schools and operated by the American Red Cross. Evacuation efforts are often supported by community transportation agencies and school systems. Special needs shelters are often staffed by local medical facilities, volunteers, and community organizations. Traffic control and security is a collaborative effort between numerous local law enforcement jurisdictions. Coordination is critical in linking multiple organizational efforts in a seamless response and recovery effort (Hammond & Vaughan-Lee, 2012). This theory is relevant to this study in that it gives a detailed analysis on the relationship between strategic collaborations and response management to emergencies.

2.2.2 Advocacy Coalitions Theory (ACT)

This theory was designed and promoted by Sabatier & Jenkins-Smith (1980). The theory explains the structure and behavior within policy coalitions, the central role of scientific and technical information, set of beliefs to inform policy change in a particular policy sub-system. According to Sabatier and Weible (2007), ACT assumes that policymaking is a complex process that requires the policy actors to specialize is a specific policy area if they have to influence policy. Such specialization occurs in a policy sub-system where participants have considerably long period of seeking to influence policy in a
particular area of interest. A policy subsystem is composed of legislators, agency officials, heads of interest groups, researchers, journalists who specialize in the policy area.

ACF further assumes that participants within a policy sub-system hold strong beliefs that they are driven to translate into actual policy. Universities, policy analysts, consultants and other technical participants' role in policymaking is perceived as crucial given the important role of scientific and technical information in modifying the beliefs of policy participants (Sabatier & Weible, 2007). ACF is interested in policy change that takes place over a long period of time and Sabatier and Weible define this period as ranging from 10 years onwards. It is assumed that the system of beliefs would remain stable over this period. Given this definition of the period of framework, two policy subsystems are distinguished as mature policy subsystems and nascent subsystems.

ACT provides a useful framework in analyzing the role of policy formulation in emergency response management hence it is relevant to this study as it helps in understanding one of this study objective which is the effects of policy review have on the response management to emergencies.

2.2.3 Normative Theories

Normative Theories were first proposed by Siebert, Peterson & Schramm (1956) in their book called “Four Theories of the Press. According to this theory the organization should come up with proper measures on how deal with emergency cases in relation to disasters. They should have the department that
is only designated the duties of monitoring and evaluating the mechanisms on how disasters can be mitigated and train relevant individuals on how it should be done. It is analyzed that how the management is effectiveness will be enhanced when they abide by these prescriptive lessons for other occurrence. Strategies and specific techniques should be an important factor as mentioned it this theory (McLoughlin, 2007).

Specific steps in building a community risk reduction program have been formulated as have tactical management models. Normative Theories is important because it will help Managers in collecting of ideas commonly known as “comprehensive emergency management”. The theory will also assist managers in organizing their day to programs for all hazard approach through implementation of series of broad strategies and specific tactics such as building a commonly risk reduction program. Normative theory was criticized because it was more of authoritarian because the principles and the application suggested that ethical dilemmas can be solved by living by a given set of rules.

This theory is relevant in this study as it helps in understanding the main objective of this study that is response management to emergencies. It gives a brief discussion on how organization management should come up with proper measures on how deal with emergency cases in relation to disasters. It also gives a brief description on specific steps in that can be undertaken during emergencies, for instance, building a community risk reduction program have been formulated as have tactical management models.
2.3 Conceptual Framework

**Independent Variable**

**Employee Training**
- Training Methods
- Training Content
- Training Needs Assessment

**Policy Review**
- Policy Formulation
- Policy Implementation
- Policy Evaluation

**Strategic Collaborations**
- Collaborative Strategies
- Collaborative Management
- Collaborative Partners

**Workings Tools Status**
- Types of the Equipment & Machinery
- No. of Equipment & Machinery

**Dependent Variable**

**Emergency Response Management**
- Timely Response to Emergencies
- Effectiveness of the response
- Disaster Management Preparedness

Figure 2.1: Conceptual Framework

Source: (Researcher, 2019)
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter presents a discussion of the research design, the variables as well as the site of the study. The target population and how sampling was conducted are also well indicated. The research instruments, pilot study, validity and reliability as well as data analysis procedures are also well discussed.

3.1 Research Design

Research design is the overall structure that determines how the study collects as well as analyzes the data (Bell, Bryman& Harley, 2018). A research design is an outline that determines how a given study is conducted so as to achieve the formulated objectives. The common types of research designs include descriptive, correlational as well as experimental designs (Bryman, 2016). A correlational design is useful in studies seeking to establish the cause effect relation between more than one variable. In experimental designs, some sets of variables are held constant while other variables are examined as elements in the experiment. A descriptive design is the most common type of design used to portray the existence of things in their original state (Lindlof& Taylor, 2017).

The study adopted a descriptive research design in order to properly establish the strategies adopted by the Nairobi City County in management of its response to emergencies. According to Sekaran and Bougie. (2016), a descriptive design helps in establishing answers on Why, When, How and who
as it regards the research questions of the study. This design supported the collection of primary data with the use of questionnaires.

3.2 Variables/Categories of Analysis

The study had the independent as well as the dependent variable. The independent variable was respective strategies while the dependent variable was response to emergencies. The independent variable (strategies) was operationalized into four sub-variables including employee training, policy review, strategic collaboration as well as equipment and machinery.

3.3 Site of the Study

The study was conducted in Nairobi City County. Nairobi is Kenya’s capital city where major operations of national government are planned and conducted. Nairobi City houses the head offices of most companies operating locally, regionally and international (Multinational Corporations MNCs). Nairobi City County was selected for this study because it accounts for most reported emergencies in Kenya over the past decades. Nairobi City also has the largest population of over 4 million people compared to other cities like Kisumu and Mombasa and thus require clear response strategies in the event of emergencies lest a significant loss would be reported.

3.4 Target Population

Target population is the number of subjects that form the basis of generalization of the findings of the study (Thomas, Nelson & Silverman, 2015). There are a
total of 400 employees dealing with Emergency and Disaster response employed by Nairobi City County. These employees are classified on the basis of their management levels as Senior Managers, Middle Managers as well as Operational Staff as shown in Table 3.1.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Level of Management</th>
<th>Population</th>
<th>Sample Proportion (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Managers</td>
<td>65</td>
<td>16.3</td>
</tr>
<tr>
<td>Middle Managers</td>
<td>110</td>
<td>27.5</td>
</tr>
<tr>
<td>Operational Staff</td>
<td>225</td>
<td>56.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source; HR Record, Nairobi City County (2019)

3.5 Sampling Techniques and Sample Size

This section covers the techniques that shall be used in determination of the study sample size.

3.5.1 Sampling Technique

Sampling is a mean of selecting a representative group of subjects from the targeted population. Sampling is usually justified on the ground of cost reduction since it is uneconomical to gather data from a large number of people (Coolican, 2017). Stratified random sampling technique was used to select respondents to be included in the study. Respondents were stratified into three categories; Senior Managers, Middle Managers as well as Operational Staff. The selection of respondents was based on each proportion of the target population.
3.5.2 Sample Size

Sample size is the small subset of the target population which is selected to be included in the study (Patten & Newhart, 2017). The study adopted the following formula by Yamane (1967) to determine the sample size as shown below;

\[ n = \frac{N}{1 + Ne^2} \]

\[ n = \text{is the desired sample size (when population is less than 10,000)} \]

\[ N = \text{is the target population} \]

\[ e = \text{is the acceptable margin of error estimated at 0.05 (at 95\% confidence interval)} \]

Therefore, Sample size \((n) = \)

\[ 400/ [1+400(0.0025)] \]

\[ = 400/ [1+1] \]

\[ = 400/2 \]

\[ = 200\text{respondents} \]

The sample size of the study was therefore 200 respondents as distributed in Table 3.2 below;
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Level of Management</th>
<th>Population</th>
<th>Sample Proportion (%)</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Managers</td>
<td>65</td>
<td>16.3</td>
<td>33</td>
</tr>
<tr>
<td>Middle Managers</td>
<td>110</td>
<td>27.5</td>
<td>55</td>
</tr>
<tr>
<td>Operational Staff</td>
<td>225</td>
<td>56.3</td>
<td>113</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100</td>
<td>200</td>
</tr>
</tbody>
</table>

Source: HR Record, Nairobi City County (2019)

3.6 Research Instruments

The study collected primary data with the help of questionnaires. Primary data was used because it represents the first hand source of information for the study which is free from any possible biasness. The questionnaires contained close ended questions to ease the process of analysis of the findings. The questionnaires were divided into sections as informed by the specific objectives of the study. Some of the questions on the questionnaire was structured on a five point Likert scale where 1=strongly disagree while 5=strongly agree.

3.7 Pilot Study

A pilot study is min-study that is usually conducted before the actual examination. The essence of the pilot study is to establish possible weaknesses that are likely to be encountered in the actual study and how best to overcome them. According to Veal (2017), a pilot study can be conducted with respondents comprising of 1-10% of the target population. For this study, the pilot study comprised of 5 employees of Nairobi City County who was not included in the final sample size and study. This was conducted to avoid possible biasness.
3.8 Validity and Reliability

The validity and reliability of the instruments of the study was established through the pilot study. Validity is the degree which the research instrument measures what they are designed to indicate (Brannen, 2017). The validity of the instruments was established by engaging the supervisor in the review of the contents. At the end of the review process, invalid questions was deleted from the questionnaires.

Reliability is used to determine consistency of the measures used in the instruments of the study. The study adopted an internal measure of reliability called the Cronbach Alpha in establishing the reliability of the instruments. The piloted instruments were coded into Statistical Package for Social Sciences (SPSS) and the Cronbach Alpha coefficient values were computed. According to Quinlan, Babin, Carr and Griffin (2019), values of Cronbach Alpha above 0.7 show that the instruments are reliable.

3.9 Data Collection Procedures

The study sought for an introduction letter from the University which shall state the purpose of the study as being for academic reason. The identified real estate firms were notified in advance in written on the study. An authorization letter from the National Commission for Science, Technology and Innovation (NACOSTI) was also sought for the purpose of collecting data in the field from respondents. The researcher administered questionnaires in self to increase on the response rate.
3.10 Data Analysis Procedure

Data analysis is the process of generating the findings from the collected data. Data analysis helps in drawing of inferences and making of appropriate deductions (Hair, Wolfinbarger, Money, Samouel & Page, 2015). The collected data was entered into SPSS and the analysis was done with the aid of descriptive and inferential statistics. The descriptive statistics included the use of means and standard deviations. The inferential analysis included the use of regression analysis as modeled below;

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Where; \(Y\) = Management of the response to emergencies

\(X_1\) = Employee training

\(X_2\) = Policy Review

\(X_3\) = Strategic Collaboration

\(X_4\) = Equipment and machinery

\(\beta_0\) = Constant Term;

\(\beta_1, \beta_2, \beta_3\) and \(\beta_4\) = Beta coefficients; \(\epsilon\) = Error Term.

The findings were presented using frequency distribution tables as well as pie charts and graphs.
3.11 Data Management and Ethical Consideration

3.1.1.1 Logistical Consideration

In the effort to realize the stated objectives of the study, sufficient funds were sourced for typing, printing, binding, photocopying and consultation. The study was guided by budget and work plane that shall state key activities to be undertaken within a predefined time frame.

3.11.2 Ethical Consideration

The term ethics can be described as the prescribed code of conduct that guides in behavior (Jackson, 2015). The researcher ensured that all material used in the study are referenced appropriately using APA system. The researcher assured respondents of their confidentiality and the information to be collected was only used for academic purpose.
CHAPTER FOUR

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This section present the how the data collected were analyzed presented. The findings in this section were done in accordance with the study objectives. The findings on this section were therefore presented in form of table, figure, charts and graphs.

4.1.1 Response Rate

The study administered 200 questionnaires to the respondents. Out of this issued questionnaires 135 were dully field and returned to the researcher. This translated to 67.5% response rate. According to TT a response rate of above 60% is considered reliable to draw a relevant conclusion on the study area.

4.1.2 Reliability Test

The study conducted a reliability test on the study to verify the accuracy of the questions ask and the responses given. The findings are indicated in Table 4.1

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of Items</th>
<th>Cronbach Alpha Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee training</td>
<td>12</td>
<td>0.793</td>
</tr>
<tr>
<td>Policy review</td>
<td>10</td>
<td>0.710</td>
</tr>
<tr>
<td>Strategic collaborations</td>
<td>6</td>
<td>0.819</td>
</tr>
<tr>
<td>Workings tools status</td>
<td>9</td>
<td>0.896</td>
</tr>
<tr>
<td>Response management to emergencies</td>
<td>4</td>
<td>0.806</td>
</tr>
</tbody>
</table>

Research Data (2019)
From Table 4.1, all the Cronbach Alpha Coefficients were above 0.7 indicating that all the questionnaire were reliable and therefore accurate responses can be drawn from them to adequately explain or determine the strategies adopted by the Nairobi City County in management of its response to emergencies.

4.2 General Information

The study sought to determine the background information of the respondents that were included in the study. The findings on this section are recorded in the following sections.

4.2.1 Gender

The study determined the gender ration of the respondents that were included in the study. The finding are recorded in Table 4.2

Table 4.2: Gender of Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>85</td>
<td>63</td>
</tr>
<tr>
<td>Female</td>
<td>50</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Research Data (2019)

From the findings, majority of the respondents were male with 63% followed by female with 37%. From the findings above, the gender ratio were adequately presented and the in accordance with the Kenya gender laws. Therefore the data collected represented the views of all the gender adequately.
4.2.2 Respondents Position

The respondent’s position was determined and the findings recorded in Table 4.3.

**Table 4.3: Respondents Position**

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCA</td>
<td>34</td>
<td>25</td>
</tr>
<tr>
<td>Nairobi city County employees</td>
<td>58</td>
<td>43</td>
</tr>
<tr>
<td>County assembly employees</td>
<td>43</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Majority of the respondents were Nairobi city County employees with 43%, followed closely with 32%, MCA come last with 25%. This is a clear indication that the respondents occupied different positions and thus diversity was enhanced in the study as they respond to research questions.

4.2.3 Education Level of the Respondents

Education Level of the Respondents was determined and the findings recorded in Table 4.4.

**Table 4.4: Highest Level of Education**

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>Diploma</td>
<td>26</td>
<td>19</td>
</tr>
<tr>
<td>Degree</td>
<td>51</td>
<td>38</td>
</tr>
<tr>
<td>Masters</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>PhD</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Others</td>
<td>19</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Research Data (2019)
From the findings, 38% of the respondents were Degree holders, 19% were Diploma holders, 16% were with Certificate, 14% of the respondents were with other education levels, 14 were Masters Holders and PhD occupied 2%. This is a clear indication that the respondents occupied different education level and thus diversity was enhanced in the study as they respondent to research questions. Thus, respondents who took part in the study were generally learnt and thus could read and interpret research questions as sought by the study.

4.2.4 Length of Service of the Respondents.

Length of Service of the Respondents was determined and the findings recorded in Table 4.5.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>2-4 years</td>
<td>40</td>
<td>29</td>
</tr>
<tr>
<td>More than 4 years</td>
<td>85</td>
<td>64</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Research Data (2019)

Majority of the respondents have been working in the organization for More than 4 years with 64%, followed by 2-4 years with 29% and Less than 1 year with 7%. From the findings, the respondents had been working in the organization for long enough to be informed with the changes in the strategies adopted by the Nairobi City County in management of its response to emergencies.
4.3 Descriptive Analysis

This section presents the descriptive of the study which was presented in terms of means and standard deviation. The data were presented in accordance with the study objectives. The findings are indicated in subsequent sections.

4.3.1 Employees Training and Management of the Response to Emergencies

The study determines how employees training have affected the management of the response to emergencies by Nairobi City County. The study therefore formulated several statements on the same and the respondents were required to indicate the level of their agreement with the statement using a five point likert scale.
Table 4.6: Training Needs Assessment and Capacity Building

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The County has adequate funding for employee training on emergency response</td>
<td>3.52</td>
<td>0.94</td>
</tr>
<tr>
<td>The County sponsors employees in disaster emergency training as required</td>
<td>3.84</td>
<td>0.71</td>
</tr>
<tr>
<td>Employees in Disaster emergency response have been trained on usage of emergency equipment</td>
<td>3.92</td>
<td>0.63</td>
</tr>
<tr>
<td>Safety and emergency-response training regulations are the drivers to the choice of educational and training offerings</td>
<td>3.56</td>
<td>0.97</td>
</tr>
<tr>
<td>Training is given to workers focusing on relevant areas in their functions</td>
<td>3.75</td>
<td>0.82</td>
</tr>
<tr>
<td>Employee training enhances responses to disasters management</td>
<td>3.94</td>
<td>0.64</td>
</tr>
<tr>
<td>The County carries out a survey to ascertain the training needed by its employees</td>
<td>3.36</td>
<td>0.91</td>
</tr>
<tr>
<td>The County plans its training based on results from training needs assessment</td>
<td>3.44</td>
<td>1.04</td>
</tr>
<tr>
<td>The training content is normally appropriate to the tasks performed by employees at the County</td>
<td>3.68</td>
<td>0.91</td>
</tr>
<tr>
<td>The methods chosen for training are appropriate for adult learning</td>
<td>3.59</td>
<td>1.08</td>
</tr>
<tr>
<td>Counties that provide emergency training are better prepared for both safety and financial stability</td>
<td>3.84</td>
<td>0.94</td>
</tr>
<tr>
<td>Counties that provide crisis management are better prepared for both safety and financial stability</td>
<td>3.91</td>
<td>0.82</td>
</tr>
</tbody>
</table>

Research Data (2019)

From the findings, the respondents agreed that Employee training enhances responses to disasters management with (M=3.94, SD=0.64). This finding is in line with Nazli, Sipon and Radzi (2014) who acknowledged that disaster management training is meant to build the competencies of disaster relief workers and volunteers in improving the preparedness and response time in all levels before and after disasters. An exploratory research design was adopted and descriptive statistics used for analysis. The respondents agreed that
Employees in Disaster emergency response had been trained on usage of emergency equipment with (M=3.92, SD=0.63). This finding is in line with Nazli, Sipon and Radzi (2014) who found that there are some problems which faced implementation disaster preparedness training such as lack of funding in training, lack of support, lack of awareness among Malaysian community and more focus in training for job development.

The respondents agreed that counties that provided crisis management were better prepared for both safety and financial stability with (M=3.91, SD=0.82). This finding is supported by Renschler et al. (2016) who revealed that managers cited safety and emergency-response training regulations as drivers to their choice of educational and training offerings to their employees, but noted that they would provide fewer offerings if mandates were lessened. However, those businesses that do provide emergency and crisis management training are better prepared for both safety and financial stability. The respondents agreed that counties that provided emergency training were better prepared for both safety and financial stability with (M=3.84, SD=0.94). This finding is concurrent with Metzner (2015) who stated that training helps in; responding to any hazards or disasters particular to your industry or location, conducting a risk assessment to prioritize the likelihood of various scenarios, reviewing any existing emergency plans to incorporate what's worked in the past and aligning an internal crisis team and a set of standard procedures.

The respondents agreed that the County sponsors’ employees in disaster emergency training as required with (M=3.84, SD=0.71). This finding is in line
with Nasimiyu (2017) who showed that employee training enhances responses to disasters management and recommended employees are the most important individuals to successfully implement disaster management, therefore the management should invest on training on these employees. The respondents agreed that training was given to workers focusing on relevant areas in their functions \((M=3.75, \text{SD}=0.82)\). This finding concurred with Metzner (2015) who stated that training helps in; responding to any hazards or disasters particular to your industry or location, conducting a risk assessment to prioritize the likelihood of various scenarios, reviewing any existing emergency plans to incorporate what's worked in the past and aligning an internal crisis team and a set of standard procedures. The respondents agreed that the training content was normally appropriate to the tasks performed by employees at the County with \((M=3.68, \text{SD}=0.91)\). This finding is in line with Nazli et al. (2014) who acknowledged that disaster management training is meant to build the competencies of disaster relief workers and volunteers in improving the preparedness and response time in all levels before and after disasters. An exploratory research design was adopted and descriptive statistics used for analysis.

The respondents agreed that the methods chosen for training are appropriate for adult learning with \((M=3.59, \text{SD}=1.08)\). This finding is supported by Renschler et al. (2016) who revealed that managers cited safety and emergency-response training regulations as drivers to their choice of educational and training offerings to their employees, but noted that they would provide fewer offerings
if mandates were lessened. However, those businesses that do provide emergency and crisis management training are better prepared for both safety and financial stability. The respondents also agreed that safety and emergency-response training regulations are the drivers to the choice of educational and training offerings with (M=3.56, SD=0.97). This finding is in line with Nasimiyu (2017) who showed that employee training enhances responses to disasters management and recommended employees are the most important individuals to successfully implement disaster management, therefore the management should invest on training on these employees.

The respondents agreed that the County had adequate funding for employee training on emergency response with (M=3.52, SD=0.94). The respondents moderately agreed that the County plans its training based on results from training needs assessment with (M=3.44, SD=1.04). This finding supported with Nasimiyu (2017) who showed that employee training enhances responses to disasters management and recommended employees are the most important individuals to successfully implement disaster management; therefore, the management should invest on training on these employees. The respondents also moderately agreed that The County carries out a survey to ascertain the training needed by its employees with (M=3.36, SD=0.91). This finding is supported by Renschler et al. (2016) who revealed that managers cited safety and emergency-response training regulations as drivers to their choice of educational and training offerings to their employees, but noted that they would provide fewer offerings if mandates were lessened. However, those businesses
that do provide emergency and crisis management training are better prepared for both safety and financial stability.

4.3.1 Policy Review and the Management of the Response to Emergencies

The study determines how Policy Review has affected the management of the response to emergencies by Nairobi City County. The study therefore formulated several statements on the same and the respondents were required to indicate the level of their agreement with the statement using a five point likert scale

Table 4.7: Policy Review and the Management of the Response to Emergencies

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our County contributes in policy formulation through funding, research and data analysis, technical support and lobbying policy makers</td>
<td>3.89</td>
<td>0.81</td>
</tr>
<tr>
<td>Our County senior management is involved in implementation of emergency preparedness policies</td>
<td>3.64</td>
<td>0.64</td>
</tr>
<tr>
<td>Review of our policies on emergency preparedness incorporate diverse non state actors</td>
<td>3.98</td>
<td>0.73</td>
</tr>
<tr>
<td>Non state agencies contribute to policy reviews through research and data analysis</td>
<td>3.86</td>
<td>0.68</td>
</tr>
<tr>
<td>Non state agencies contribute to policy reviews through technical support</td>
<td>3.97</td>
<td>0.86</td>
</tr>
<tr>
<td>Non state agencies contribute to policy reviews by lobbying policy makers</td>
<td>3.88</td>
<td>0.74</td>
</tr>
<tr>
<td>Emergency prepared policy reviews are done in line with public policy that helps enhance effectiveness in disaster management.</td>
<td>3.82</td>
<td>0.94</td>
</tr>
<tr>
<td>Our County has adopted various policy measures to enhance emergency preparedness.</td>
<td>3.94</td>
<td>0.87</td>
</tr>
<tr>
<td>The county government assess the adherence to policy guidelines on disaster preparedness regularly</td>
<td>3.36</td>
<td>1.08</td>
</tr>
<tr>
<td>Limited policies in disaster management are some of the challenges experienced</td>
<td>3.28</td>
<td>1.03</td>
</tr>
</tbody>
</table>

Research Data (2019)
From the findings, the respondents agreed that Non state agencies contributed to policy reviews through technical support with (M=3.97, SD=0.86). This finding is in line with Ochanda (2015) who found that NSAs contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers. Inadequate political will, interruption by political processes, high turnover rates among non-state actors, weak strategies for policy engagement were some of the key challenges facing non-state actors as they engaged in public policy formulation and recommended that Government of Kenya should build capacity of non-state actors in public policy processes to enhance their effectiveness in public policy engagement in disaster management.

The respondents agreed that Review of their policies on emergency preparedness incorporated diverse non state actors with (M=3.98, SD=0.73). This finding in concurrent with Kamota (2019) who showed that Kenya Railways has adopted various policy measures to enhance emergency preparedness. They include: community partnerships; collaboration with local stakeholders; equipping the staff with elementary skills; strategic planning; and public participation. The respondents agreed that their County had adopted various policy measures to enhance emergency preparedness with (M=3.94, SD=0.87). This finding is supported by Kikuvi (2015) who noted that the schools level of compliance to public building requirements for response during disasters was low and that regular inspection by the ministry of works was not carried out often. The study recommended that Ministry of Education in liaison
with head teachers to assess the adherence to policy guidelines on disaster preparedness, ensure that collaboration, coordination and dissemination of information on any disaster is accurate, timely and meaningful.

The respondents agreed that their County contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers with (M=3.89 SD=0.81). This finding is concurrent with Kikuvi (2015) whose findings revealed that all the schools have permanent classrooms, first aid kits, fire extinguishers, and alarm/warning systems, gate and perimeter fence as well as firefighting equipment. However, regular inspection was not carried out in the schools. Fire drills are conducted in the schools regularly as required by the Ministry of Education. The respondents agreed that Non state agencies contribute to policy reviews by lobbying policy makers (M=3.88 SD=0.74). This finding is supported by Red Cross Emergency Response Policy (2018) study that established on the basis of Red Cross and Red Crescent emergency response and applies to all types of International Federation emergency response whether carried out by a single branch of a National Society, by an individual National Society or by the International Federation acting collectively. The policy guides the organization to effectively and efficiently conduct its mandate which include: Seeking to assist the most vulnerable people in emergencies; Recognizing the Red Cross Red Crescent role as auxiliary to government in humanitarian services; Undertaking emergency response according to the Fundamental Principles; Working within the competence of the Operating National Society; Basing their actions on
appropriate disaster preparedness programming and planning and Working towards self-reliance and sustainability of programming.

The respondents agreed that Non state agencies contributed to policy reviews through research and data analysis with (M=3.86, SD=0.68). This finding is supported by with Kamota (2019) who established that Kenya Railways has adopted various policy measures to enhance emergency preparedness. They include: community partnerships; collaboration with local stakeholders; equipping the staff with elementary skills; strategic planning; and public participation. The respondents agreed that emergency prepared policy reviews were done in line with public policy that helped enhance effectiveness in disaster management with (M=3.82, SD=0.94). This finding is in line with Ochanda (2015) who found that NSAs contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers. Inadequate political will, interruption by political processes, high turnover rates among non-state actors, weak strategies for policy engagement were some of the key challenges facing non-state actors as they engaged in public policy formulation. The respondents agreed that their County senior management was involved in implementation of emergency preparedness policies with (M=3.64, SD=0.64). This finding concurred with Kamota (2019) who showed that Kenya Railways has adopted various policy measures to enhance emergency preparedness. They include: community partnerships; collaboration with local stakeholders; equipping the staff with elementary skills; strategic planning; and public participation.
The respondents moderately agreed that the county government assess the adherence to policy guidelines on disaster preparedness regularly with (\(M=3.36, \ SD=1.08\)). This finding is concurrent with Kikuvi (2015) who revealed that all the schools have permanent classrooms, first aid kits, fire extinguishers, and alarm/warning systems, gate and perimeter fence as well as firefighting equipment. However, regular inspection was not carried out in the schools. Fire drills are conducted in the schools regularly as required by the Ministry of Education. The respondents moderately agreed that limited policies in disaster management are some of the challenges experienced with (\(M=3.28, \ SD=1.03\)). This finding is supported by Kikuvi (2015) who noted that the schools level of compliance to public building requirements for response during disasters was low and that regular inspection by the ministry of works was not carried out often. The study recommended that Ministry of Education in liaison with head teachers to assess the adherence to policy guidelines on disaster preparedness, ensure that collaboration, coordination and dissemination of information on any disaster is accurate, timely and meaningful.

4.3.3 Strategic Collaborations and the Management of the Response to Emergencies

The study determines how Strategic Collaborations has affected the management of the response to emergencies by Nairobi City County. The study therefore formulated several statements on the same and the respondents were required to indicate the level of their agreement with the statement using a five point likert scale
Table 4.8: Strategic Collaborations and the Management of the Response to Emergencies

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our County collaborates with local stakeholders in response to emergencies</td>
<td>4.03</td>
<td>0.81</td>
</tr>
<tr>
<td>Our County has adopted community partnerships in emergencies response management</td>
<td>3.84</td>
<td>0.84</td>
</tr>
<tr>
<td>Limited government support is one of the challenges facing the implementation of collaborative strategies at the County</td>
<td>3.62</td>
<td>0.96</td>
</tr>
<tr>
<td>Our County has adopted different types of collaboration in response to emergencies</td>
<td>3.38</td>
<td>1.02</td>
</tr>
<tr>
<td>Our County manages its relationship with different stakeholders in disaster preparedness</td>
<td>3.68</td>
<td>0.91</td>
</tr>
<tr>
<td>Our County collaborate with various NGOs in disaster management</td>
<td>3.84</td>
<td>0.86</td>
</tr>
</tbody>
</table>

Research Data (2019)

From the findings, the respondents strongly agreed that their County collaborates with local stakeholders in response to emergencies with (M=4.03, SD=0.81). This finding is in line with Nyaidho (2014) who acknowledged that collaboration is the ability of two or more parties to share complex information over time and space on an ongoing basis for a common goal. A number of organizations were involved in delivery of services to the IDPs in the camps. The respondents agreed that their County had adopted community partnerships in emergencies response management with (M=3.84, SD=0.84). This finding is supported by Nyaidho (2014) who indicated that there were challenges facing the implementation of collaborative strategies that included corruption, lack of government support, lack of access to funding, lack of cooperation between agencies working in the IDP operations.
The respondents agreed that their County collaborated with various NGOs in disaster management with (M=3.84, SD=0.86). This finding is concurrent with Chang (2016) who revealed that factors related to resource shortage in money and information, mutual understanding, financial resource dependence on higher levels of government, and the adoption of national standard have different impacts on different types of collaboration. The respondents agreed that their County manages its relationship with different stakeholders in disaster preparedness with (M=3.68, SD=0.91). This finding is in line with Shoaf et al. (2014) who indicated that local health departments and schools’ districts collaborated in form of exchanging information, alter activities, sharing resources, and enhance each other's capacity for mutual benefit and a common purpose by sharing risks, responsibilities, and rewards.

The respondents agreed that limited government support was one of the challenges facing the implementation of collaborative strategies at the County with (M=3.62, SD=0.96). This finding is concurrent with Kapucu (2018) who suggested that collaborative practices in terms of pre-season planning open communication between emergency managers and elected officials, and the use of technology all had a significant impact on community responses. The study recommended that emergency managers must work vigilantly to keep residents informed of the seriousness of a situation. The respondents moderately agreed that their County had adopted different types of collaboration in response to emergencies with (M=3.38, SD=1.02). This finding is supported with Nyaidho (2014) who indicated that there were challenges facing the implementation of
collaborative strategies that included corruption, lack of government support, and lack of access to funding, lack of cooperation between agencies working in the IDP operations.

4.3.4 Workings Tools Status and the Management of the Response to Emergencies

The study determines how Workings Tools Status has affected the management of the response to emergencies by Nairobi City County. The study therefore formulated several statements on the same and the respondents were required to indicate the level of their agreement with the statement using a five point likert scale.

Table 4.9: Workings Tools Status and the Management of the Response to Emergencies

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our County has adequate machinery for emergency response</td>
<td>3.87</td>
<td>0.95</td>
</tr>
<tr>
<td>The machines necessary to respond to emergencies are well maintained</td>
<td>3.92</td>
<td>0.81</td>
</tr>
<tr>
<td>The machines for responding to emergencies are of latest technology</td>
<td>3.51</td>
<td>0.99</td>
</tr>
<tr>
<td>The machines for responding to emergencies are efficient</td>
<td>3.45</td>
<td>1.03</td>
</tr>
<tr>
<td>There is an elaborate functional fire equipment’s in the fire department</td>
<td>4.28</td>
<td>0.62</td>
</tr>
<tr>
<td>The county government has installed fire hydrants in all major estates</td>
<td>3.79</td>
<td>0.93</td>
</tr>
<tr>
<td>The county government has invested heavily in emergency equipment and tools</td>
<td>4.01</td>
<td>0.85</td>
</tr>
<tr>
<td>Emergency response supplies and equipment allows workers to react to emergencies on a timely manner.</td>
<td>3.85</td>
<td>0.87</td>
</tr>
<tr>
<td>Our County has purchased modern equipment for efficient emergency response</td>
<td>3.77</td>
<td>0.96</td>
</tr>
</tbody>
</table>

Research Data (2019)
From the findings, the majority of the respondents strongly agreed that there was an elaborate functional fire equipment’s in the fire department with (M=4.28, SD=0.62). This finding is in line with Kagiri (2019) who indicated that the Nairobi Fire Brigade does not have elaborate functional fire equipment’s. The numbers of firefighting vehicles are not enough. The respondents also strongly agreed that the county government had invested heavily in emergency equipment and tools with (M=4.01, SD=0.85). This finding is in line with Haddow et al. (2017) who discussed that no one knows when an emergency will happen so it's important that we are ready for it. Whether it is a cardiac arrest, someone fainting, or worse, it is ideal to keep emergency response supplies and equipment on hand for dealing with such occurrences. High traffic areas should look into investing in masks, stretchers, and maybe even some oxygen tanks to assist in reviving or stabilizing the afflicted parties. Augment this with appropriate training for CPR and you should be all set. A small investment in these items now will save lives in the future, so don’t skimp on the safety of your crew and pick up some emergency essentials today.

The respondents agreed that the machines necessary to respond to emergencies are well maintained with (M=3.92, SD=0.81). This finding is supported by Hashchuk and Sychevskyi (2015) who established that that specialized equipment enables effective response on land or water. Emergency response organizations use a broad array of emergency response equipment so they can effectively respond to an incident, no matter the environment, release size or
area. This includes containment and recovery units to wildlife deterrents to skimmers, which are used to contain oil in water. Employees and contractors participate in emergency preparedness training and exercises to ensure they are prepared to respond regardless of the situation. The respondents agreed that their County has adequate machinery for emergency response with (M=3.87, SD=0.95). This finding is concurrent with Philemon (2015) who showed that most of the police officers in the CBD were moderately equipped to manage disaster scene in Nairobi CBD. The study recommended that County government in charge of the CBD make haste and purchase all the necessary equipment that the officers need and increase the number of officers within the CBD.

The respondents agreed that emergency response supplied and equipment allowed workers to react to emergencies on a timely manner with (M=3.85, SD=0.87). This finding is concurrent with Hashchuk and Sychevskyi (2015) who established that that specialized equipment enables effective response on land or water. Emergency response organizations use a broad array of emergency response equipment so they can effectively respond to an incident, no matter the environment, release size or area. This includes containment and recovery units to wildlife deterrents to skimmers, which are used to contain oil in water. Employees and contractors participate in emergency preparedness training and exercises to ensure they are prepared to respond regardless of the situation. The respondents agreed that the county government had installed fire hydrants in all major estates with (M=3.79, SD=0.93). This finding is in line
with Haddow et al. (2017) who discussed that no one knows when an emergency will happen so it’s important that we are ready for it. Whether it is a cardiac arrest, someone fainting, or worse, it is ideal to keep emergency response supplies and equipment on hand for dealing with such occurrences. High traffic areas should look into investing in masks, stretchers, and maybe even some oxygen tanks to assist in reviving or stabilizing the afflicted parties. Augment this with appropriate training for CPR and you should be all set. A small investment in these items now will save lives in the future, so don’t skimp on the safety of your crew and pick up some emergency essentials today.

The respondents also agreed that their County had purchased modern equipment for efficient emergency response with (M=3.77, SD=0.96). This finding is supported by Hashchuk and Sychevskyi (2015) who established that that specialized equipment enables effective response on land or water. Emergency response organizations use a broad array of emergency response equipment so they can effectively respond to an incident, no matter the environment, release size or area. This includes containment and recovery units to wildlife deterrents to skimmers, which are used to contain oil in water. Employees and contractors participate in emergency preparedness training and exercises to ensure they are prepared to respond regardless of the situation. The respondents agreed that the machines for responding to emergencies were of latest technology with (M=3.51, SD=0.99). The respondents moderately agreed that the machines for responding to emergencies were efficient with (M=3.45, SD=1.03). This finding is in line with Kagiri (2019) who indicated that the Nairobi Fire Brigade does
not have elaborate functional fire equipment’s. The numbers of firefighting vehicles are not enough.

4.3.5 Management of the Response to Emergencies

The study determines how the strategies adopted by the Nairobi City County in management of its response to emergencies. The study therefore formulated several statements on the same and the respondents were required to indicate the level of their agreement with the statement using a five point likert scale

Table 4.10: Management of the Response to Emergencies

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our County normally responds to emergencies in a timely manner</td>
<td>3.98</td>
<td>0.86</td>
</tr>
<tr>
<td>Our County is always prepared for any emergency</td>
<td>4.03</td>
<td>0.82</td>
</tr>
<tr>
<td>Our County’s response to emergencies are effective</td>
<td>3.68</td>
<td>0.93</td>
</tr>
<tr>
<td>The management of disaster activities in our County is well coordinated</td>
<td>3.96</td>
<td>0.84</td>
</tr>
</tbody>
</table>

Research Data (2019)

The respondents agreed that their County was always prepared for any emergency with (M=4.03, SD=0.82). This finding is concurrent with Mohammed (2018) who established that cooperation in decision making greatly affect humanitarian emergency projects response followed by numbers of members involved. The study indicated that government collaboration greatly affects humanitarian emergency projects response and that funding by government affect humanitarian emergency projects response. The respondents agreed that their County normally responds to emergencies in a timely manner with (M=3.98, SD=0.86). This finding is supported by Renschler et al. (2016)
who revealed that managers cited safety and emergency-response training regulations as drivers to their choice of educational and training offerings to their employees, but noted that they would provide fewer offerings if mandates were lessened. However, those businesses that do provide emergency and crisis management training are better prepared for both safety and financial stability.

The respondents agreed that the management of disaster activities in out their County was well coordinated with (M=3.96, SD=0.84). This finding is in line with Ochanda (2015) who found that NSAs contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers. Inadequate political will, interruption by political processes, high turnover rates among non-state actors, weak strategies for policy engagement were some of the key challenges facing non-state actors as they engaged in public policy formulation and recommended that Government of Kenya should build capacity of non-state actors in public policy processes to enhance their effectiveness in public policy engagement in disaster management.

The respondents agreed that their County’s response to emergencies was effective with (M=3.68, SD=0.93). This finding is in line with Haddow et al. (2017) who discussed that no one knows when an emergency will happen so it's important that we are ready for it. Whether it is a cardiac arrest, someone fainting, or worse, it is ideal to keep emergency response supplies and equipment on hand for dealing with such occurrences. High traffic areas should look into investing in masks, stretchers, and maybe even some oxygen tanks to
assist in reviving or stabilizing the afflicted parties. Augment this with appropriate training for CPR and you should be all set. A small investment in these items now will save lives in the future, so don’t skimp on the safety of your crew and pick up some emergency essentials today.

4.4 Inferential Statistics

The study conducted regression analysis to determine the effect of these strategies on the management of the response to emergencies by Nairobi City County.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R^2</th>
<th>Adjusted R^2</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.840^a</td>
<td>.705</td>
<td>.702</td>
<td>3.95509</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), employee training, policy review, Strategic collaborations, Workings tools status

Research Data (2019)

From the findings, the value of coefficient of R is 0.840 representing 84.0%, this shows that there is a strong coefficient between the study variables. The value of R^2 is 0.705 which represent 70.5% indicating that there are other factors other than employee training, policy review, Strategic collaborations, Workings tools status that affect the management of the response to emergencies.

Analysis of Variance was conducted at 5% confidence level and a comparison made between the f-calculated and f- tabulated. Findings are shown in Table 4.12.
Table 4.12: ANOVA

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>8912.100</td>
<td>4</td>
<td>2228</td>
<td>776.172</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>3722.979</td>
<td>130</td>
<td>28.638</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12635.079</td>
<td>134</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: management of the response to emergencies  
b. Predictors: (Constant), employee training, policy review, Strategic collaborations, Workings tools status

Research Data (2019)

From the above ANOVA table, F- calculated is 189.909 and f-tabulated is 2.6425. This indicates that F-calculated >F- tabulated (189.909>2.6425). This finding indicated that the overall regression was significant in determining strategies adopted and the management of the response to emergencies by Nairobi City County. Thus employee training, policy review, Strategic collaborations, Workings tools status affects management of the response to emergencies. According to Kozak and Piepho (2018), if the F-calculated >F- tabulated, and then the overall regressions was significant.

The study used the p values to determine the significance of independent study variables. The interpretation of the p values was done at 5% level of significance as shown in Table 4.13
Table 4.13: Coefficients

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>40.572</td>
<td>.335</td>
<td>121.160</td>
<td>.000</td>
</tr>
<tr>
<td>Employee training</td>
<td>.343</td>
<td>.030</td>
<td>.500</td>
<td>11.294</td>
</tr>
<tr>
<td>Policy review</td>
<td>.072</td>
<td>.017</td>
<td>.129</td>
<td>4.356</td>
</tr>
<tr>
<td>Strategic collaborations</td>
<td>.098</td>
<td>.015</td>
<td>.237</td>
<td>4.125</td>
</tr>
<tr>
<td>Workings tools status</td>
<td>.228</td>
<td>.024</td>
<td>.410</td>
<td>9.572</td>
</tr>
</tbody>
</table>

a. Dependent Variable: management of the response to emergencies

Research Data (2019)

From Table 4.13, the following model is extracted;

Table 4.11 results into the following regression model;

\[ Y = 40.572 + .343X_1 + .072X_2 + .098X_3 + .228X_4 \]

From the overall regression coefficient Table 4.13, the findings indicated that when other factors are kept constant, management of the response to emergencies would be at 40.572. The finding also indicated that an increase in Employee training would in turn increase management of the response to emergencies by .343. This finding is in line with Nazli et al. (2014) who found that there are some problems which faced implementation disaster preparedness training such as lack of funding in training, lack of support, lack of awareness among Malaysian community and more focus in training for job development.

An increase in Policy review would increase management of the response to emergencies by .072. This finding is in line Ochanda (2015) who found that
NSAs contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers. Inadequate political will, interruption by political processes, high turnover rates among non-state actors, weak strategies for policy engagement were some of the key challenges facing non-state actors as they engaged in public policy formulation and recommended that Government of Kenya should build capacity of non-state actors in public policy processes to enhance their effectiveness in public policy engagement in disaster management.

Strategic collaborations also would increase management of the response to emergencies by 0.098 when there is unit increase. These findings are consistent with Shoaf et al. (2014) who indicated that local health departments and schools’ districts collaborated in form of exchanging information, alter activities, sharing resources, and enhance each other's capacity for mutual benefit and a common purpose by sharing risks, responsibilities, and rewards.

Workings tools status lastly would increase management of the response to emergencies by 0.228 when there is unit increase in it. This finding is in line with Haddow et al. (2017) who discussed that no one knows when an emergency will happen so it's important that we are ready for it. Whether it is a cardiac arrest, someone fainting, or worse, it is ideal to keep emergency response supplies and equipment on hand for dealing with such occurrences. High traffic areas should look into investing in masks, stretchers, and maybe even some oxygen tanks to assist in reviving or stabilizing the afflicted parties. Augment this with
appropriate training for CPR and you should be all set. A small investment in these items now will save lives in the future, so do not skimp on the safety of your crew and pick up some emergency essentials today.

At 5% level of significance, the study documents that Employee training (p<0.05) with a positive beta coefficient. This shows that Employee training has a positive and significant effect on management of the response to emergencies. The finding is consistent with Nazli et al. (2014) who found that there are some problems which faced implementation disaster preparedness training such as lack of funding in training, lack of support, lack of awareness among Malaysian community and more focus in training for job development.

Policy review (p<0.05) has a positive beta coefficient. This can be interpreted to mean that Policy review has a positive and significant effect on management of the response to emergencies. In a study on this finding in concurrent with Kamota (2019) who showed that Kenya Railways has adopted various policy measures to enhance emergency preparedness. They include: community partnerships; collaboration with local stakeholders; equipping the staff with elementary skills; strategic planning; and public participation.

Strategic collaborations (p<0.05) has a positive beta coefficient. This shows that Strategic collaborations have a positive and significant effect on management of the response to emergencies. This finding is supported with This finding is concurrent with Kapucu (2018) who suggested that collaborative practices in terms of pre-season planning, open communication between emergency managers and elected officials, and the use of technology all had a significant
impact on community responses. The study recommended that emergency managers must work vigilantly to keep residents informed of the seriousness of a situation.

Workings tools status (p<0.05) has a positive beta coefficient. This shows that Workings tools status has a positive and significant effect on management of the response to emergencies. This finding is supported by Hashchuk and Sychevskyi (2015) who established that that specialized equipment enables effective response on land or water. Emergency response organizations use a broad array of emergency response equipment so they can effectively respond to an incident, no matter the environment, release size or area. This includes containment and recovery units to wildlife deterrents to skimmers, which are used to contain oil in water. Employees and contractors participate in emergency preparedness training and exercises to ensure they are prepared to respond regardless of the situation.
CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents a summary of the analyzed findings on the basis of the objectives. The conclusions resulting from the findings of the study are also presented. The recommendations of the study for policy and practice are clearly illustrated. The areas for further studies for scholars and academicians are also indicated.

5.2 Summary of the Findings
The main objective of the study was to determine the strategies adopted by the Nairobi City County in management of its response to emergencies. The study was guided by the following specific objectives; To establish the effect of employee training on the management of the response to emergencies by Nairobi City County, to determine the effect of policy review on the management of the response to emergencies by Nairobi City County to examine the effect of strategic collaborations on the management of the response to emergencies by Nairobi City County, to assess the effect of equipment and machinery on the management of the response to emergencies by Nairobi City County
5.2.1 Employees Training and Management of the Response to Emergencies

The findings indicated that, an increase in Employee training would in turn increase management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, Employee training enhances responses to disasters management, Employees in Disaster emergency response had been trained on usage of emergency equipment, counties that provided crisis management were better prepared for both safety and financial stability, counties that provided emergency training were better prepared for both safety and financial stability, the County sponsors’ employees in disaster emergency training as required, training was given to workers focusing on relevant areas in their functions, the training content was normally appropriate to the tasks performed by employees at the County, the methods chosen for training are appropriate for adult learning, safety and emergency-response training regulations are the drivers to the choice of educational and training offerings, the County had adequate funding for employee training on emergency response, the County plans its training based on results from training needs assessment, the County carries out a survey to ascertain the training needed by its employees.

5.2.2 Policy Review and the Management of the Response to Emergencies

The study identified an increase in Policy review would increase management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, Non state agencies contributed to
policy reviews through technical support. Review of their policies on emergency preparedness incorporated diverse non-state actors. The county had adopted various policy measures to enhance emergency preparedness, County contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers. Non-state agencies contribute to policy reviews by lobbying policy makers. Non-state agencies contributed to policy reviews through research and data analysis. Emergency prepared policy reviews were done in line with public policy that helped enhance effectiveness in disaster management. County senior management was involved in implementation of emergency preparedness policies. County government assess the adherence to policy guidelines on disaster preparedness regularly. Limited policies in disaster management are some of the challenges experienced.

5.2.3 Strategic Collaborations and the Management of the Response to Emergencies

The study revealed that Strategic collaborations increases management of the response to emergencies and have a positive and significant effect on management of the response to emergencies. The County collaborated with local stakeholders in response to emergencies. The County had adopted community partnerships in emergencies response management. The County collaborated with various NGOs in disaster management. The County manages its relationship with different stakeholders in disaster preparedness. Limited government support was one of the challenges facing the implementation of
collaborative strategies at the County, the County had adopted different types of collaboration in response to emergencies

5.2.4 Workings Tools Status and the Management of the Response to Emergencies

The findings indicated that Workings tools status increased management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, there was an elaborate functional fire equipment’s in the fire department, county government had invested heavily in emergency equipment and tools, the machines necessary to respond to emergencies are well maintained, the County has adequate machinery for emergency response, emergency response supplied and equipment allowed workers to react to emergencies on a timely manner, the county government had installed fire hydrants in all major estates, the County had purchased modern equipment for efficient emergency response, the machines for responding to emergencies were of latest technology, the machines for responding to emergencies were efficient.

5.3 Conclusion

From the analysis of findings and summary above, this study concludes that The County Assembly of Nairobi needs to invest more in undertaking of Employees Training needs analysis to ensure that appropriate training courses are designed for each employee. For the training to be effective, the County Assembly needs to choose the most appropriate Policy for optimal impact on the employees. This can also be improved through designing appropriate content that would
promote employee competence. This can also be improved by setting aside adequate financial resources to support the training.

5.2.1 Employees Training and Management of the Response to Emergencies

The study concludes that, an increase in Employee training would in turn increase management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, Employee training enhances responses to disasters management, Employees in Disaster emergency response had been trained on usage of emergency equipment, counties that provided crisis management were better prepared for both safety and financial stability, counties that provided emergency training were better prepared for both safety and financial stability, the County sponsors’ employees in disaster emergency training as required, training was given to workers focusing on relevant areas in their functions, the training content was normally appropriate to the tasks performed by employees at the County, the methods chosen for training are appropriate for adult learning, safety and emergency-response training regulations are the drivers to the choice of educational and training offerings, the County had adequate funding for employee training on emergency response, the County plans its training based on results from training needs assessment, the County carries out a survey to ascertain the training needed by its employees
5.2.2 Policy Review and the Management of the Response to Emergencies

The study concludes an increase in Policy review increased management of the response to emergencies and has a positive and significant effect on management of the response to emergencies, Non state agencies contributed to policy reviews through technical support, Review of their policies on emergency preparedness incorporated diverse non state actors, County had adopted various policy measures to enhance emergency preparedness, County contributed in policy formulation through funding, research and data analysis, technical support and lobbying policy makers, Non state agencies contribute to policy reviews by lobbying policy makers, Non state agencies contributed to policy reviews through research and data analysis, emergency prepared policy reviews were done in line with public policy that helped enhance effectiveness in disaster management, County senior management was involved in implementation of emergency preparedness policies, county government assess the adherence to policy guidelines on disaster preparedness regularly, limited policies in disaster management are some of the challenges experienced

5.2.3 Strategic Collaborations and the Management of the Response to Emergencies

The study concludes that Strategic collaborations increases management of the response to emergencies and have a positive and significant effect on management of the response to emergencies , the County collaborated with local stakeholders in response to emergencies, the County had adopted
community partnerships in emergencies response management, the County collaborated with various NGOs in disaster management, the County manages its relationship with different stakeholders in disaster preparedness, limited government support was one of the challenges facing the implementation of collaborative strategies at the County, the County had adopted different types of collaboration in response to emergencies

5.2.4 Workings Tools Status and the Management of the Response to Emergencies

The findings concludes that Workings tools status increased management of the response to emergencies and has a positive and significant effect on management of the response to emergencies., there was an elaborate functional fire equipment’s in the fire department, county government had invested heavily in emergency equipment and tools, the machines necessary to respond to emergencies are well maintained, the County has adequate machinery for emergency response, emergency response supplied and equipment allowed workers to react to emergencies on a timely manner, the county government had installed fire hydrants in all major estates, the County had purchased modern equipment for efficient emergency response, the machines for responding to emergencies were of latest technology, the machines for responding to emergencies were efficient.
5.4 Recommendations of the Study

The study recommends that all County Assemblies' top leadership team should enhance on existing training techniques to substantially impact capacity building levels. To enhance capacity building among members, all county assemblies in Kenya should take brief classes on particular fields or abilities for their members.

The research also recommends that all county assemblies in Kenya's senior leadership team should enhance training content by ensuring that training content is applicable to various member responsibilities. All county assemblies in Kenya should align the scope of training with personnel responsibilities.

The research recommends that the County Assemblies senior management team should enhance the training needs evaluation procedures in place to directly impact capacity building levels among employees. To enhance the evaluation of the need for training, County Assembly management must at all times assess the significance of a specified training for its employees on a regular basis.

The study recommends to the management of Nairobi County Assembly to increase the overall budget utilized on capacity building for all the members. All County Assemblies in Kenya should put in place various measures of ensuring that they finance all necessary trainings for its members. All County Assemblies should always set aside sufficient funds to pay for appropriate training venues for members.
5.5 Suggestions for Further Studies

From the regression assessment, the adjusted R square was 0.705 demonstrating that the recognized factors (staff training, policy assessment, strategic partnerships, and work tool status) explain 70.5 percent change in emergency reaction leadership. This suggests that there are other determinants that the present research did not cover 29.5 percent of the leadership of the reaction to emergencies with important explanations. Future studies should therefore be carried out to cover these other variables.

The present research concentrated specifically on the assembly of the county of Nairobi. However, there are presently 47 county assemblies in Kenya. Future studies should sample many counties in order to efficiently generalize the results of the present research on all counties in Kenya. This would make it easier to compare the results for informed decision making.
REFERENCES


Kagiri, K. (2019). The preparedness and capacity of the Nairobi City Fire service in responding to fire disasters in the City (Doctoral dissertation, University of Nairobi, Kenya).


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION
APPENDIX II: QUESTIONNAIRE

Kindly fill in this questionnaire on STRATEGIES ADOPTED BY THE NAIROBI CITY COUNTY IN MANAGEMENT OF ITS RESPONSE TO EMERGENCIES. Note that all information given will only be used for academic purpose. Do NOT write your name on this questionnaire.

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender  
   male [ ]  
   female [ ]

2. Kindly indicate your position in the Nairobi City County Assembly  
   MCA [ ]  
   Nairobi City County Employee [ ]  
   County Assembly Employee [ ]

3. What is your highest level of education?  
   Certificate [ ]  
   Diploma [ ]  
   Degree [ ]  
   Masters [ ]  
   PhD [ ]  
   Other [ ]

4. How long have you served in the current position at the Nairobi City County?  
   Less than 1 year [ ]  
   2-4 years [ ]  
   More than 4 years [ ]

SECTION B: EMPLOYEE TRAINING AND EMERGENCY RESPONSE MANAGEMENT

6. Below are several statements on Employee Training and Emergency Response Management. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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</table>
The County has adequate funding for employee training on emergency response

The County sponsors employees in disaster emergency training as required

Employees in Disaster emergency response have been trained on usage of emergency equipment

Safety and emergency-response training regulations are the drivers to the choice of educational and training offerings

Training is given to workers focusing on relevant areas in their functions

Employee training enhances responses to disasters management

The County carries out a survey to ascertain the training needed by its employees

The County plans its training based on results from training needs assessment

The training content is normally appropriate to the tasks performed by employees at the County

The methods chosen for training are appropriate for adult learning

Counties that provide emergency training are better prepared for both safety and financial stability

Counties that provide crisis management are better prepared for both safety and financial stability

### SECTION C: POLICY REVIEW AND EMERGENCY RESPONSE MANAGEMENT

7. Below are several statements on Policy Review and Emergency Response Management. Kindly indicate the extent of your agreement with each of these
statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<tr>
<td>Our County contributes in policy formulation through funding, research and data analysis, technical support and lobbying policy makers</td>
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<td>Our County senior management is involved in implementation of emergency preparedness policies</td>
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<td>Review of our policies on emergency preparedness incorporate diverse non state actors</td>
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<td>Non state agencies contribute to policy reviews through research and data analysis</td>
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<td>Non state agencies contribute to policy reviews through technical support</td>
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<td>Non state agencies contribute to policy reviews by lobbying policy makers</td>
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<td>Emergency prepared policy reviews are done in line with public policy that help enhance effectiveness in disaster management.</td>
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<td>Our County has adopted various policy measures to enhance emergency preparedness.</td>
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<td>The county government assess the adherence to policy guidelines on disaster preparedness regularly</td>
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<td>Limited policies in disaster management are some of the challenges experienced</td>
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SECTION D: STRATEGIC COLLABORATIONS AND EMERGENCY RESPONSE MANAGEMENT

8. Below are several statements on Operating Efficiency and Performance. Kindly indicate the extent of your agreement with each of these statements. Use
a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<td>Our County collaborates with local stakeholders in response to emergencies</td>
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<td>Our County has adopted community partnerships in emergencies response management</td>
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<td>Limited government support is one of the challenges facing the implementation of collaborative strategies at the County</td>
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<td>Our County has adopted different types of collaboration in response to emergencies</td>
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<td>Our County manages its relationship with different stakeholders in disaster preparedness</td>
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<td>Our County collaborate with various NGOs in disaster management</td>
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SECTION E: WORKING TOOLS STATUS AND EMERGENCY RESPONSE MANAGEMENT

9. Below are several statements on Equipment & Machinery and Emergency Response Management. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<td>Our County has adequate machinery for emergency response</td>
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<td>The machines necessary to respond to emergencies are well maintained</td>
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<td>The machines for responding to emergencies are of latest technology</td>
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<td>The machines for responding to emergencies are efficient</td>
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There is an elaborate functional fire equipment’s in the fire department

The county government has installed fire hydrants in all major estates

The county government has invested heavily in emergency equipment and tools

Emergency response supplies and equipment allows workers to react to emergencies on a timely manner.

Our County has purchased modern equipment for efficient emergency response

SECTION F: RESPONSE MANAGEMENT TO EMERGENCIES

10. Below are several statements on Response Management to Emergencies by Nairobi City County. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

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<td>Our County normally responds to emergencies in a timely manner</td>
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<td>Our County is always prepared for any emergency</td>
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<td>Our County’s response to emergencies are effective</td>
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<td>The management of disaster activities in our County is well coordinated</td>
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THANK YOU
APPENDIX III: RESEARCH AUTHORIZATION FROM COUNTY DIRECTOR OF EDUCATION, NAIROBI COUNTY
APPENDIX IV: AUTHORIZATION LETTER FROM NASCOSTI
APPENDIX V: RESEARCH PERMIT