

**EFFICACY OF MULTIAGENCY OPERATIONS IN MITIGATING  
INSECURITY IN LAMU COUNTY KENYA “2014-2022”**

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**DECLARATION**

This project is my original work and has not been submitted for the award of any degree in this or any other institution/university. No part of this proposal should be reproduced without my knowledge or that of the university.

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## **DEDICATION**

Dedicated to my father, Stephen Munyei Simiyu, and mother, Esther Naliaka  
Simiyu

## **ACKNOWLEDGEMENT**

I would wish to acknowledge all persons who have made it possible to develop this project. First, I wish to acknowledge my supervisor Dr. Ochieng for the commitment and guidance throughout the development of the project. Second, I wish to acknowledge the National Police Service for sponsoring me fully for this course. Third, I wish to acknowledge Kenyatta University for allowing me to undertake my studies at the university. I need to acknowledge my wife Maurine Nanjala for the patience and support during my studies and the times I have been away.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

AST	Army Special Team
AU	African Union
BPU	Border Police Unit
CAC	Cronbach Alpha Coefficient
CISSA	Committee of Intelligence and Services of Africa
EFC	European Financial Coalition
GSU	General Service Unit
IED	Improvised Explosive Device
KDF	Kenya Defense Forces
KFS	Kenya Forest Service
KPS	Kenya Police Service
KWS	Kenya Wildlife Service
OAU	Organization of African Union
OB	Occurrence Book
OFM	Operation Fagia Msitu
OLB	Operation Linda Boni
RDU	Rapid Deployment Unit
SOG	Special Operations Group
SPSS	Statistical Program for Social Sciences
NACOSTI	National Commission for Science Technology and Innovation
NCTC	National Counter Terrorism Center
NGAO	National Government Administration Officers

NIS	National Intelligence Service
NPR	National Police Reservist
NPS	National Police Service
PSV	Public Service Vehicles
SF	Special Forces
UK	United Kingdom
USA	United States of America

## **OPERATIONAL DEFINITION OF KEY TERMS**

Activity	Implies the engagement of individuals toward a certain goal or objective
Activity system	Refers to the shared formation with a compound mediation structure that serves as the primary unit of analysis in the activity theory.
Human security	Refers to holistic approach that incorporates human rights, good governance, access to education and healthcare
Multiagency	Involves collaboration amongst a number of organizations including NPS, KDF, KWS, KFS and NPR particularly in crime prevention.
Multiagency operation	Refers to joint collaboration across different organizations to improve services. In this study, the term multiagency operation is used interchangeably with multiagency working, partnership, interagency collaboration
National security	Encompasses human security, oversight, accountability, human rights and justice as a way of focusing on the effectiveness of security providers and ensuring there is public legitimacy, ownership and sustainability

## ABSTRACT

The value of multiagency operations in response to insecurity threats has been widely debated among different stakeholders. However, this debate is limited in the sense that it ignores the complex nature of multiagency operations. These barriers hinder information sharing across agencies and the heterogeneity of the terrorism phenomenon. This withstanding, many countries, including Kenya, have employed a multiagency approach in addressing national security issues, but there is inadequate empirical evidence on the effectiveness in mitigating insecurity issues. This study sought to determine the efficacy of multiagency operations in mitigating insecurity in Kenya. The study was informed by activity theory and collaborative advantage theory. An ex post facto survey research design method was employed in this study. The study was conducted in Lamu County, focusing on the security officers in the County. The targeted population was 833 security officers in Lamu County. Stratified random sampling was used to find a sample of 270 security officers. The response rate was 75 per cent including 203 participants from the 270 administered. Data collection instruments include interview schedule and a structured questionnaire. Descriptive statistics, which encompasses the use of frequencies and percentages, was used to display the basic features of the quantitative data collected. Thematic analysis was employed in handling qualitative data by generation of themes through grouping employing open coding. Presentation of results was done by the use of pie charts, bar graphs, tables and narratives. The study found that trust among agencies impacted positively on the efficacy of multiagency operation by promoting joint planning, joint operations, joint briefing and debriefs. However, lack of trust hampered sharing of information amongst the agencies thus the need for information security sensitization and joint training. The study found that good leadership and coordination was required in enhancing the efficacy of multiagency operation. The study singled out the need of developing a policy on the ranking structure of KDF and NPS to enhance command and control of multiagency operations. The study also found that role clarity is important in enhancing the efficacy of multiagency operation as it prevents inter-agency conflicts and duplication of duties. However, there was need to address cases of inter-agency competition conflicts, agency inferiority and superiority complex. In general, Lamu County has become safer and stable due to the ongoing multiagency operation. There is reduction in crime rate, reduction in both IED and PSV attacks. There is remarkable improvement in both the tourism and education sectors. The study concludes that the multiagency operation has mitigated insecurity in the county and contributed to the return of normalcy. It is anticipated that the outcomes of this study will enlighten policymakers in the security sector in planning multiagency operations and scholars interested in the efficacy of multiagency operations in Kenya.

## **CHAPTER ONE**

### **INTRODUCTION**

This study evaluated the efficacy of multiagency operations in mitigating insecurity in Kenya, focusing on Lamu County. This chapter, therefore, presented the background to the study, the statement of the problem, the purpose of the study, the study objectives and research questions, the significance and justification of the study, the scope, limitations and delimitation of the study.

#### **1.1 Background to the Study**

Security is a crucial factor for a country to survive and focus on its economy. Security is very precious for human beings since it provides peace of mind. When there is insecurity, people live in fear and discomfort. In today's fast-paced world, security and safety service providers are confronted with crises which include terror attacks, natural and artificial hazards causing disasters, and pandemics that require a multiagency response and collaborative efforts (Power, 2018). Although multiagency collaboration is not a new one, there has been a growing focus in the security sector over the last decade on the significance of involving other agencies and the police in tackling insecurity (Crawford & Evans, 2017). While security was once viewed as a matter exclusively for the police, it is now difficult to find references to insecurity either in official policy statements or the criminology literature, which do not also refer to the need for multiagency involvement or cooperation (Walters, 2017).

Wilkinson & Cohen (2019) enumerated the benefits of multiagency operations, including resource sharing, service improvement, and better interagency cooperation, which positively impact mitigating insecurity. In multiagency operations, role clarity

among participating security agencies is associated with helping achieve multiagency goals by decreasing ambiguity and facilitating trust-building (Davies & White, 2012). The above statement is also supported by the findings of a study by Lynch, et al (2014), who argued that the partnership reduces stress and improved relational bonding among different security agencies. Furthermore, Sayogo et al. (2016) conducted a study in the United States of America (USA) that identified determinants of role clarity to include the diversity of contributing groups, the usage of boundary objects, and communication. Role clarity is an essential factor in multiagency operations, but there is limited empirical information on how role clarity impacts the efficacy of multiagency operations in mitigating insecurity in Kenya.

According to Liddle and Gelsthorpe, cited by Douglas, et al (2020), role clarity, coordination, and leadership moderate the success and failure of the multiagency approach to mitigating insecurity. The extent to which multiagency operations will achieve objectives depends upon effective coordination, which is displayed by proper leadership, command, and control (Schuilenburg, 2017). Proper coordination is used to ensure proper oversight and command of activities in multiagency operations. In Kenya, the multiagency comprises different security agencies that could make the coordination complex. This is because different agencies have different traditions, including different loyalties. The Kenya Defense Forces (KDF), National Police Service (NPS), Kenya Wildlife Service (KWS), and Kenya Forest Service (KFS) all have different ranking command structures and independent reporting systems. Nevertheless, the agencies must work together in a multiagency operation (Ruteere, 2014). This may cause role clarity, coordination, and leadership challenges in the multiagency operation. However, there is

limited empirical information on the effect of coordination on multiagency operations in mitigating insecurity in Kenya. This is a concern that this study will address.

Globally, the world has experienced both natural and artificial hazards, for instance, the Covid-19 pandemic, locust swarms and hunger in Africa, and the Beirut, Lebanon port explosion, which give importance to the need to adopt the multiagency approach since the complexity and duration of the hazards exceed the mitigation ability of a single organization. According to Lahneman, as cited in Gill & Thompson (2017), transnational reactions to complex humanitarian hazards, violence, felonious activities, and epidemics have progressively involved transnational alliances composed of combined multiagency civil-military teams. Information sharing is a significant aspect of ensuring the achievement of the objectives of these transnational interagency collaborations, which embrace miscellaneous know-how and resources.

Bryson, et al (2015), on September 11, 2001, USA terrorist attacks ushered forth a new era of American Policing; the era of homeland security policing. In the months after the tragic events, it was discovered that indicators could have led to the prevention of these terrorists' acts. Definitely, the terrorist attack in the US delivered a persuasive illustration of what can take place if there is no sharing of correct information among multiagency groups (Lahneman 2010; Taylor & Russell 2012). McNeish & Singh (2010), the single most important precondition for knowledge exchange is trust. Furthermore, trust is dire to alliance building and information sharing in multiagency groups (Stanton, 2011). Trust may be a vital element in sharing information, but there is limited empirical knowledge on the impact of trust on the efficacy of multiagency operations in mitigating insecurity in Kenya.

According to Cilliers & Sturman, as cited by Emerson & Solomon (2018), in 1992, the Organization of African Unity (OAU) implemented a resolution directed at augmenting collaboration amongst affiliate countries to prevent insecurity, particularly terrorism. Engel (2018) further elaborates that the Committee of Intelligence and Services of Africa (CISSA) is a continental forum for multidimensional collaboration on security matters. The mandate of CISSA is to assist the African Union (AU) in meritoriously tackling insecurity challenges confronting Africa. The CISSA was established to enable discourse, scrutiny, knowledge sharing, harmonization, and espousal of common tactics amid intelligence and security organizations in Africa. Despite adopting the multiagency approach, the African region still faces serious insecurity challenges, including terrorism, urban riots, insurgencies and counterinsurgencies, border threats, and human security, begging the question of the efficacy of services from different agencies. Nevertheless, there is a lack of empirical evidence on how the coordination and cooperation of security agencies in Kenya have contributed to the success of multiagency operations in mitigating insecurity.

In Kenya, security agencies play an essential role in mitigating insecurity from threats within and outside the country (Nadio, 2019). Since Kenya initiated the deployment of troops in Somalia in October 2011 in the “*Linda Nchi*” operation, the country has experienced insecurity incidents increase, for instance, the 2019 DusitD2 complex attack (Mogire & Agade, 2011). This is even though Kenya has adopted a multiagency approach in the fight against terrorism. Multiagency cooperation at the state level is headed by the National Counter Terrorism Centre (NCTC), a multiagency tool principally of security agencies to reinforce harmonization in national counter-terrorism

efforts (Owuor, 2018). The expected output is creating a robust multiagency insecurity mitigation approach in Kenya. However, Kenya continues to face terrorist attacks that end up fatal hence the need to conduct a study to determine the efficacy of multiagency operations in Kenya in mitigating insecurity.

The multiagency approach has been adopted in Lamu County. Multiagency security agencies from the Military, Police, Forest, and Wildlife services have been deployed in prominent figures to mitigate insecurity in an operation christened *Operation Fagia Msitu* (OFM). However, the insecurity challenge persists in Lamu County to date even though the multiagency operation has been ongoing for over eight years. Since deploying multiagency troops in Lamu, several terror attacks have occurred in the county. According to Mohammed (2020), an al-Shabaab terrorist murdered three individuals on a public service bus in Lamu County on 3<sup>rd</sup> January 2020.

Further, Mohamud (2020) points out that on 5<sup>th</sup> January 2020, Camp Simba, utilized by Kenya Defense Forces, United Kingdom (UK), and United States (US) troops sited nearby Manda Bay on the mainland of Lamu County, was attacked by Al-Shabaab where the three men killed were an American serviceman and two contractors. Two more contractors were wounded, and three airplanes were torched. According to Butime (2014), the first significant attack in Lamu County that led to the deployment of multiagency troops was on 15<sup>th</sup> June 2014 in Mpeketoni town, where 60 lives were lost. Eight years later, the operation is still going on, but there is limited empirical information on the effectiveness of the multiagency approach adopted in mitigating insecurity in the County of Lamu.

## **1.2 Statement of the Problem**

Lamu County has been experiencing heightened insecurity brought about by terrorist attacks from suspected Al-Shabaab militants from Somalia. The first significant attack in Lamu County that led to the deployment of multiagency troops was on 15th June 2014 in Mpeketoni town, where 60 lives were lost. Six years later, on 5th January 2020, the suspected Al-Shabaab terrorist attacked a KDF camp near Manda Bay on the mainland of Lamu County, killing three people and torching airplanes. Even though the multiagency operation has cost over Kshs 50 billion so far, evidence of insecurity in Lamu County is still visible as shown by the closure of schools, closure of churches, collapsing tourism sector because of kidnappings and murder of tourists, paralyzing of transport sector because of public service vehicles (PSV) attacks and planting of Improvised Explosive Devices (IEDs) on major roads in the County. This is despite deploying multiagency troops from NPS, KDF, KWS, KFS, and National Police Reservists (NPR).

The insecurity experienced in Lamu County raises the question of whether the multiagency approach effectively mitigates insecurity in Lamu County. However, there is a lack of sufficient empirical information relevant to Lamu County's multiagency operations to facilitate the determination of efficacy level. Various studies conducted in Lamu County have focused on other areas, including community policing, counter-violence, and extremism, but none has focused on the efficacy of multiagency operations in Lamu County, Kenya. Therefore, the problem that provides the impetus for this study is that although there is a heavy presence of multiagency operations in Lamu County, terrorist attacks persist in the region. Therefore, the determination of the

efficacy of multiagency in mitigating insecurity in Lamu County, Kenya is what this study seeks to achieve.

### **1.3 Objective of the Study**

The specific objectives of the study were to:

1. Identify the effect of multiagency trust in mitigating insecurity in Lamu County, Kenya.
2. Assess the effectiveness of multiagency leadership in mitigating insecurity in Lamu County, Kenya.
3. Examine the role clarity in multiagency operations in mitigating insecurity in Lamu County, Kenya.

### **1.4 Research Questions**

The study was guided by the following research questions:

1. What is the effect of multiagency trust between agencies in mitigating insecurity in Lamu County, Kenya?
2. How effective is multiagency leadership in mitigating insecurity in Lamu County, Kenya?
3. What is the impact of multiagency role clarity in mitigating insecurity in Lamu County, Kenya?

### **1.5 Significance of the Study**

Kenya has been affected by insecurity, especially terror activities in the recent past in Nairobi, North Eastern, and the Coast regions. The multiagency approach has been advocated for in dealing with insecurity because of the benefits attributed to inter-agency collaboration. The current situation in the country shows that despite the effort

put into implementing a multiagency approach, insecurity persists in the country and, in particular, Lamu County, Kenya. An examination of the efficacy of multiagency operations in mitigating insecurity in Kenya is of the essence in order to determine if the security agencies are on the right track in dealing with this menace.

The study's findings will enrich publications addressing the evaluation of multiagency strategy. It is a fact that this is an area where limited research has been done, especially in Kenya. The research has therefore presented literature that scholars can utilize in their academic research and organizations that work together to improve on the synergy. At the policy level, the study has made recommendations that can be used to review policies on multiagency working and counter-terrorism in general, address challenges in collaborations, and ensure more success in collaboration. The study findings will also benefit consumers in understanding the dynamics of multiagency operations and helped operation commanders in planning and conducting multiagency operations.

### **1.6 Scope of the Study**

The study was done in Lamu County, Kenya. The content scope was limited to the effect of multiagency trust, leadership, and resource sharing in mitigating insecurity in Lamu County, Kenya. Population that was targeted included members of the KDF, NPS, KWS, KFS, NPR, and National Government Administration Officers (NGAO) in Lamu County, Kenya. The target population for the study was 833 people, and a sample of 270 people was taken from the. The methodology of the study was restricted to an ex post facto research design.

### **1.7 Limitation and Delimitations of the Study**

Since the study touches on security issues, the information that was needed to actualize the study was sensitive in some cases. Therefore, there were challenges in sourcing the information from some government departments, more often than not, that were not be willing to share the same on the pretext of sensitivity and citing national security as a reason. This was likely to compromise the objectivity of the data available. However, it was believed that the primarily available open-source data went a long way to make up for the shortfalls.

The study was delimited by focusing on multiagency trust, sharing of multiagency resources, and multiagency coordination and leadership as the study variables. In addition, the study findings could not be generalized and applied universally because Lamu County is a unique area with particular characteristics which differ from other areas. The study was also limited by location since Lamu County has some far-off islands which could not be accessed easily.

### **1.8 Assumptions of the Study**

The study made the assumptions that Lamu County's security situation would be favorable for data collecting and that the study's participants would be informed about the topic and actively engage in the study. The study also made the assumption that agency trust was essential to maximizing the effectiveness of multiagency operations in reducing insecurity in Lamu County. The study also implies that strong leadership and coordination in multiagency operations were necessary to improve the efficacy of multiagency operations in reducing insecurity in Lamu County. Last but not least, the

study made the supposition that resource sharing in multiagency operations was crucial to boosting their effectiveness in reducing insecurity in Lamu County.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

To create a foundation for this investigation, this chapter reviewed the literature. The chapter is divided into the empirical literature review, theoretical framework, and conceptual framework.

#### **2.1 Empirical Literature Review**

National Security is defined by Article 238 of the Kenyan Constitution as “the protection against internal and external threats to Kenya’s territorial integrity and sovereignty, its people, their rights, freedoms, property, stability, prosperity and other national interests.” According to the Defense White paper (2017), the country’s security objectives provide for preserving the country’s independence and the advancement of the security and welfare of all citizens. This realization is grounded on a dependable national defense, autonomous civil societies, a steady foreign policy, and dynamic partaking in a regional and transnational armistice and security activities. Nationwide Security consequently plays a critical part in the domestic economy by generating an enabling environment in which all economic activities can occur. It is a mandatory ingredient for reestablishing economic development, macroeconomic constancy, and poverty reduction. National security organs are outlined in Article 239 as the Kenya Defense Forces (KDF), National Intelligence Service (NIS), and National Police Service (NPS).

Ogolla (2014) asserts that Kenya's national security policy is determined by both internal and international factors. Domestically, factors include food security, criminal gangs, corruption, the proliferation of small guns, and health. Political factors include

the right to vote and representation, skewed national interests, ethnicity, and insecurity (access to health facilities). The National Security Strategy is employed as a crucial framework to manage external threats, as well as people' basic requirements and security concerns (Ogolla, 2014).

In Kenya, limited research has been done in multiagency operations. Torbjörnsson (2016) discussed the impact of the national government in ensuring security when working with local community-level actors for conflicts in the North Rift region. The study informed that the national government responds to community conflicts by deploying security forces, state spearheaded mediations, and supporting peace mediators and promoters. They concluded that when security forces have worked closely with local actors, there has been a good level of success in stopping extreme violence and, in some cases, resulting in sustainable peace. However, the study fails to discuss the multiagency approaches to resolving community conflicts.

Daniel, et al (2008) studied how enforcement of community peace agreements has succeeded in Kenya. He observed that community peace agreements offer the most sustainable ways to address community conflicts. However, there was a gap in practical ways of monitoring agreements. Multiagency security operations are seen when creating an environment stable enough for peace negotiations but will not stay long enough to ensure compliance with arrangements. The result is that community conflicts in Kenya keep on occurring despite the multiagency approach adopted.

According to 2017 research by the International Crisis Group on how collaborative operations in the North Rift have affected long-term security and stability, communal violence in the region has been treated as a multi-sectorial issue since 1998.

However, the strategy hasn't brought to long-lasting tranquility and stability in the neighborhood. According to the study, joint operations have prioritized military strategies like disarmament while largely ignoring other social strategies like peace accords and in-depth research into the causes of conflict.

According to Nadio (2019), the notion of multiagency working is essential in addressing inter-ethnic conflicts. The study findings indicate that using joint stakeholders' methods in resolving communal conflicts has been fruitful and that additional efforts should be dedicated to engaging the joint stakeholder's approach. The study recommends that prominence be given to overcoming the challenges facing the tactic of multiagency operations in conflict resolution. However, the study's main focus, the effectiveness of multiagency operations in reducing insecurity in Kenya, is not addressed. This section focuses on the factors that influence multiagency working by facilitating or inhibiting it, including multiagency trust, multiagency leadership in coordination, and role demarcation.

### **2.1.1 Multiagency Trust**

The first specific objective is to evaluate the effect of trust between agencies in mitigating insecurity. In an effort to determine the implication of trust in multiagency operations, various studies have been done. According to a study by Mikulski, et al (2014) in the USA, trust enables security agents in multiagency operations to address hesitation by decreasing the intricacy of expectations in capricious circumstances involving threats, susceptibility, and interdependence. The study further posits that trustworthy inter-agency relationships during multiagency operations lead to benefits, including lesser distrustful monitoring of others, enhanced collaboration, better sharing

of information, and truncated levels of conflict. Bohn & Roefls (2020) also conducted a study on the significance of trust in vicinity regeneration collaborations in the USA. They found out that trust is an essential factor that ensures the success of collaborations. A study in the USA by Getha-Taylor, et al. (2019) found that trust is frequently discussed as both a component of achievement and a result of interest in cooperative research. Further research by Gill & Thompson (2017) in the USA revealed the need of trust in multiagency teams for effective communication and information sharing.

Kelman, et al (2013) carried out a study in Britain and found that building trust and sharing information was a management practice associated with tremendous success in reducing crime in multiagency collaboration. The study further posits that distrust may result from diverse organizational beliefs. Every participant group frequently perceives others as undesirably pigeonholed clusters, thus stalling voluntary inter-agency cooperation.

A related study carried out in Australia by Grace & Coventry (2010) found that in a case where mutual trust exists between the different agencies working together any complications that occur during inter-agency collaborations are resolved more easily. The above study findings are supported by Waardenburg, et al (2020) in a study conducted in Germany which found that trust is required in multiagency collaborations, and sharing information can help improve the level of trust. Furthermore, a study in the USA by Joyal (2012) found that for organizations in a multiagency setting to share information and resources successfully, trust is imperative between people and agencies.

Müller, et al (2013), in a study conducted using case studies from Europe, Asia, and Australia, found out that if an agency has limited trust in collaborating agencies,

other partners will assume that agency will pursue self-seeking goals. The study further posits that with low trust, inter-agency liaisons will stagnate thus interfering with other multiagency elements like sharing of information, thus indicating below average collaboration. According to a study carried out by Lau & Rowlinson (2011), the opposite is also true in China. They found out that when much trust exists, agencies have faith in each other permitting the cooperation to flourish. Multiagency in Kenya is made up of different security agencies with different personalities. This may affect the way individuals relate, thus affecting the operations. However, this has not been empirically established.

In China, Wang, et al (2015) found that shared trust is an essential aspect of multiagency working. A similar finding emphasizing the importance of trust in multiagency collaborations was found in a study by Maitland, et al (2013) in India. The study further found that effective collaboration is based on trust between the agents of the member agencies. Further study findings in China indicate that goodwill trust ensues when agencies have confidence in their shared interests rather than concentrating on and chasing their separate interests (Jiang, et al 2013). Trust is a documented operative method used to constrain opportunism. Chow, et al (2012) reported in a study carried out in China reported that in an environment characterized by trust multiagency teams work better and achieve more. However, according to a study by Zhang & Peng (2018) in China, the trust may tempt the members to a stronger position to utilize their power and deteriorate multiagency cooperation. A further review of the literature reveals that the foundation of cooperation is trust (Aziz, et al as cited in Liu, et al 2018). It is, therefore, apparent that trust may affect the efficacy of multiagency operations.

In Africa, a study by Msanjila & Afsarmanesh (2011) in Tanzania found that building trust amongst groups is a fundamental prerequisite for them to speedily seam their efforts in the multiagency environment. Further, the study posits that trust among groups has to be managed appropriately to arbitrate their cooperation during the whole period. The importance of trust in multiagency actors was also pointed out in a study conducted in Zimbabwe and South Africa by Siakwah, et al (2020). They found that trust nurtures virtuous governance and sustainability by enabling collaboration amongst diverse actors. The study further posits that trust in multiagency collaboration generates goodwill, strengthens relations, and augments stakeholder gratification, assurance, and legitimacy. Furthermore, Sitas, et al. (2016) discovered in a study conducted in South Africa that developing trust is essential for any fruitful information exchange across various authorities.

In Kenya, Onyango (2020) found that interpersonal relationships and trust between different agencies working together in anti-corruption efforts played a vital part in the realization of the goals. The study further posits that institutionalization insufficiencies in applying anti-corruption strategies can be fixed by building trustful relationships.

A comparable study was undertaken in Kenya by Limbu et al. (2015). It was determined that the degree of openness and trust between different humanitarian agencies was what made the multiagency approach to humanitarian assistance successful. According to a study by Stanislas, et al. (2017) in Kenya, trust is also a crucial component in how community-based policing and information sharing are carried out. In Kenya, multiagency operations involve different agencies ranging from

KDF to KFS with varying capacities and strengths. Although trust may influence how the agencies work together, there is limited empirical information on the effect of trust on the efficacy of multiagency operations in Kenya.

Nthina (2015) discovered that increasing maritime safety performance in Lamu required trust among the various players involved. In research concentrating on difficulties encountered by NPS in counterterrorism in Lamu County, Otieno (2020) discovered that a major issue was the public's lack of faith in security organizations. In Lamu, a similar study by Lind, et al. (2017) found that the inability of security authorities to prevent several attacks was caused by a poor link between NIS and NPS. Last but not least, Ouma (2020) discovered that collaboration between community members and security actors is improved by trust. The literature examined above, however, does not specifically address the importance of trust in multiagency operations in reducing insecurity. In this study, we address the knowledge gap on the significance of trust in multiagency setting.

### **2.1.2 Multiagency Leadership**

The second specific objective assesses the effectiveness of multiagency leadership in coordinating activities for mitigating insecurity. Coordination during multiagency operations relates to leadership, command, and control. According to a study by Williams & Sullivan (2011) in Britain, leadership is considered necessary in influencing the outcomes of multiagency cooperation. Salmon, et al. (2011) conducted a study in Britain and found that the effectiveness of multiagency systems is significantly impacted by the dexterity between military and civilian agencies. In addition, according to a study by Atkinson et al. (as cited in Cooper, 2016) in Britain, leadership and

motivation at a strategic level, including vision and tenacity, augment multiagency working. This suggests that a multiagency operation may not be successful without proper leadership. A similar study in Britain by Cooper (2016) suggests that resilient leadership and a multiagency management team enable effective partnerships. Another study by Howarth & Morrison, as cited in Solomon (2019) in Britain, found that multiagency collaborations are affected by hitches, including ‘issues concerning the deficiency of ownership among leaders; intransigent organizational structures; incompatible professional philosophies; financial constraints and lack of accountability; poor communication and distrust amongst professionals. These factors could be affecting the efficacy of multiagency operations in Kenya, but there is no empirical evidence since limited studies have been carried out in the Kenyan context.

According to research done in the USA by Kramer et al. (2019), leadership in a multiagency setting should strike a balance between decision-making efficacy and efficiency. Furthermore, Murase, et al. (2011) conducted a study in the USA and discovered that leadership is essential in creating mutual cognition that enables specific agencies to go from inferior stand-alone teams to superior, more composite systems. The study further suggests that organizations should collaborate rather than compete for scarce resources. Leadership has been highlighted by academics as a key factor in the consolidation and synchronization of multiagency partnerships. In a study conducted in the USA by Erwin (2013), it was discovered that the lack of agency collaboration can be ascribed to the rigid structure of organizations, interagency, and conflicting interests.

The findings of a study by Paton, et al (2015), in Australia, the amplified dependence on multiagency collaborations has produced new challenges for leaders

since multiagency leaders endeavor to make use of leadership models that are meant for single agencies but are not suitable in multiagency situations. In India, a study by Raju & Becker (2013) found that in multiagency disaster management situation, leadership and coordination are vital since poor performance of one organization can hinder the success of the operation. In China, a study by Li, et al (2015) found that institutional constraints and poor leadership can make it difficult to achieve effective multiagency collaborations.

In Africa, Tambo, et al (2014), in a study focusing on West African countries (Nigeria, Mali, Niger, and Ghana), found that multiagency disaster recovery efforts were hampered by inadequate leadership and coordination. Lamb & Stainer (2018) carried out a study in South Sudan. They found that during the multiagency disarmament and demobilization and reintegration, coordination seemed to have been undesirably affected by the numerous agencies' tiered, organization structure arrangements. According to Chingumbe (2018), efficient inter-agency coordination among key players at One-Stop facilities in Zambia is facilitated by information exchange, communication, enhanced knowledge of inter-disciplinary roles, and inter-agency philosophy. According to Solomon & Ajasa (2011), Nigeria's security services face major difficulties in terms of leadership and coordination, which has a negative influence on multiagency security operations to the point where Police/Army clashes are common.

In Kenya, Mwangi (2017) found that the major factor affecting the success of multiagency counter-terror operations is poor coordination amongst the collaborating security agencies. This has more often than not resulted in adverse consequences, as witnessed during the Westgate multiagency operation where there was a fatal friendly

fire between the various agencies. The study further posits that Kenya's security agencies chase individual and agency-specific interests designed to maintain organizational supremacy over counterterrorism efforts. Similarly, a study by Ng'eno (2019) in Kenya found a need for proper coordination and leadership during multiagency security operations in Kenya. In Lamu, Otieno (2020) found that poor NPS leadership coordination was a challenge in counterterrorism. However, there is limited empirical information on the effect of leadership and coordination in multiagency operations in mitigating insecurity in Lamu, which is the focus of this study.

### **2.1.3 Role Clarity in Multiagency Collaborations**

The third specific objective assesses the impact of role clarity in multiagency operations for mitigating insecurity. According to a study by Hassan (2013) in the USA, role clarity promotes job gratification, commitment, and participation and decreases tension and apprehension in the multiagency work environment. The study further posits that if agency roles are ambiguous, agencies in a multiagency collaboration may have additional pressure and anxiety correlated to their assignment. Intindola, et al. (2016) conducted a study in the USA and discovered that clear roles for each agency involved are necessary for multiagency partnerships to succeed. Additionally, Sayogo, et al. (2016) conducted a study in the USA and discovered that an analysis of the results of a nationwide survey revealed three significant determining factors of role clarity, including the extent to which participants use boundary objects, participant abilities, and participant objectives. Fedorowicz, et al. (2010) conducted a study in the USA and discovered that lack of role definition makes it difficult for multiagency cooperation efforts to succeed in achieving their intended goals, which can lead to dissatisfaction and

disagreement among the participating agencies. The study's conclusions are comparable to those of another conducted in the USA by Hassan (2013). He found out that role clarity and accountability make participating agencies more content and dedicated to their jobs.

Thomson & Perry (2016) conducted a study in the United Kingdom. They discovered that agencies who participate in multiagency cooperation have confidence in their interactions with other agencies when they have a clear logic of what has to be done to attain common goals. Additionally, Kemp et al. (2013) conducted a study in Britain and discovered that role clarification at the individual agency level has positive benefits, including an increase in engagement, participation, and work enjoyment. According to Cumin et al. (2015), effective multiagency cooperation in Australia depends on clear roles. According to a study conducted in Finland by Kauppila (2013), role clarity in multiagency collaboration facilitates other essential factors of success, such as building confidence amongst participating agencies. Although the study has established role clarity in multiagency operations, limited studies have endeavored to methodically unearth the determinants of role clarity amongst participating organizations in multiagency operations. In South Korea, Kim, et al (2013) found that role clarity contributed to job satisfaction and improved job performance. However, this study focused on role clarity among individual workers, and there is a need to conduct a study focusing on role clarity amongst agencies in a multiagency collaboration.

In South Sudan, research by Lamb & Stainer (2018) revealed that uncertainty regarding duties and responsibilities during the multiagency disarmament, demobilization, and reintegration process is likely to have a negative impact on the

operation's success. In 2020, Abioye and Alao conducted research in Nigeria. They discovered that in Nigeria, ambiguity in the delineation of inter-agency roles has resulted in inter-agency disputes, contests over superiority, disputes over jurisdictional lines, and role conflicts originating from security operations. The findings of an earlier study conducted in Nigeria by Solomon & Ajasa show a similar line of thinking (2011). They discovered that inter-agency role ambiguity has stoked rivalry and conflict across organizations, undermining the effectiveness of multiagency security operations in Nigeria.

For effective coordination and effective resource use in multiagency counterterrorism operations, Mwangi (2017) concluded that role clarity is essential in Kenya. In order to prevent blue against blue, this is especially important when special forces from several formations respond to an incident. The role of conflict in multiagency operations in reducing insecurity is the focus of this study, yet empirical data on this topic is scarce in Lamu.

## **2.2 Theoretical Framework**

The study was guided by two theories namely the Collaboration Advantage Theory and the Activity Theory

### **2.2.1 Collaborative Advantage Theory**

Since its inception in 1990, Chris Huxham & Siv Vangen have expanded the practice-oriented Collaborative advantage theory. The theory aims to improve practical comprehension of the organizational issues involved in multiagency working (Huxham & Vangen, 2013). According to Huxham & Vangen (2013), two opposing concepts are crucial to understanding the theory of collaboration: collaborative inertia, which relates

to the frequently insufficient productivity in practice, and collaborative advantage, which deals with the potential for synergy from multiagency working. Since it is crucial to define the goals of multiagency working, the collaborative advantage theory recognizes the theme of common ends as fundamental in multiagency working. Usually, there should be collective and compatible objectives in multiagency working as the starting point in collaboration. Thus, a lack of shared objectives leads to poor collaboration and failure to achieve the collaboration's goal (Vangen & Huxham, 2010).

The collaborative advantage theory argues that trust is a prerequisite for efficacious cooperation. This shows the importance of building trust between agencies in multiagency working. This line of thought argues that agencies need to have confidence and trust in each other to the extent that they are willing to risk starting the collaboration. Lack of trust will lead to mistrust and suspicion, leading to the failure of the collaboration since agencies cannot share information (Vangen & Huxham, 2010).

The theory deals with leadership in the multiagency working setting, focusing on the mechanisms that make things happen in cooperation, particularly command and control. Effective command and control will ensure the success of the collaboration in achieving its aim. However, the opposite is also true. Poor command and control lead to the collaboration's failure to achieve its objectives (Vangen & Huxham, 2010).

Multiagency working aims at gaining synergy benefits through working jointly to achieve mutual goals (Huxham, 2013). Even though multiagency working initiatives offer an advantage since glitches are dealt with conjointly with other agencies, multiagency workings are challenging to launch and administer (Austin, 2010). Issues relating to the complexity and ambiguity of individual agency roles have been found to

inhibit multiagency working operations from attaining the set objectives (Huxham & Vangen, 2013). On the one hand, ambiguity is believed to originate from participants' discernments about participation and prestige in a multiagency work (Huxham & Vangen, 2013). On the other hand, complexity rises due to numerous chains of command, structures, and manifold partakers.

Furthermore, changes in membership, adjustments to the goals of a multiagency working, and the rate of transformation lead to amplified ambiguity and complexity. Due to the volatility of multiagency working, agencies taking part in multiagency working occasionally suffer from collaborative inertia instead of achieving collaborative advantages (Huxham & Vangen, 2013). When agency roles and duties are clarified, it reduces cases of role ambiguity in multiagency working (Vangen & Huxham, 2013). In order to create role clarity in multiagency operations, at the onset of such efforts, participants from various agencies should appreciate the expectations of other agencies and their roles (Werr & Runsten, 2013).

The theory concludes with a strong note that utilizing the theory of collaborative advantage can contribute to incapacitating at least some of the ambiguity, complexity, and dynamics typical of the practice of multiagency working. Collaborative advantage theory has been employed to scrutinize multifaceted undertakings in workplaces centering on an assortment of factors, according to Edwards (2011). It is consequently considered a stout theoretical framework to analyze, comprehend and transmute the multiagency working practices of security agencies in Kenya. The collaborative advantage theory anchors the first and the second specific objectives of the study, which focus on the evaluation of the effect of trust between agencies in multiagency operations

in mitigating insecurity and the effectiveness of multiagency leadership in the coordination of activities for mitigating insecurity.

Evaluating effect of trust between agencies in multiagency operations in mitigating insecurity is the first objective of the study. The researcher found an apparent knowledge gap in the previous research regarding trust in multiagency operations. In addition, the prior studies did not focus on the theme of trust in multiagency operations in the Kenyan context. The subject of trust in multiagency operations in the Kenyan context ought to be reconnoitered further to understand the effect of trust between agencies in mitigating insecurity.

The second specific objective of the study is to assess the effectiveness of multiagency leadership in coordinating activities for mitigating insecurity. Empirical gaps are evident in the prior research concerning leadership effectiveness in multiagency operations. Rigorous studies are deficient in the previous literature relating to the Kenyan context. Some of these unexplored areas in multiagency leadership and coordination seem to be imperative and worthy of investigation in the context of multiagency operations in Kenya. An empirical examination of these concerns is imperative since it will help assess the effectiveness of multiagency leadership in coordinating activities for mitigating insecurity in the Kenyan context. The collaborative adaptive theory does not consider issues of role clarity and hence activity theory is introduced.

### **2.2.2 Activity Theory**

The Activity theory is based on the findings of a psychologist known as Vygotsky from Russia and Leontiev, his student in the 1920s, and further advanced by

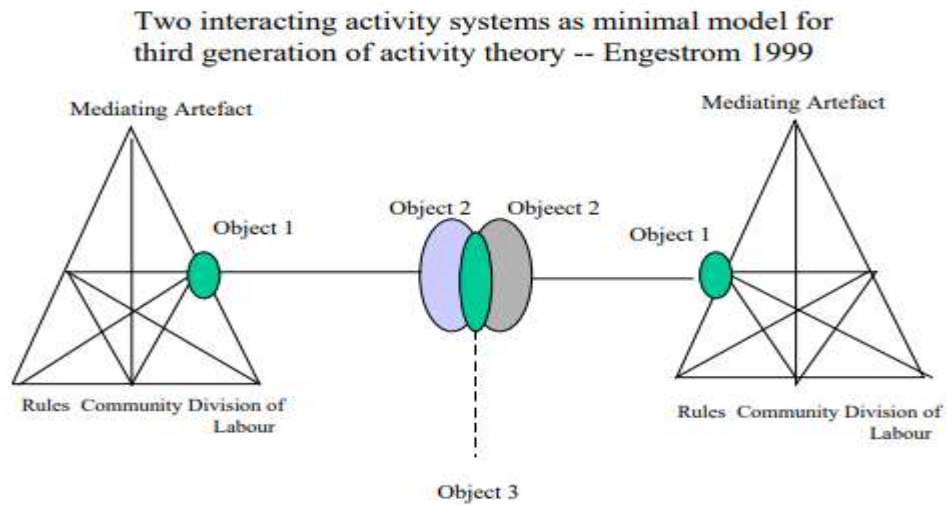
Engeström (Engeström, et al 2016). Activity theory emphasizes the need to concentrate on the object of the activity system in a collaborative multiagency setting. Its central concern is recognizing what workers are working on and their insights into the objectives to be achieved. The object functions as a focusing and integrating device in intricate, multi-voiced surroundings; it becomes a way of abstractly outlining diffuse workgroups, individual agencies, and complex practices and services (Engeström et al., 2016). The Activity theory provides an avenue for comprehending collective humankind activity better in multiagency settings. Vygotsky encouraged the conception that, human activity is carried out consciously differing from animals by employing the use of physical and psychological tools (Hasan & Kazlauskas, 2014). From the first to the third generation, the activity hypothesis has undergone three generations of evolution. This third generation of activity theory is used in this study of multiagency collaboration. According to Engeström, the third generation of activity theory attempts to create conceptual tools for understanding discourses, various points of view, and networks of interconnected activity systems (Engeström & Glaveanu, 2012).

Working with various security agencies entails getting involved with the creation of several unique social practices and creating cutting-edge hybrid practice systems. Figure 2.1 provides an illustration of the third generation of the activity hypothesis. Hakkarainen, Lonka, and Paavola have identified the implications for concepts of competence (as cited by Daniels, 2016). When agencies collaborate, they can share resources more effectively and learn from one another, which fosters creativity and synergy. The emergence of inventions contributes to the growing specialization,

increased division of labor, and aggregation of currently disparate resources for novel uses.

**Figure 2.1**

*Third Generation Activity Theory Model*



**Source:** Engeström (2012).

When two or more agencies collaborate, the activity theory can be used in multiagency operations. The thing being worked on, which is reducing insecurity, is referred to as the object. Each agency possesses objects 1 and 2, and when they collaborate to create object 3 in a setting governed by laws, a community, and a division of labor, they are interacting items 1 and 2. According to Engeström et al. (2016), rules are the policy guidelines governing the operating collaboration reflecting anything that promotes or restricts the work or activity. The people involved in the labor, activity, or operation are known throughout the community. It is anticipated that increased security

will result from this. Role definition and role expectations are shown by the division of labor. An officer from the police should have distinct responsibilities than an officer from one of the specialist units, such as NGAO or NPR. This is known as division of labor. The mediation node displays the interaction that takes place when the subject and object work together to try to achieve a specific outcome. Resources, tools, and intangible stuff like commonly used languages or procedures are all examples of artifacts. Radios and face-to-face interaction are examples of tools that the officers employ to respond to the situation. Tools can also be conceptual or physical (Engeström et al., 2016).

The theory is supported by research that dates back over a century. Edwards (2011) asserts that activity theory offers a systematic framework that provides a context-based understanding of the context of workplace learning and improvement. According to the activity hypothesis, enhancing a person's professional individuality within a multiagency operation context is a significant contributor to the growth of positive attitudes toward the multiagency working culture. In order for the agencies to know what to expect from one another, Greenhouse (2013) also suggests that each agency's specific roles be clearly articulated. At the start of the activity, accountability boundaries should be made explicit. The "division of labor" occurs in the tradition- and history-based framework of the activity system.

Every agency in the multiagency operation is encouraged to identify explicitly their tasks and areas of expertise, as well as any additional purposeful support and oversight needed inside the multiagency framework, under the auspices of this element. When multiple agencies disagree on how to most effectively share agency roles,

inconsistencies and misunderstandings may result. Role distinction can cause "vague" inter-agency boundaries to be established. Individuals at the inter-agency boundaries may perceive a loss of their professional identity (Greenhouse, 2013). In a workplace with multiple agencies, some organizations may believe their expertise is superior to others', which disadvantages other organizations. If other agencies assume they are superior to them because they do not grasp how those other agencies operate, they will acquire an inferiority complex. The third objective of the study, which focuses on the importance of role clarity in multiagency operations, is anchored on the activity theory.

However, the activity theory has some limitations, necessitating an additional theory. First is the argument that activity theory is not a cohesive theory as outlined in (Wiser, et al 2019). Second, it is difficult to classify activity theory into the paradigm of subjectivity or positivity theories. Equating activity theory as a classic scientific theory which offer insinuations of tested cause-effect relationship is a difficult task. The activity theory is also criticized for the lack of design recommendations (Wiser et al., 2019). Generally, the activity theory is censured for its abstractness and operative limitations compared to other explanatory theories. In addition, activity theory does not explain how collaborations can be made to work and the advantages of collaboration. It is, therefore, necessary to introduce the theory of collaborative advantage, which addresses the limitations of activity theory.

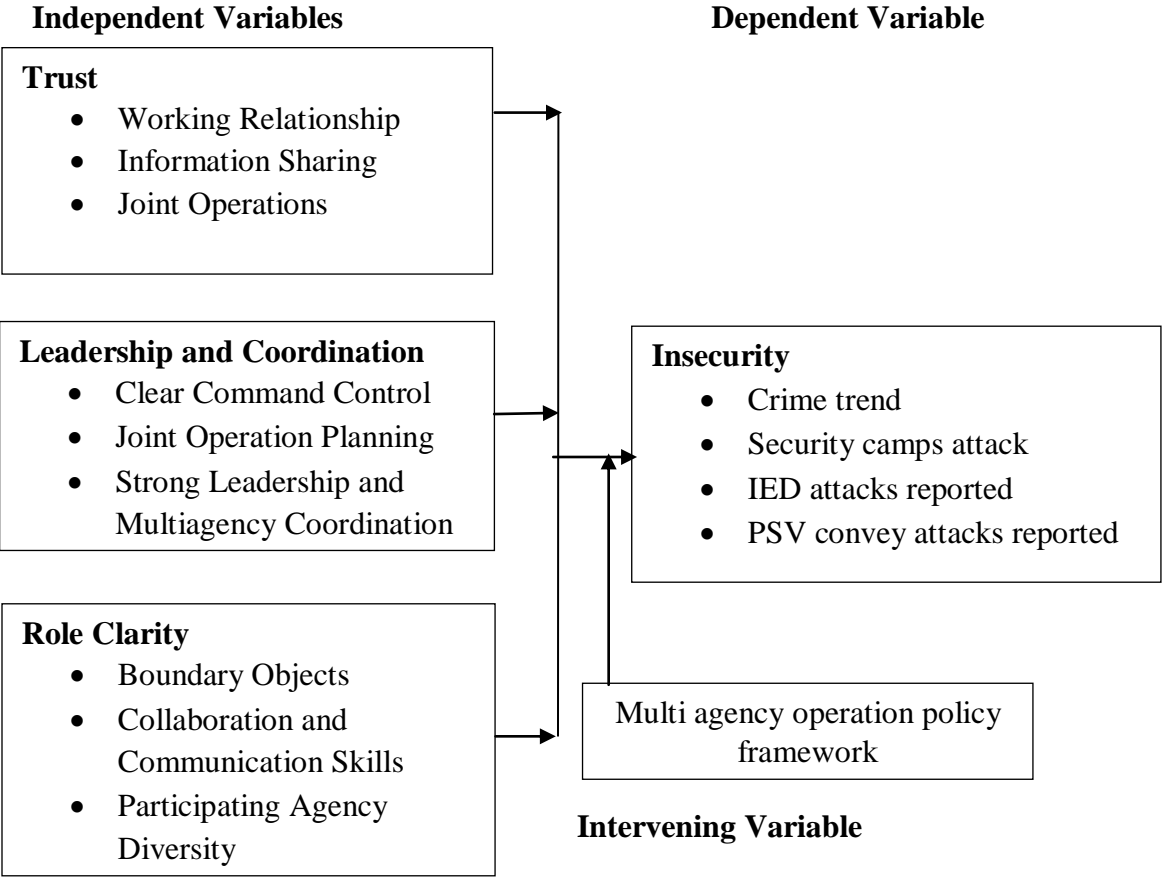
### **2.3 Conceptual Framework**

The conceptual framework of this study lays out how the independent and dependent variables are related. The independent variable is a multiagency operation, which can be further divided into multiagency leadership coordination, multiagency

trust, and multiagency role clarity. An influencing factor is the multiagency operational policy framework. The indicators of the dependent variable, insecurity, are the crime rate, the number of security camps attacked, the number of IED assaults reported, and the number of PSV convoy attacks reported. Trust, role clarity, and strong leadership coordination are thought to significantly enhance the success of multiagency operations, which will decrease insecurity. Figure 2.2 shows the conceptual framework of the study.

**Figure 2.2**

*Conceptual Framework*



**Source:** Author (2022)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter presents the research methodology applicable to this study. This encompassed research design, study site, target population, sampling procedures, sample size, data collection methods, research instruments, reliability, validity, data analysis, presentation and ethical considerations.

#### **3.1 Research Design**

The research utilized ex post facto design engaging quantitative and qualitative data gathering and examination techniques. According to Cohen & Crabtree (2017), ex post facto design is applied in a study where the researcher does not manipulate the subjects but instead focuses on exposing the precursor of events that have already transpired. The choice of this design was influenced by the determinations and conditions of the research and the merits of the design. Ex post facto design was used to study multiagency operation situations where it was not always possible to choose, regulate, and influence the elements essential to study cause and effect associations directly. It produced valuable information regarding the nature of phenomena: whatever goes with what in what situations, in what sequences and configurations. The application of both qualitative and quantitative techniques was based on the assumption that the mixed method approach magnifies strong points and decreases the weak points (Creswell, 2013) of both qualitative and quantitative methods to make conclusions of the study. The study aimed at assessing the efficacy of multiagency operations in mitigating insecurity in Kenya.

### **3.2 Study Area**

This research was conducted in Kenya's County of Lamu (Appendix 6). The County of Lamu is located in the nation's North Coast region, bordered to the north by Garissa County, to the northwest by Tana River County, to the south by the Indian Ocean, and to the northeast by the Republic of Somalia. The County's coordinates are latitude 1° 40' and 2° 30' south, longitude 40° 15' and 40° 38' south. The County's 6,273.1 km<sup>2</sup> of land area is divided between the mainland and the more than 65 islands that make up the Lamu Archipelago (KNBS, 2019). The total length of the coastline is 130 km, whilst the total area of land and water is 308 km.

Lamu County has a population of 143,920 (KNBS, 2019), a multiethnic populace composed of native societies made of Boni, Swahili, Koreni, Arab, and Orma, and upcountry communities. Core commercial undertakings in Lamu County include tourism, agriculture, fishing, cattle herding, and mining, among others. The County is made up of Lamu East and Lamu West constituencies.

The extensive Boni forest that expands to neighboring Somalia is also found partly in Lamu County. Boni forest was of great interest for this study since it was believed to be a hideout for Al-Shabaab terrorists from where attacks were launched in Lamu County. An active multiagency operation in Lamu County christened Operation Amani Boni (OAB) by multiagency security personnel in Boni forest to flush out the Al-Shabaab terrorists from the area.

### **3.3 Target Population**

The target population for the survey was made up of all the security officers in Lamu County. By the year 2022, there were 833 security officers in Lamu County,

according to Linda Boni Operation (OLB) personnel data. Table 3.1 presents the categorization of security officers by security formations.

**Table 3.1**

*Target Population*

<b>Formation</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Percentage</b>
General Service Unit (GSU)	150	-	150	18
Border Police Unit (BPU)	80	-	80	9.6
Rapid Deployment Unit (RDU)	92	-	92	11
Special Operation Group (SOG)	48	-	48	5.8
Army Special Team (AST)	31	-	31	3.7
Special Forces (SF)	174	-	174	20.9
KWS	28	6	34	4.1
KFS	30	8	38	4.6
NPR	144	-	144	17.3
NGAO	33	9	42	5.0
<b>Total</b>	<b>810</b>	<b>23</b>	<b>833</b>	<b>100</b>

Source: Operation Linda Boni Records (2022)

**3.4 Sampling Procedure**

Stratified random sampling was the procedure of sampling that was adopted during this study in an effort of reducing bias and guaranteeing representativeness. This involved situation where the total population was sub divided into smaller groups for the sampling process to create strata. These strata were formed based on the respective security formations that the study participants belong to which include KDF, GSU,

KWS, KFS and NPR. The stratified random sampling technique was appropriate because of the variation in the formations of the security officers. After that, samples from every stratum were obtained through simple random sampling. Purposive sampling was used for Commissioned Officers, National Government Administrative Officers (NGAO), and National Police Reservists from the NPS.

### 3.5 Sample Size

According to Tejada and Punzalan (2012), Slovin's formula, which Michael Slovin introduced, is a sampling technique used statistically so that selected samples are unbiased. Slovin formulated the formula in 1960 to define the sample size, mainly if there is uncertainty about the population's behavior. Let "N" be the population size, and the margin of error "e" symbolizes the permissible probability of committing an error in choosing a small representative of the population. The sample size "n" can be calculated by the formula

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

Where n is the sample size N is the population size e is 95% confidence interval

$$n = \frac{833}{1 + 833(0.05)^2}$$

$$n = 270$$

A sample of 270 security officers was obtained from the population of 833 officers proportionately distributed based on the population proportion. Table 3.2 shows the sample size distribution:

**Table 3.2***Sample Size*

<b>Formation</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Percentage</b>
General Service Unit (GSU)	49	-	49	18
Border Police Unit (BPU)	26	-	26	9.6
Rapid Deployment Unit (RDU)	30	-	30	11
Special Operation Group (SOG)	15	-	15	5.8
Army Special Team (AST)	10	-	10	3.7
Special Forces (SF)	56	-	56	20.9
KWS	9	2	11	4.1
KFS	9	3	12	4.6
NPR	47	-	47	17.3
NGAO	11	3	14	5.0
<b>Total</b>	<b>262</b>	<b>8</b>	<b>270</b>	<b>100</b>

Source: Author (2022).

### **3.6 Instruments of Data Collection**

The study respondents' unprocessed responses to a semi-structured questionnaire and interview questions were used to compile the raw data. The design of the questionnaires was based on the unique goals of the study. Because they are flexible and simple to use, questionnaires were utilized for data collecting (Brace, 2018). Questionnaires are also simple to interpret and quite objective. Multiple-choice questions made up the structured questionnaires.

Schedules for key informant interviews aided in the thorough information gathering process. Senior security officers and an NGAO from Lamu County served as the main informants. In order to confirm the findings from the questionnaires, the replies helped create patterns, topics for the respondent's comments, and observations regarding the effectiveness of multiagency activities in Lamu County in reducing insecurity. OLB records, police crime records, memoranda, pertinent books, journals, government publications, print media, and the internet served as secondary data sources for this study.

### **3.7 Pretesting of Research Instruments**

Conducting a pilot study involved identification of two dissimilar sets of persons selected being administered with instruments of research. The site for the pilot study was selected as the neighboring Garissa County. This was based on the similarity of characteristics in Lamu and Garissa counties since both the two counties border Somalia and also the proximity of Garissa County to Lamu. Twenty (20) security officers from various security camps in Garissa County, five (5) NGOs, and two (2) NPRs made up the purposively chosen respondents for the pilot study.

During this process, questionnaires and interview schedules were administered to the selected security officers. According to Cresswell (2013), a pilot study is done to assist the researcher in determining any likely weakness in the research instrument design to permit correction before the execution of the study. Therefore, the results of the pilot study were utilized in improving the standard of the research instruments and making corrections where necessary in terms of phrasing, difficulty level of questions and question content.

### **3.8 Instrument Validity and Reliability**

Instrument validity refers to how a tool can accurately carry out the purpose for which it was designed to perform. According to Biddex (2011), the validation process comprises the gathering and examination of data in an effort to determine the accuracy of the measuring instrument. Content validity shows the degree to which items sufficiently measure or characterize the content of the trait that the researcher desires to quantify. The researcher conducted a subject matter review to measure content validity concerning the study area—criterion validity endeavors to relate the outcomes of one specific instrument to another external criterion. The researcher tested for concurrent criterion validity by correlating data gathered from the questionnaire and data gathered from the interview schedule. In addition, the researcher made use of the supervisor, experts in security, and peers in consultations on research instrument validity.

The test-retest approach was used in the study to determine instrument reliability. According to Brace (2018), reliability can be defined as the extent to which a tool approximates similarly every time it is utilized for gathering data while maintaining the conditions constant with identical subjects. For a measure to qualify as reliable, a subject score on an identical test given twice is similar (Prinsen, et al 2016). Cronbach Alpha Coefficient (CAC) was utilized to determine the reliability of research instruments examination using. The CAC is an appropriate tool for assessing instrument reliability, which is necessary for the prominence of research findings. The questionnaires and interview schedules that were the key components of the pilot survey tools' study items were also included in the reliability test. Each study object was

divided into logical pieces that corresponded to the test's objectives and questions. The suggested scale, which ranges between 0.7 and 1.0, was used to establish the research instrument dependability level in the study (Chan, et al 2010). The CAC results derived from the outcomes of the pilot study are displayed in Table 3.3.

**Table 3.3**

*Reliability Results*

<b>Variable</b>	<b>No. of Items</b>	<b>Cronbach Alpha</b>
Multiagency Trust	5	0.899
Leadership and Coordination	10	0.780
Role Clarity in Coordination	5	0.806
<b>Overall</b>	<b>50</b>	<b>0.704</b>

**Source:** Field Data (2022)

The findings in Table 3.3 show that all elements in the study scored over 0.7 which is the standard set for fitness of the instrument. This was an indication that the instrument was reliable and fit for use in the study.

### **3.9 Data Collection Techniques and Procedure**

Approval to conduct the research was obtained from Kenyatta University and authority to collect data obtained from National Commission for Science Technology and Innovation (NACOSTI) (Appendix 4, 5 & 6).

The response organizations and the respondents themselves granted additional approvals. Two study assistants familiar with data gathering procedures were also enlisted by the researcher. Primary data was gathered through administering questionnaires to the respondents and conducting in-person interviews with the key

informants. This primary data comprises both quantitative and qualitative data. The drop-off approach was used, in which the respondents were given questionnaires and asked to complete them at their own pace because of their busy schedules. The researcher and the research assistants then retrieved the completed questionnaires after two to three days.

The questionnaire was designed to capture the objectives of the research study and each item was rated based on a Likert scale as follows: 1- Strongly Disagree, 2- Disagree, 3- Neutral (undecided), 4- Agree and 5- Strongly Agree. The first section of the questionnaire asked for demographic details, the second one was concerned with multiagency trust, the third asked about multiagency leadership and coordination, the fourth was concerned with multiagency role clarity, and the final section looked at the reduction of insecurity in Lamu County.

Three Commissioned Officers, two National Government Administrative Officers (NGAO), and three National Police Reservists from the NPS were also given interview schedules by the researcher. Documentary material was among the secondary data gathered for the investigation. To support formal discourse and triangulate information gathered, sources of documentary data like occurrence books (OB), textbooks, security reports, photographs, newspapers, newsletters, and journals on counterterrorism in Lamu County were used. The initial data was gathered during September and October of 2022.

### **3.10 Data Analysis**

Data analysis is the process of transforming unprocessed data into information that can be utilized to make decisions (Skinner, et al 2011). The process of analyzing

data was methodical and included the processing, presentation, analysis, and interpretation of the raw data. Both qualitative and quantitative data analysis methodologies were used in the study. Thematic analysis was employed to examine qualitative data. In this process, open coding was used to develop themes in an effort to arrange the qualitative data obtained through interview schedules.

The information received from the respondents was then evaluated to determine its significance and ramifications. Through this strategy, the relationship between the research variable was thoroughly understood. Transcribing the data was done before categorizing it. This made editing of immaterial data easier. In order to reorganize data in a meaningful and understandable way, study-specific objective themes led the suitable data rearrangement (Bebell & O'Dwyer, 2010). Following that, conclusions were drawn in accordance with the generalizations discovered through the data analysis procedure. This was true for information relating to topics and things related to the study's goal as well as the exact extracts that were described.

After the surveys were gathered, they were reviewed for accuracy and consistency. The questionnaire's closed-ended questions were quantitatively examined. Descriptive and inferential statistics were used in the data analysis using the Statistical Package for Social Sciences (SPSS). Measures of central tendency (mean, median, and mode) and measures of variability are both used in descriptive statistics (standard deviation, variance, kurtosis, and skewness). The output of descriptive statistics was displayed using frequency distributions, percentages, tables, graphs, and other figures. In an effort to illustrate the links between the results and provide a glance into the characteristics of the study variables, tabulations and frequencies were used.

### **3.11 Ethical Considerations**

According to Hammersley & Traianou (2012), ethics are the standards used in a study to separate appropriate behavior from improper behavior. Research regulation includes evaluating the caliber of studies conducted primarily to uphold ethical principles (Okoth, 2012). During this study, the right to confidentiality of the participants was protected by maintaining discretion and ensuring that only authorized individuals would have access to the data collected. The researcher committed to obtaining informed consent from each participant before the start of data collection by explaining the study's objectives to them. Before obtaining data, the researcher acquired the requisite approval from the relevant authorities, including Kenyatta University and NACOSTI.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS OF DATA AND DISCUSSION**

This chapter analyzes the efficacy of multiagency operations in mitigating insecurity in Lamu County, Kenya. It provides major findings per the research-specific objectives, which are to evaluate the effect of trust between agencies in multiagency operations, assess the effectiveness of multiagency leadership in coordinating activities, and examine the impact of role clarity in multiagency operations in mitigating insecurity in Lamu County, Kenya. Data was gathered using questionnaires and analyzed descriptively, while key informant interviews were conducted to corroborate findings from the questionnaires.

#### **4.1 Demographic Characteristics of Respondents**

To understand the type of respondents from whom primary data was collected and the foundation on which the research findings are interpreted, sufficient personal information about respondents was necessary. This data was relevant to the study since it gave the researcher insight into a few points that were crucial for interpreting the findings. The conclusions and debates are based on the responses provided by study participants. The responses dealt with the effectiveness of multiagency activities in reducing insecurity in Kenya's Lamu County.

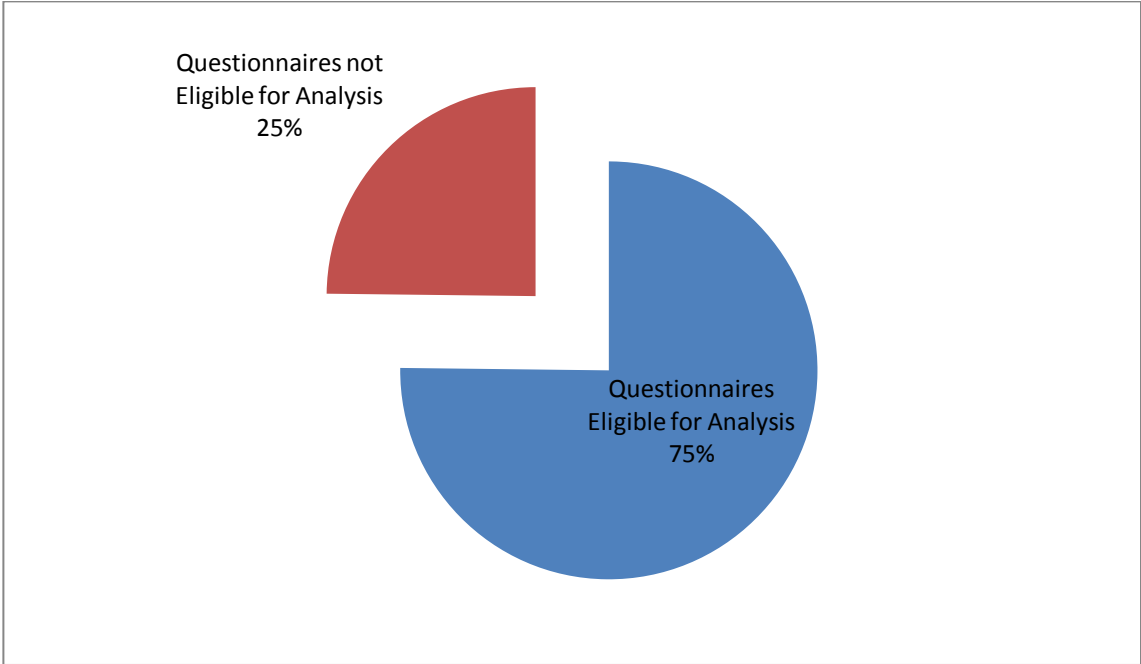
##### **4.1.1 Response Rate**

The respondents completed 270 questionnaires that were given to them by the researcher. Following the distribution of the questionnaires and their collection from the respondents, the responses were examined for legibility, completeness, and consistency, and 203 (or 75%) of the questionnaires were deemed suitable for study. According to

Figure 4.1 below, a total of 52 questionnaires were not returned, and 15 of these were ineligible for analysis.

**Figure 4.1**

*Response Rate*



Source: Field Data (2022)

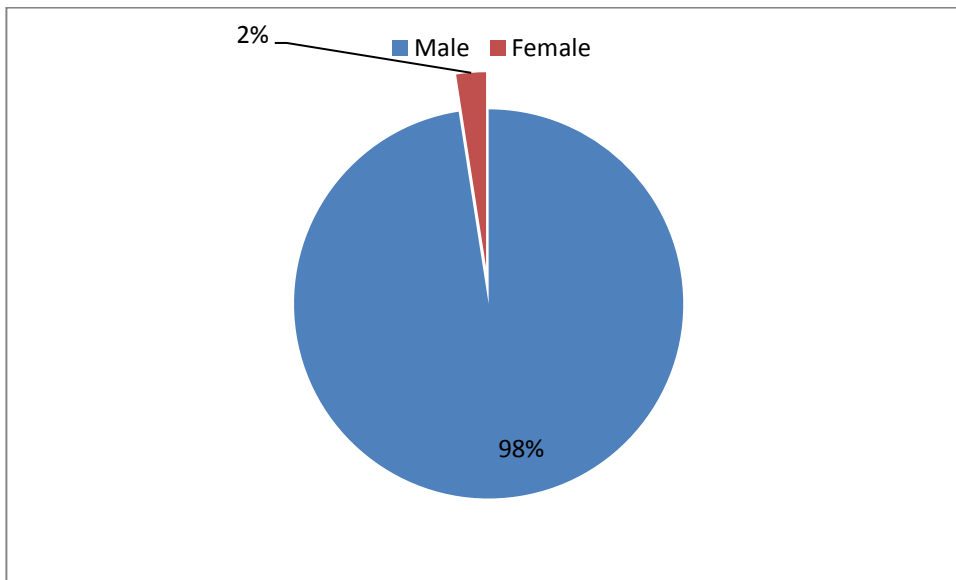
Because several respondents were gone performing various security operations duties, only 75 per cent of the respondents responded to the survey. Additionally, because of the high level of terrorist danger in Lamu County, the majority of the officers live at security patrol bases tucked away deep inside the Boni forest, making it difficult to gain access to the areas in real time. However, a response rate of 70 per cent and above is considered excellent by Mugenda & Mugenda, as noted in Busolo, Nankinga, Karugaba, and Odoi (2022); hence, the response rate of 75 per cent achieved throughout the study was enough and statistically significant for analysis.

#### 4.1.2 Gender of Respondents

When asked to identify their gender, the respondents gave responses that are depicted in Figure 4.2, which reveal that 98 per cent of them were men and 2 per cent of them were women.

**Figure 4.2**

*Gender of Respondents*



Source: Field Data (2022)

In the study, respondents were asked to declare their gender, which was crucial because the Republic of Kenya's laws mandate that gender considerations be taken into account when determining duties and responsibilities. As shown in Figure 4.2, males made up the vast majority (98%) while females made up just 2 per cent. The study's findings are at odds with Kenya's 2010 constitution, which states that in order to empower both genders, at least one gender must make up no more than two-thirds of the population.

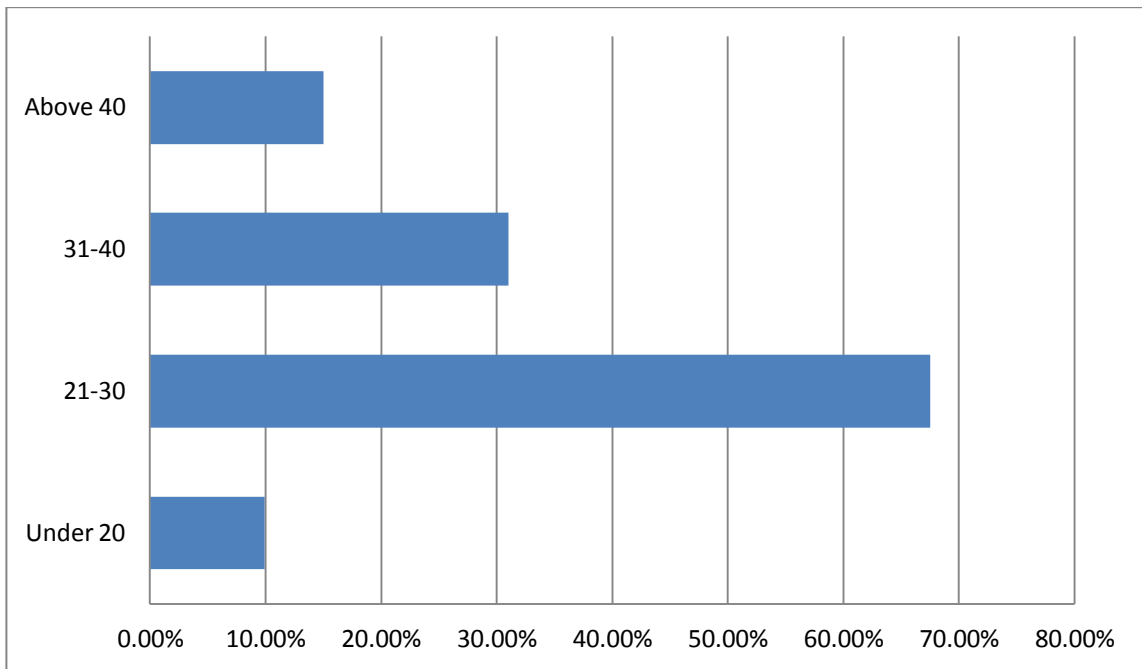
However, the gender parity in the study can be attributed to the hostile and fragile security environment in Lamu County; hence most of the officers deployed are from specialized tactical units based at far-flanged interior areas of the county and along the country's international boundaries to counter terrorism which is currently a national threat. An international security issue and these very hostile environments may not be conducive for female officers' deployment. This finding is consistent with a study conducted by Muthee (2020), who conducted a study in Lamu County on Civilian Military cooperation as a strategy for security stabilization operations.

#### **4.1.3 Age Category of Respondents**

Given that different age groups have distinct life experiences, the respondents' age was a significant element in the study. When asked to state their age, majority of the respondents (67.5%) were between the ages of 21 and 30. The results are shown in Figure 4.3.

**Figure 4.3**

*Age Category of Respondents*



Source: Survey Data (2022)

Further, 31 per cent were aged between 31 and 40 years, 9.9 per cent were under 20 years, and 15 percent were above 40 years.

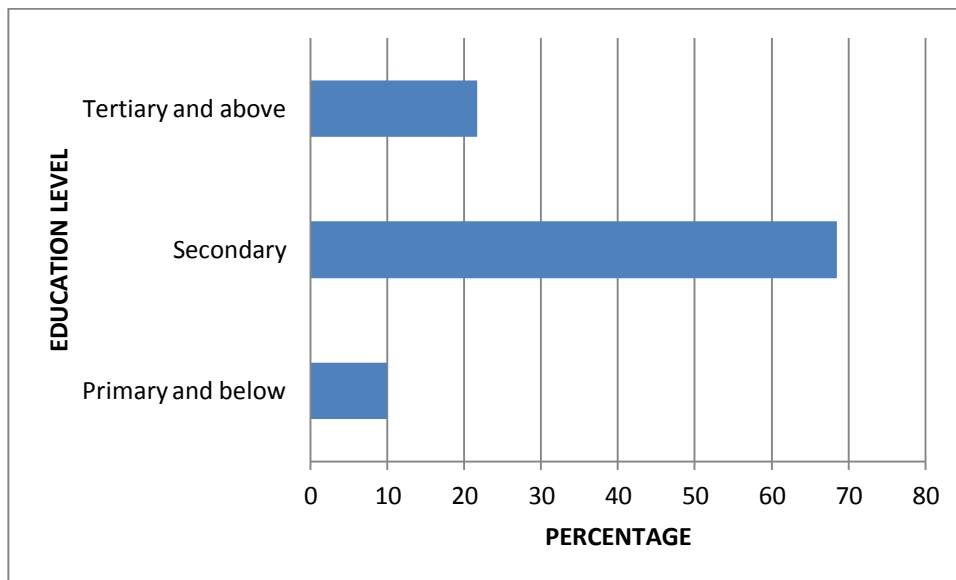
The study findings indicate that majority (67.5%) of the respondents fall between the age of 21 to 30 years. This can be attributed to the operation duties undertaken in Lamu County, which require youthful security officers. In addition, the study focused on specialized security units in the GSU, RDU, AST, and Rangers, which are normally staffed with youthful officers. The few officers over 40 years are mostly the commanders of the troops with experience in the area. These findings are consistent with what Otieno (2019) shared in his study, which involved NPS officers in Lamu County.

#### **4.1.4 Level of Education of the Respondents**

The educational background of the respondents is crucial in assessing the effectiveness of human resource deployment in a multiagency scenario and the expected research responses. The respondents' highest degree of schooling was requested of them. Figure 4.4 shows that the majority of respondents (63%) had completed their secondary school, 21 per cent had completed their higher degree, and 16 per cent had just completed their primary education.

**Figure 4.4**

*Level of Education*



Source: Field Data (2022)

According to the study's findings, 63 per cent of the participants held a secondary certificate. Therefore, the majority of the respondents were able to understand and respond effectively to the questionnaire. According to the service standing orders (2014), in Kenya, the minimum entry requirement into the policing career is a Kenya Certificate of Secondary Education grade D+. The same applies to KDF recruits who require a minimum KCSE certificate to be recruited. However, for the Police Reservists,

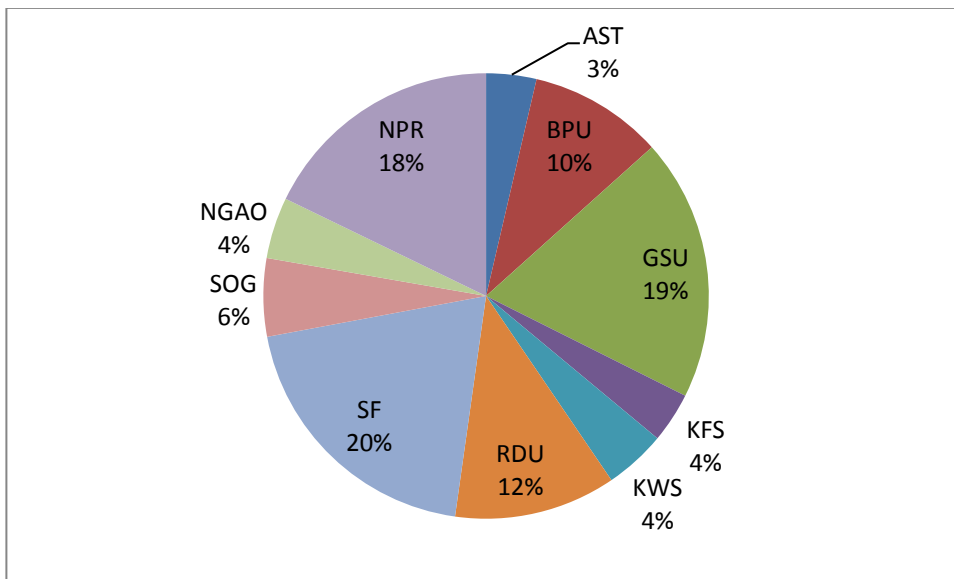
Primary education and above is sufficient. The findings are consistent with a study by Mwinga (2021), who shared that most of the NPS officers' respondents had secondary education qualifications and above because of the entry-level requirements.

#### 4.1.5 Security Formation of Respondents

Determining the security formation of the respondents was important to the study because the formation dictates the role allocated to security officers during multiagency operations. In the multiagency scenario, the respondents were asked to identify their security formations. According to the study's findings, which are shown in Figure 4.5, the majority (20%) of respondents were from SF, followed by 19 per cent from GSU and 18 per cent from NPR. Following this are RDU at 12 per cent and BPU at 10 per cent. The rest of the security formation had fewer respondents like SOG was 6 per cent; NGAO was 4 per cent; KWS was 4 per cent, KFS was 4 per cent, and AST was 3 per cent.

**Figure 4.5**

*Security Formations of the Respondents*



Source: Survey Data (2022)

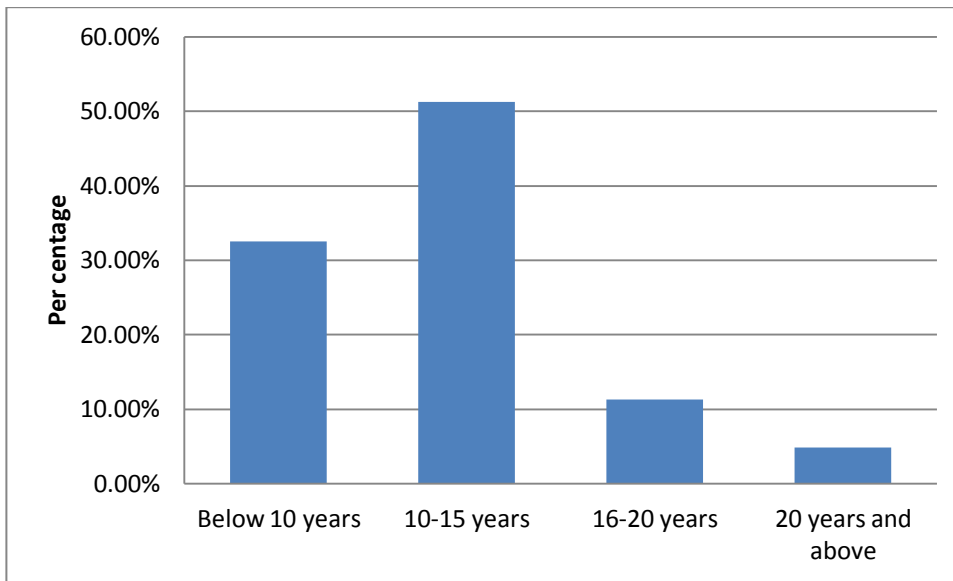
The results indicate that all security formations undertaking the multiagency operation in Lamu County were represented during the study. The results gathered from the respondents are sufficient to be considered to represent the particular security formation where the respondent is deployed in the multiagency setup. The results are in line with a Kibusia (2020) study in which it was found that the personnel distribution within a multiagency operation was proportionate to the units within the multiagency team.

#### **4.1.6 Length of Service of the Respondents**

It was important for the study to determine how long a respondent had served in the formation because the length of service determines experience and the respondents' response accuracy. The responders were questioned about how long they had been a part of their formation and how long they had been involved in multiagency operations. The respondent's tenure in the security formation is shown in Figure 4.6.

**Figure 4.6**

*Length of Service of the Respondents*



Source: Field Data, 2022

The findings in Figure 4.6 indicate that the majority (51.3%) of the respondents had served in their formation for between 10 years and 15 years, 32.5 per cent had not served for more than ten years, 11.3 per cent had served between 16 years and 20 years while 4.9 per cent had served for 20 years and above. The study's conclusions are in line with those of Mwinga (2021), who found that the majority of respondents had served for more than 10 years, and that this abundance of expertise was the cornerstone of multiagency operation.

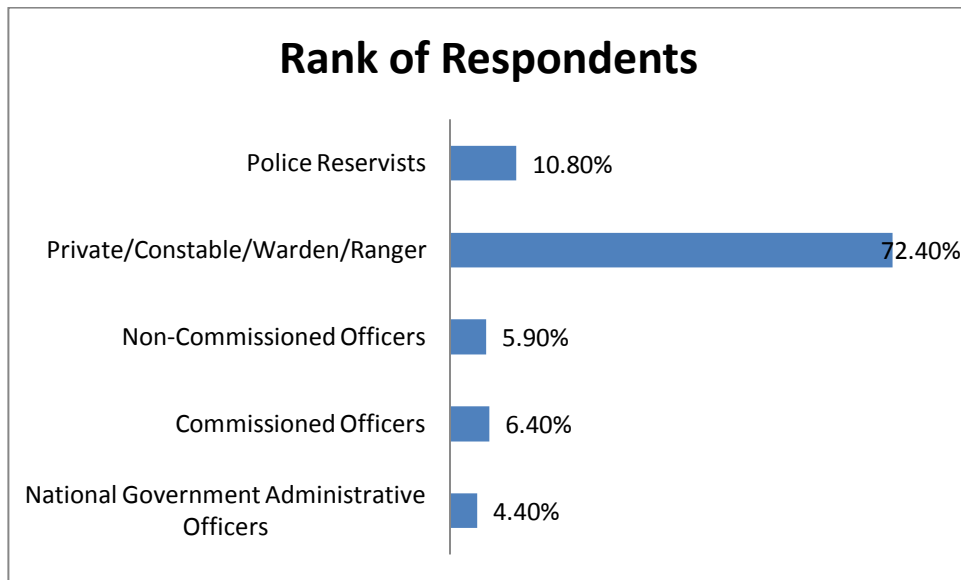
#### **4.1.7 Ranks of the Respondents**

Rank in multiagency operation setup is important because it is used to designate leadership and establishes the pay grade, and the respondents were asked to indicate their ranks. According to figure 4.7, majority of respondents (72%) were privates, constables, warders, or rangers, while 10.8 per cent were police reservists, 6.6 per cent

were commissioned officers, and 5.9 per cent were non-commissioned officers. In contrast, 4.4 per cent were National Government Administration Officers. The results are in line with research by Otieno (2019), who noted that constables make up the majority of security personnel in Lamu County.

**Figure 4.7**

*Rank of Respondents*



Source: Field Data (2022)

Figure 4.7 shows that the rank of Private/Constables/Warden or Rangers formed the majority of respondents at 72.40 per cent. This is the entry-level security formation, also known as the foot soldiers. There were also 4.40 per cent NGAOs, 6.4 per cent Commissioned Officers, 5.9 per cent Non-Commissioned Officers, and 10.8 per cent police reservists. Thus, the respondents included all the ranks required for the study. The findings are consistent with a study by Otieno (2019), who shared that the majority of security officers in Lamu County are Constables

## **4.2 Multiagency Trust**

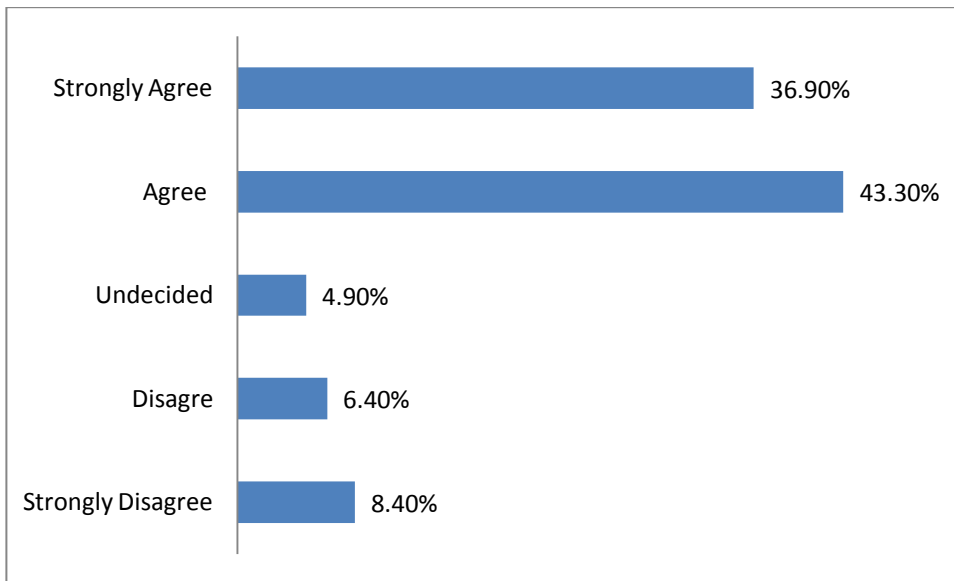
The study's first explicit objective was to determine how agency trust affected multiagency activities to reduce insecurity in Lamu County, Kenya. On a Likert scale of strongly disagree, disagree, uncertain, agree, and highly agree, the five questions administered required ordinal data. Joint planning, information sharing, joint training, joint operations, and joint briefing and debriefing of security officers are all examples of how the variable trust was operationalized.

### **4.2.1 Joint Planning**

Joint planning in a multiagency operation setting is a process by which commanders from different formations and security agencies create detailed plans they require to employ available resources effectively. It is an important aspect of trust required for improving the efficacy of multiagency operations. The respondents were asked to state whether there was joint planning in the multiagency operation in Lamu County, Kenya. This was to determine whether the different agencies involved in the operation trusted each other to the extent of planning the operation together to achieve the set goals. Figure 4.8 shows the respondents' joint planning results on the multiagency variable trust.

**Figure 4.8**

*Joint Planning*



Source: Survey Data (2022)

When joint planning was evaluated, the findings showed that 36.9 per cent of the respondents strongly agreed with the statement, as shown in Figure 4.8. Additionally, 43.3 per cent of the respondents concur with the statement, bringing the whole percentage up to 80.2 per cent. However, 19.7 per cent of respondents either strongly disagreed, disagreed, or were unsure, therefore they had a different opinion. The majority of responders (80.2%) agreed with the assertion that the multiagency operation in Lamu County involved coordinated planning, thus we can draw that conclusion. According to a Flores (2020) study, it is crucial for agencies to coordinate their planning, make sure that all participating units contribute to the desired goals, and prevent effort duplication. Bachar (2020), who expressed similar findings, stated that for multiagency operations to be successful, personnel of all participating agencies must participate in cooperative planning. With an average mean score of 3.94 and a low

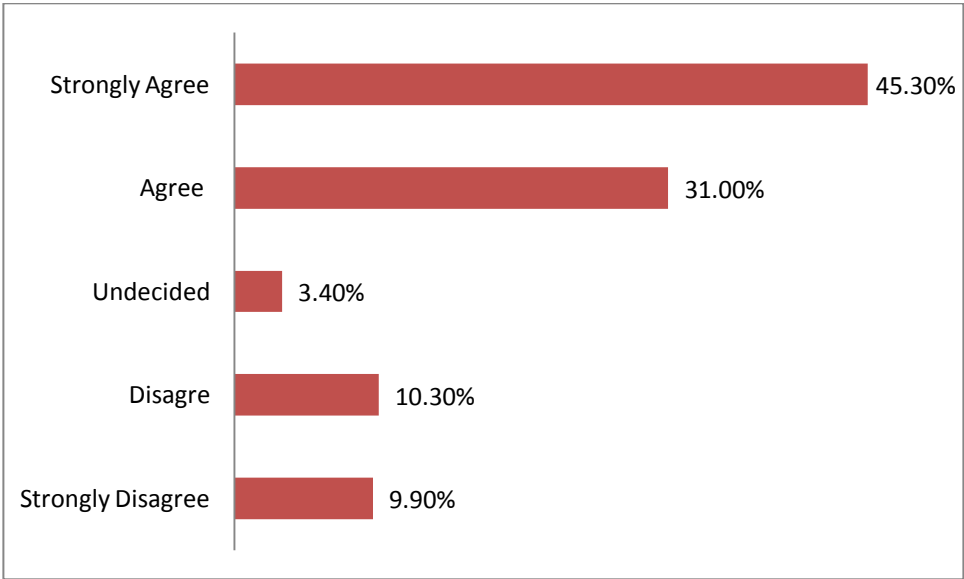
standard deviation of 1.197, which indicates that the data was centered around the mean, it can be concluded that respondents generally believe that cooperative planning does place.

**4.2.2 Information sharing**

Information sharing is an important element of trust in multiagency operations. Different agencies can only share information if they trust each other. The respondents were asked to state if there is sharing of information in the multiagency operation in Lamu County. This question is important because sharing information creates trust and affects the efficacy of the multiagency operation. However, if an agency feels like it needs to be included in shared information, it is likely to only participate partially in the operation. Figure 4.9 indicates the results of information sharing by the respondents on multiagency trust.

**Figure 4.9**

*Information Sharing*



Source: Survey Data (2022)

As indicated in Figure 4.9 majority (45.3%) strongly agree, 31 per cent agree, 10.3 per cent disagree, 9.9 per cent strongly disagree, and 3.4 per cent are undecided that there was information sharing among security agencies in the multiagency operation in Lamu County, Kenya. Information sharing was evaluated with a mean score of 3.92, implying that, on average, most respondents agree that there was information sharing with a low standard deviation of 1.338, signifying that the data gathered was grouped around the mean. A study by Korgak (2022) also found that Communication is key to building trust and improving multiagency working. Similarly, Sayogo et al. (2020), in a study conducted in Indonesia, found that information sharing is important in building trust in multiagency working. Similar studies in China by Zhou et al. (2020) found that barriers to information sharing among agencies negatively hindered the success of interagency working.

One of the key informants indicated that sometimes they were uncomfortable sharing intelligence operation information with officers from NPS because of some of the NPS officers' tendency to carelessly handle sensitive and classified security information by posting it to social media such as Facebook or WhatsApp groups.

*It is very common to find NPS signals classified as confidential doing rounds in the social media (Respondent 01).*

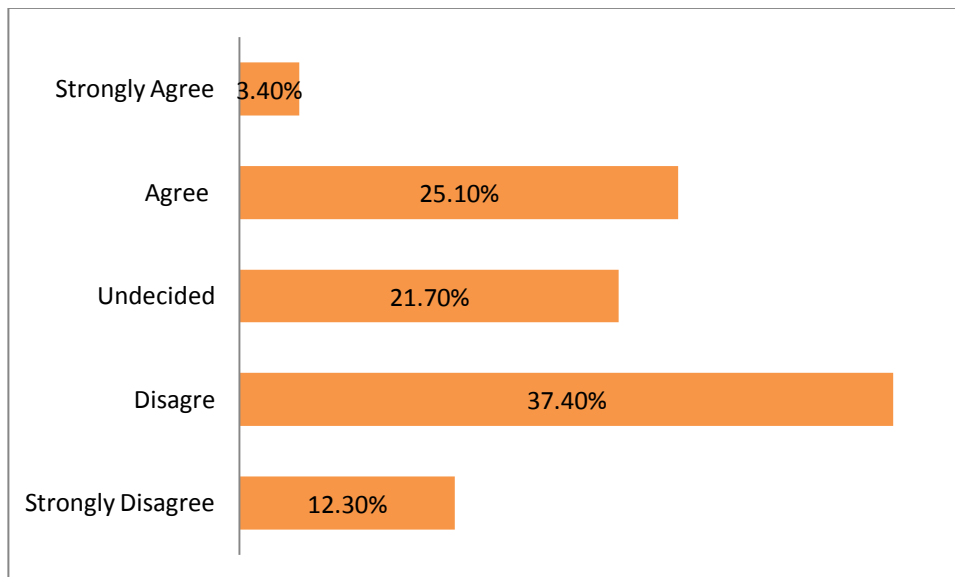
Further, a respondent from NPS, a senior officer at the Multiagency command Centre, shared that before the formation of the joint command operation Centre at Manda naval Base in Lamu, it was difficult to share information. However, with the operation Command Centre at Manda Naval base, information is shared during daily morning security briefs where every agency is represented.

### 4.2.3 Joint Training

Joint training in a multiagency setting involves security agencies from different formations with a common objective of undertaking training courses together. This is meant to ensure that all agencies involved in the operation are at par and able to work together seamlessly. Joint training is also meant to improve trust and understanding among agencies. Figure 4.10 displays the results of a question asking respondents if they have participated in any training jointly with other agencies involved in the multiagency operation in Lamu County.

**Figure 4.10**

*Joint Training*



Source: Survey Data (2022)

Figure 4.10 indicates that on joint training majority (37.4%) of the respondents disagree, 25.1 per cent agree, 21.7 per cent are undecided, 12.3 per cent strongly disagree and 3.4 per cent strongly agree they have undertaken joint training. From the

study findings, 71 per cent had a contrary opinion since they strongly disagreed, disagree, or were undecided, while 29 per cent agree to have conducted joint training. The average mean score was 2.70, denoting that, on average, respondents disagree that there is joint training with a low standard deviation of 1.082, suggesting that the data gathered was huddled around the mean. The results indicate that joint training is not commonly undertaken in the multiagency operation in Lamu. However, similar studies on multiagency joint training emphasize the importance of joint training. Connolly et al. (2020) found joint training to facilitate interagency work in a European study. Similarly, Tyson & Hall (2019) found that joint training improved multiagency partnership working.

On the aspect of joint training, one of the key informants stated that;

*Sisi NPR tangu operation ianze hatujawai kuwa na mafunzo kwa pamoja na maofisa wa polisi na jeshi. Lakini huwa wanatuma waalimu kutoka polisi ambao wanatufunza bunduki kwa muda wa majuma mawili.* Loosely translated into;

*We as NPR officers have never held joint training with police or military officers. What is normally done is that they select instructors from the police who train us for two weeks on how to use the firearms (Respondent 02)*

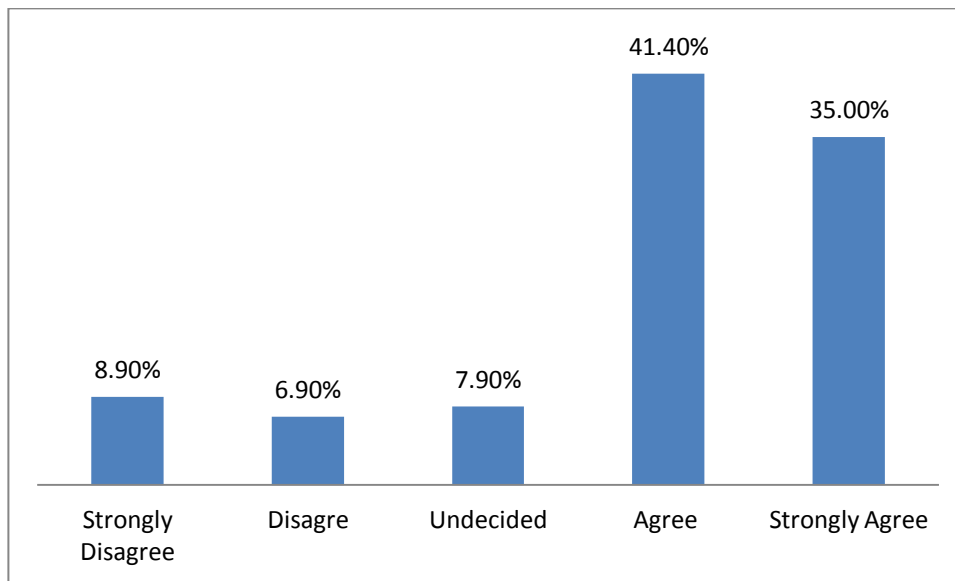
#### **4.2.4 Joint Operations**

Joint operations occur when different agencies involved in the multiagency operation work together to attain an objective. Joint operations are an important aspect of building trust in a multiagency setting. When it came to the multiagency activities in Lamu County, the respondents were questioned about whether there had been cooperative operations. The respondents' responses were used to determine the degree of

mutual trust amongst the security agencies participating in the multiagency operation, and the results are shown in Figure 4.11

**Figure 4.11**

*Joint Operations*



Source: Survey Data (2022)

Results shown in Figure 4.11 indicate that the majority (41.4%) of the respondents agree, 35 per cent strongly agree, 8.9 per cent strongly disagree, and 7.9 per cent are undecided. In contrast, 6.9 per cent disagree that there were joint operations in multiagency operations in Lamu County. From the study findings, the majority (76%) of the respondents agree that there were joint operations in the multiagency operation in Lamu County. At the same time, 24 per cent of the respondents had a contrary opinion. The average mean score was 3.87, implying that average, the respondents agree that there are joint operations with a low standard deviation of 1.222, signifying that the data collected was clustered around the mean. The findings are consistent with a study conducted by Connolly et al. (2020), who identified joint operations as a facilitator of

interagency working. Earlier, Kramer (2018) found that joint operations promote trust among agencies in a multiagency working environment. Also, Simões-Marques et al. (2021) found that joint operations improve the efficiency of multiagency operations.

Concerning the issue of joint operations, one of the key informants indicated that:

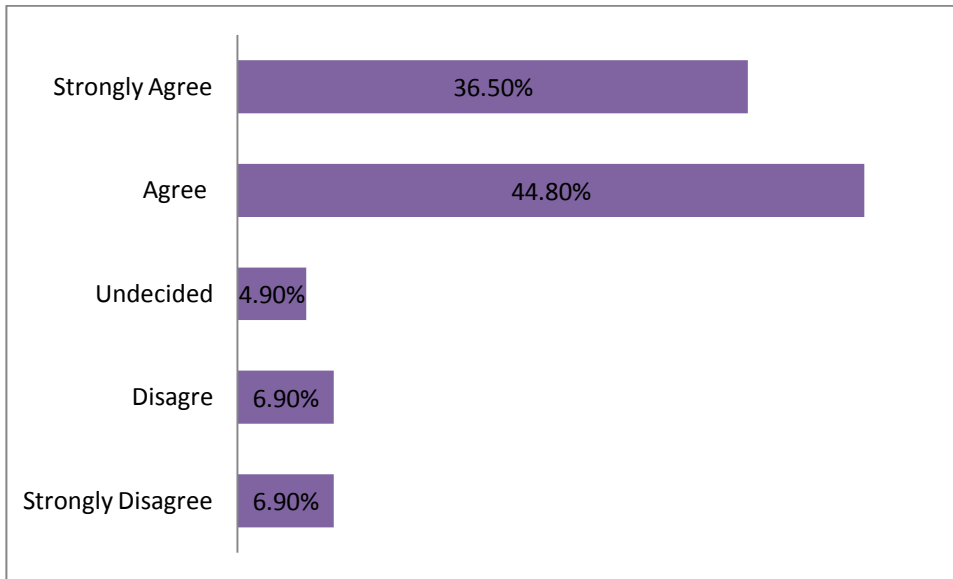
*In the Boni operation, we have segmented the area such that we have different security formations in different areas. For instance, in Mangai, one may find the RDU, in Mararani we have BPU and SOG, and in Bodhei we have the GSU and KDF. Security formations normally conduct individual patrols in their areas of responsibility unless there is a coordinated joint operation covering a larger area in case the militants are sighted. This is the time when joint briefings are done before the operation and debrief after the operation (Respondent 03)*

#### **4.2.5 Joint Briefing and Debrief**

On the one hand, the joint briefing is an exercise where troops are informed of the task they are expected to perform together during security operations. On the other hand, debrief is an evaluation of whether the troops have achieved the objectives of the assigned tasks. Holding joint briefings and debriefing is an important aspect of building trust among the agencies involved in a multiagency operation. The respondents were asked to state if there were joint briefings and debrief in Lamu County's multiagency operation, and the study findings are presented in Figure 4.12.

**Figure 4.12**

*Joint Briefing and Debrief*



Source: Survey Data (2022)

Joint briefing and debriefing were analyzed amongst the security agencies in the multiagency operation where the results in Figure 4.12 shows the majority (44.8%) of the respondents agree, 36.5 per cent strongly agree, 6.9 per cent disagree, 6.9 per cent strongly disagree while 4.9 per cent are undecided. From the study findings, the majority (81%) of respondents agree with the statement forming a majority opinion that there was a joint briefing and debrief in the multiagency operation in Lamu County. At the same time, 19 per cent had a contrary opinion. Joint briefing and debrief was appraised with a mean score of 3.97, inferring that, on average, most respondents agree that there is joint briefing and debriefing in the multiagency operation in Lamu County, with a low standard deviation of 1.147, suggesting that the data collected was assembled around the mean. The importance of joint briefing and debriefing was emphasized in a study in the

UK by Davidson et al. (2022). Similarly, a study conducted in the US by Newman & Christiansen (2022) found that joint briefing and debriefing were necessary for any multiagency operation to succeed.

One of the key informants also had this to say:

*In the Boni operation, we have prioritized joint briefing before security personnel engage in any activity be it a patrol, laying an ambush or even when conducting PSV escort in order to inform the troops what is exactly expected from them. Once the activity is complete, debrief is carried out in an effort to determine if the objective of the activity was achieved (Respondent 04)*

### **4.3 Multiagency Leadership**

The second specific objective of the study was to assess the effectiveness of multiagency leadership in coordinating activities for mitigating insecurity in Lamu County, Kenya. The ten questions administered required ordinal data and a Likert scale ranging from strongly disagree, disagree, undecided, agree, and strongly agree. The variable leadership was operationalized into clear command and control, proper utilization of resources, staff motivation, clear aims and objectives, monitoring and evaluation mechanisms in place, crime rate reduction, reduction in IED incidents, reduction in PSV Attacks, improved tourism sector, and improved education sector.

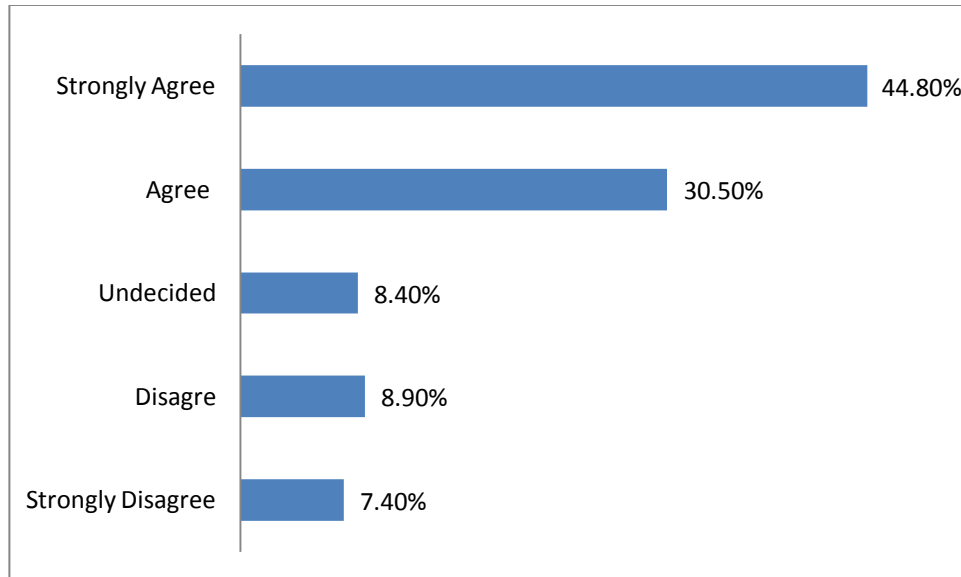
#### **4.3.1 Clear Command and Control**

The leadership of a multiagency operation must include clear command and control. Confusion brought on by unclear command and control may prevent the multiagency operation from achieving its goals. When asked if there was clear command and control in the multiagency operation in Lamu County, the respondents' responses are shown in Figure 4.13 of the study results. The majority (44.8%) of

respondents strongly agree, followed by 30.5 per cent who also strongly agree, 8.9 per cent who disagree, 8.4 per cent who are undecided, and 7.4 per cent who strongly disagree.

**Figure 4.13**

*Clear Command and Control*



Source: Survey Data (2022)

From the study findings, 75.3 per cent either agree or strongly agree with the statement that there are clear command and control in the multiagency operation in Lamu County. In comparison, 24.7 per cent are of a different opinion. Clear command and control were evaluated with a mean score of 3.97, implying that, on average, most respondents agree that there was clear command and control in the multiagency operation in Lamu County, with a low standard deviation of 1.248 signifying that the data gathered was clustered around the mean.

The findings indicate a clear line of command and control in the multiagency operation. These findings are echoed by Waring (2020), who shared that it is important

for agencies working jointly to have a clear line of command and control to ensure the operation's success. Similar results are shared by Skryabina et al. (2020), who shared that when multiple agencies are involved in an operation, clear command and control are required.

According to one of the key informants;

*Initially, there leadership was a challenge since officers from different security agencies had been brought together without guidelines on leadership. The various agencies were operating independently thus resulting into duplication of duties and wastage of resources. However, when one command Centre was formed and leadership of the operation placed under KDF, the operation began running more smoothly (Respondent 05).*

On the same issue of command and control, another key informant stated that;

*With the formation of Multiagency Command Center (MACC) at Kenya Naval Base, Manda, it was easier to coordinate the multiagency operation since every security agency was represented in daily meeting at MACC. It is during these meetings that a report is received from intelligence officers and directions are given on action to be taken. Every agency is made aware of the aims and objectives of the operation while monitoring and evaluation is done to assess the achievements and shortcomings of the operation (Respondent 06).*

An area of interest that emerged during the study on command and control was the ranking structure of NPS and KDF. According to a senior NPS officer, there needs to be clarity on which rank is equal when KDF and NPS officers work together in the multiagency environment. The NPS officer alluded that KDF officers consider themselves superior to NPS officers of whatever rank. For instance, the badges of rank for a senior superintendent for NPS are similar to the badges of rank of a colonel in the KDF. However, in command, a KDF colonel considers himself superior to the NPS

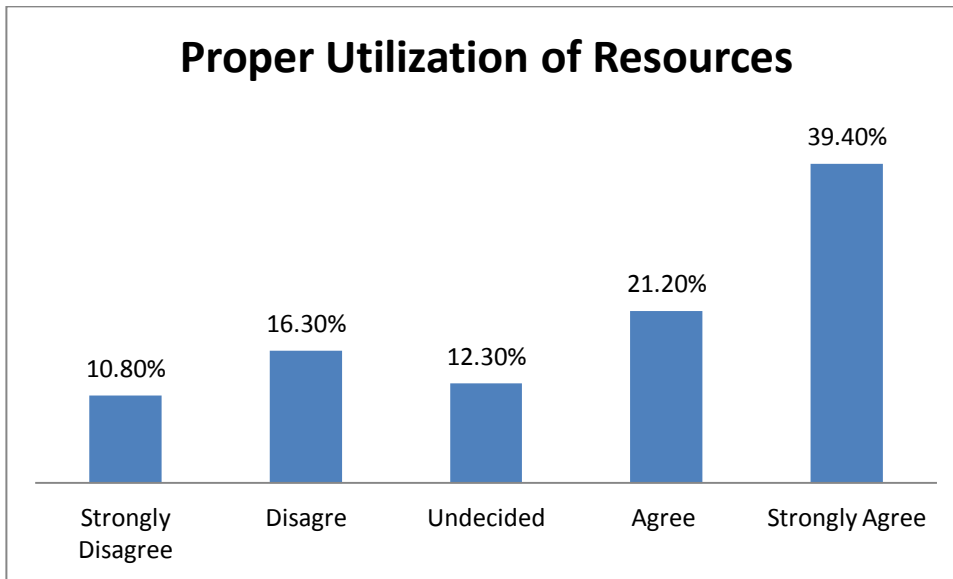
Commissioner of Police, who is one rank ahead of the Colonel. The officer further shared that in the multiagency operation in Lamu, NPS sends Commissioners of police who are expected to receive orders from the KDF Colonel who is in charge of the operation. This demoralizes NPS senior officers, who consider themselves more senior in rank than KDF officers. A senior NPS officer shared that there was an incident when an NPS Commissioner of police in full uniform and official vehicle heading to a multiagency security briefing meeting at Manda Naval base was not allowed into the facility for lack of a national identity card by junior KDF private officers guarding the gate. This led to a protest from other senior NPS officers attending the security meeting who walked out of the meeting, forcing the KDF leadership to apologize to the NPS Commissioner of Police and allow him in before the meeting could proceed.

#### **4.3.2 Proper Utilization of Resources**

Resources are the material and intangible things needed to complete a specific task. Consequently, the efficient use of available resources is key to the success of a multiagency operation. The respondents were questioned about whether the multiagency operation in Lamu County is properly utilizing resources. According to the study's findings, which are presented in Figure 4.14, the majority of respondents (39.4%) highly agree, while 21.2 per cent agree, 16.3 per cent disagree, 12.3 per cent are undecided, and 10.8 per cent strongly disagree.

**Figure 4.14**

*Proper Utilization of Resources*



Source: Survey Data (2022)

There was a divided opinion on the proper utilization of resources in the multiagency operation, with slightly over half (60.6%) of the respondents supporting the statement that there is proper utilization of resources. In contrast, 39.4 per cent of the respondents had a contrary opinion. The element was evaluated with a mean score of 3.62, suggesting that, on average, most respondents agreed that there is proper utilization of resources in the multiagency operation in Lamu County, with a slightly high standard deviation of 1.417 indicating that the data gathered was spread out. The findings indicate that there is proper utilization of resources in the multiagency operation. These findings are echoed by Koval et al. (2021), who found that proper utilization of resources is an important factor in multiagency operations. A similar

finding was put forward by Gunawong & Leerasiri (2022), who shared that there should be flexible resource management in multi-sectorial working.

According to one of the key informants;

*During the start of the operation, there were limited resources which were being managed by senior NGAO officer who was posted to the command center to lead the operation. However, as the operation progressed, management of resources was placed under the KDF (Respondent 07).*

On the same issue of proper utilization of resources, another key informant stated that;

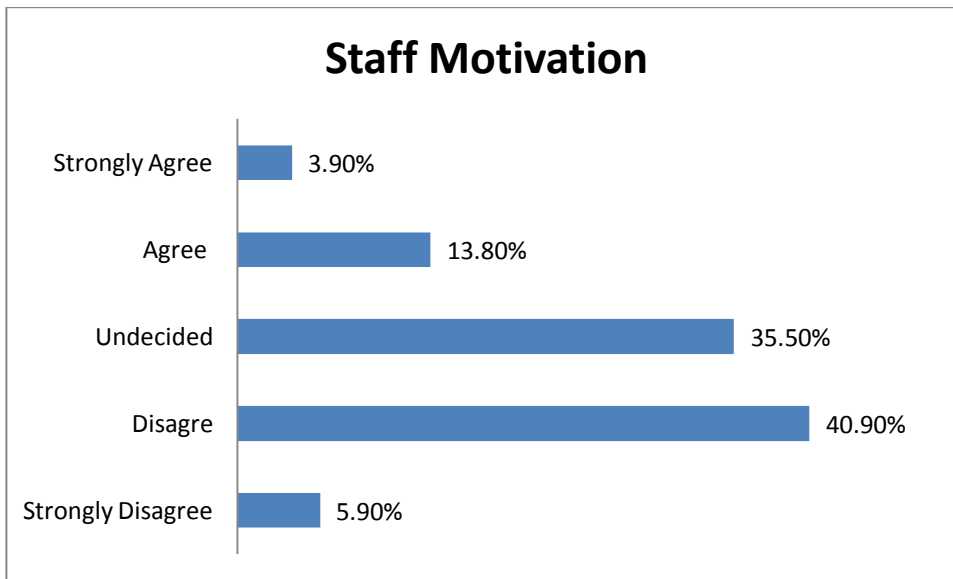
*The distribution of resources was skewed towards the main security agencies in the operation. Local agencies with officers based in Lamu County like KFS and KWS and not been given additional resources for the operation and yet they were expected to undertake the multiagency operation (Respondent 08).*

### **4.3.3 Multiagency Staff Motivation**

The success of a multiagency operation depends on the level of energy, commitment, persistence, and inventiveness that employees bring to their work. The driven staff makes sure that they put up the effort and go above and beyond without being prodded. Lack of motivation prevents multiagency collaboration. The responders were questioned about their motivation for performing their tasks throughout the multiagency operation in Lamu. According to the study's findings, which are depicted in Figure 4.15, the plurality of respondents (40.9%) disagrees, followed by 35.5 per cent of uncertain respondents, 13.8 per cent of agreeing respondents, 5.9 per cent of severely disagreeing respondents, and 3.9 per cent of very agreeing respondents.

**Figure 4.15**

*Staff Motivation*



Source: Survey Data (2022)

When staff motivation was examined, Figure 4.15 reveals that 82.3 per cent of respondents had a different opinion because they strongly disagreed, disagreed, or were unsure. As a result, the statement about employee motivation was rejected by the vast majority of respondents. Only 17.7 per cent of respondents, according to the survey's further findings, either strongly agreed or agreed with the statement that staff motivation was present during the multiagency operation in Lamu County. With a mean score of 2.69 and a very low standard deviation of 0.921, the assessment of staff motivation indicates that, on average, most respondents do not think that there is staff motivation in the multiagency operation in Lamu County.

These findings differ from the results shared by Mitchell et al. (2020). They emphasized the importance of staff motivation, unlike in this study, where it is apparent

that the majority of the staff are not motivated. In addition, Davidescu et al. (2020) shared that staff motivation should take precedence in any multiagency operation.

One of the key informants had this to say on staff motivation;

*It is true that as police officers we swear to protect life and property but that does not mean we endanger our lives especially when the government does not show any gratitude for our sacrifice. Living conditions are pathetic since we live in tents deep in the dangerous Boni forest full of risks. We only earn an extra Kshs. 2000 as unit allowance which is still taxed. The pay is very little to motivate an officer. We rarely get operation allowances apart from the mandatory one on the pay slip which is taxed. Additionally, an officer can stay in one place in the forest for over one year before change-over although ideally, changeover is supposed to take place after six months. How do you expect me to be motivated? (Respondent 09).*

Another key informant had the following to state when asked of his opinion on staff motivation:

*Sisi kama NPR tunajitolea kwa kazi. Sisi ndio tunaelewa eneo la msitu wa Boni kuliko hawa maaskari. Bila sisi, kazi haiwezi kufanyika. Tunabeba bunduki kama askari. Lakini la ajabu ni kuwa askari analipwa mshahara wake na sisi NPR tunapewa shilling elfu tano kwa mwezi. Kweli nauliza, elfu tano kwa mwezi zitatoha kweli kumfanya NPR awe na motisha ya kazi? Loosely translated into;*

*We as NPR officers are ready to work. We are the ones who guide other security officers because we understand the terrain of Boni forest. We carry firearms like security officers. However, what surprises us NPR is that security officers from police, KDF are paid salaries at the end of the month. However, we NPR are paid Kshs 5000 per month only. Can an NPR really be motivated to work for Kshs. 5000 a month? (Respondent 10).*

Another key informant interviewee shared the following on staff motivation:

*As KFS officers stationed in Lamu County we are expected to be part of the Boni operation and report suspicious movements in the forest. Sometimes we come face to face with the militants and we are expected*

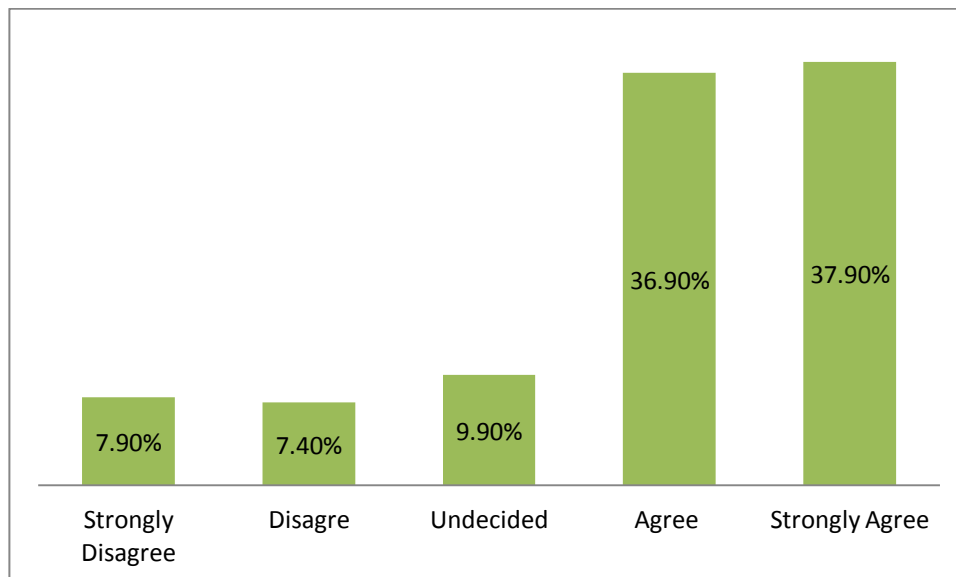
*to fight them. However, when it comes to payment of operation allowances we are not considered. How are we expected to be motivated to participate in the operation if we are not paid? Why risk your life engaging the militants if we are no rewarded for it? (Respondent 09)*

#### 4.3.4 Clear Aims and Objectives

It's critical to have clear aims and objectives if you want to assess whether your program is succeeding. They are intended to provide standards for performance evaluation, provide direction and advice, and inspire workers. When asked if the multiagency operation in Lamu County had clear goals and objectives, the respondents' responses are shown in Figure 4.16, with the majority of respondents (37.9%) strongly agree, 36.9 per cent agree, 9.9 per cent undecided, 7.9 per cent strongly disagree, and 7.4 per cent disagree.

**Figure 4.16**

*Clear Aims and Objectives*



**Source:** Survey Data (2022)

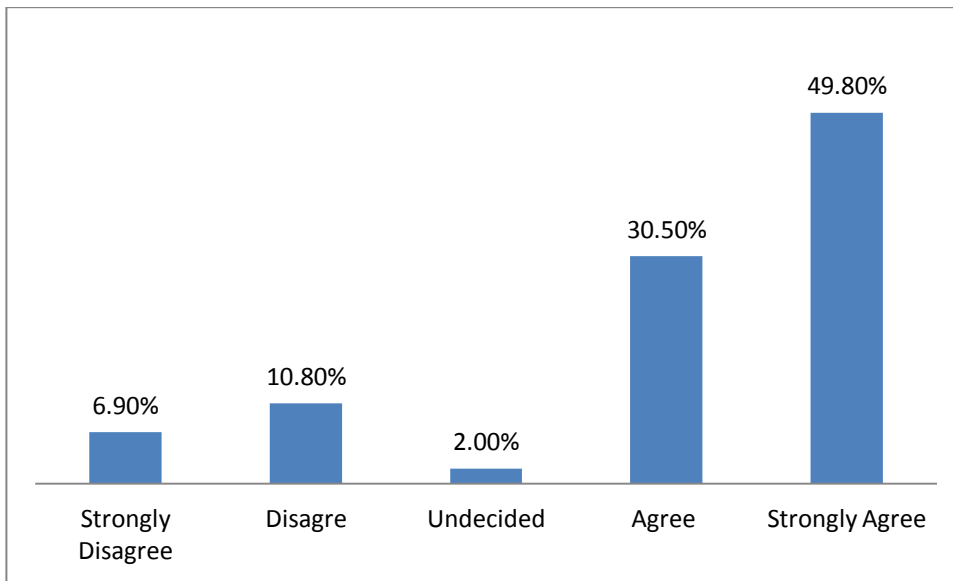
Figure 4.16 clearly demonstrates that the majority of respondents (74.8%) support the assertion that there should be clear aims and objectives, while just 25.2 per cent of respondents disagreed. The factor was scored with a mean of 3.90, indicating that, on average, most respondents concur that the multiagency operation in Lamu County has defined goals and objectives. The low standard deviation of 1.216 shows that the data was closely grouped around the mean. The World Health Organization's study from 2021 on greater collaboration for equitable and resilient recovery, which highlights the significance of having appropriate targets and objectives for any endeavor to succeed, shares similar findings.

#### **4.3.5 Continuous Monitoring and Evaluation**

Monitoring and evaluation are combined terms for the processes set up by organizations to improve their management of outputs, outcomes, and impact. Monitoring and evaluation are ongoing management processes that determine if the planned goals are being achieved, identify implementation obstacles, and draw attention to any unintended consequences. The responders were questioned about whether the multiagency operation in Lamu had ongoing monitoring and evaluation. This inquiry was designed to investigate whether monitoring and evaluation were being conducted, as this is a crucial component of multiagency leadership to examine whether the operations' aims and objectives are being met. According to the study's findings, which are depicted in Figure 4.17, the majority of respondents (49.8%) strongly agree; 30.5 per cent agree; 10.8 per cent disagree; 6.9 per cent strongly disagree; and 2 per cent are unsure.

**Figure 4.17**

*Monitoring and Evaluation*



Source: Survey Data (2022)

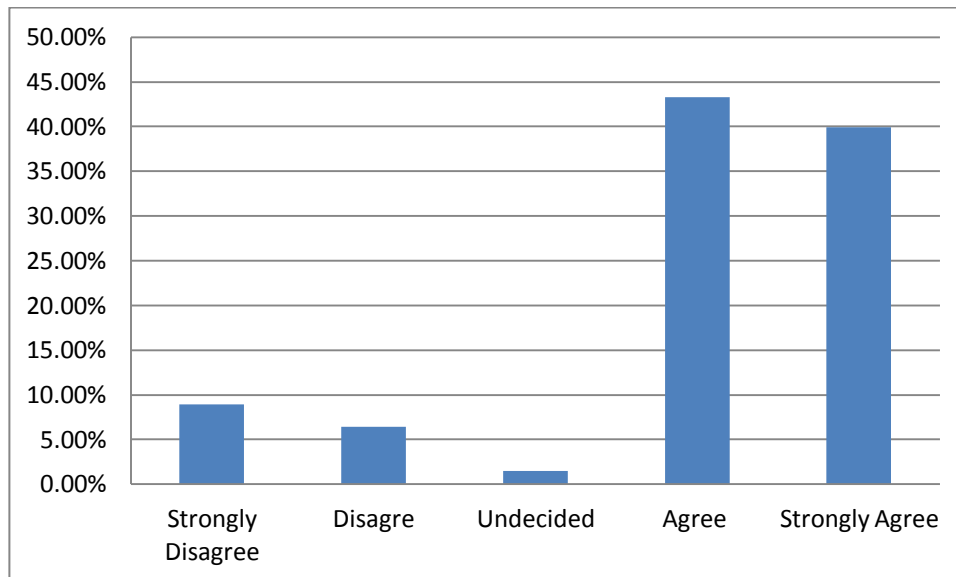
From the study findings, most (80.3%) of the respondents support the statement that there is continuous monitoring and evaluation, while 26.6 per cent per cent have a contrary opinion. Monitoring and evaluation were estimated with a low standard deviation of 1.255, indicating that the data gathered was clustered around the mean, and a mean score of 4.05, indicating that, on average, most respondents agree that there is monitoring and evaluation in the multiagency operation in Lamu County. Kabonga (2018) discovered that continual monitoring and assessment are crucial for the effectiveness of multiagency operations and reached a similar conclusion. In their study to strengthen follow-up, monitoring, and assessment, Fitzpatrick & Williams (2022) also underlined the value of monitoring and evaluation.

### 4.3.6 Reduction in Crime Rate

The reduction in crime rate indicates that the multiagency operation in Lamu County is achieving its objective due to good leadership and coordination. If the rate of crime has decreased since the operation began, the respondents were asked to indicate this. This inquiry is significant because it indicates if the multiagency operation is reducing insecurity in Lamu County in the appropriate manner. According to the study's findings, as shown in Figure 4.18, the majority of respondents (43.3%) agree, followed by 39.9 per cent strongly agree, 8.9 percent strongly disagree, 6.4 percent disagree, and 1.5 percent being unsure.

**Figure 4.18**

*Crime Rate Reduction*



Source: Survey Data (2022)

The crime rate reduction was evaluated with a mean score of 3.99, implying that, on average, most respondents agree that there was a reduction in crime rate in Lamu County, with a low standard deviation of 1.215, signifying that the data gathered was

clustered around the mean. Study findings indicate that 83.2 per cents of the respondents agree or strongly agree, while 16.8 per cents were of a contrary opinion.

This implies that many of the respondents confirmed a reduction in crime rates in the county. These findings are similar to what Muthee (2022) shared in a study that the crime rate has been declining since the start of the multiagency operation in Lamu County.

From the interviews, one of the key informants had this to say;

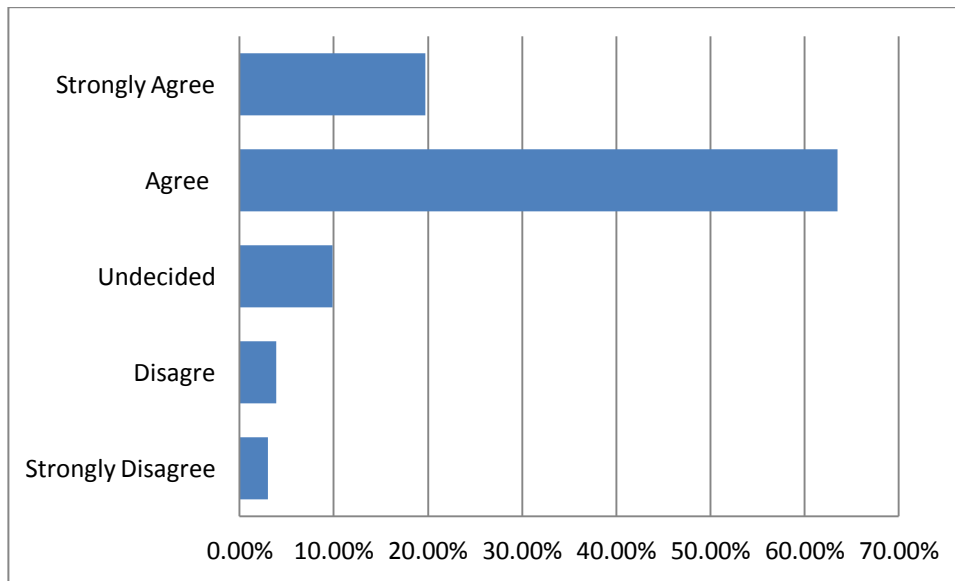
*The rate of crime had tremendous reduced in Lamu County over time. At the commencement of the operation, the rate of crime was high due to the high number of militants who were terrorizing non locals in the County in an effort to force them out. There were cases of kidnapping, murder and even arson. However, over time Lamu County has stabilized to an extent that very few cases are reported. The reduction in crime rate can be attributed to the ongoing multiagency operation which has proved to bear fruits (Respondent 10)*

#### **4.3.7 Decrease in IED Attacks**

The IED attacks have been a significant problem for Lamu County, preventing cars from moving freely and resulting in fatalities. One of the main objectives of the multi-agency operation in Lamu County is to prevent IED attacks. The respondents were questioned about whether IED attacks have decreased in Lamu County since the multiagency operation began. This inquiry was designed to determine whether Lamu County's security has been adequately mitigated by the leadership and coordination of the operation. According to the study's findings, which are presented in Figure 4.19, the majority (63.5%) of respondents agree, followed by 19.7 per cent of those who strongly agree, 9.9 per cent of those who are undecided, and 3.9 per cent of those who strongly disagree.

**Figure 4.19**

*Reduction in IED Incidents*



Source: Survey Data (2022)

From the study findings, the majority (83.2%) of the respondents supported the statement, while 16.8 per cent were of the contrary opinion. This implies that many of the respondents confirmed a reduction in crime rates in the county. Reduction in IED incidents was appraised with a mean score of 3.93, pointing out that on average, most respondents agree that there is a decrease in IED attacks because of the multiagency operation in Lamu County, with a very low standard deviation of 0.847 signifying that the data gathered was clustered around the mean. The findings are echoed by Otieno (2019), who shared that there has been a tremendous reduction in IED attacks in Lamu County since the start of the multiagency operation.

From the interview, one of the key informants said;

*Several factors have contributed to the reduction of IED attacks in Lamu County. The most important factor is the tarmacking of the Lamu-Mokowe-Gamba main supply route. Initially, this was not tarmacked making it easy for militants to lay IEDs and ambush*

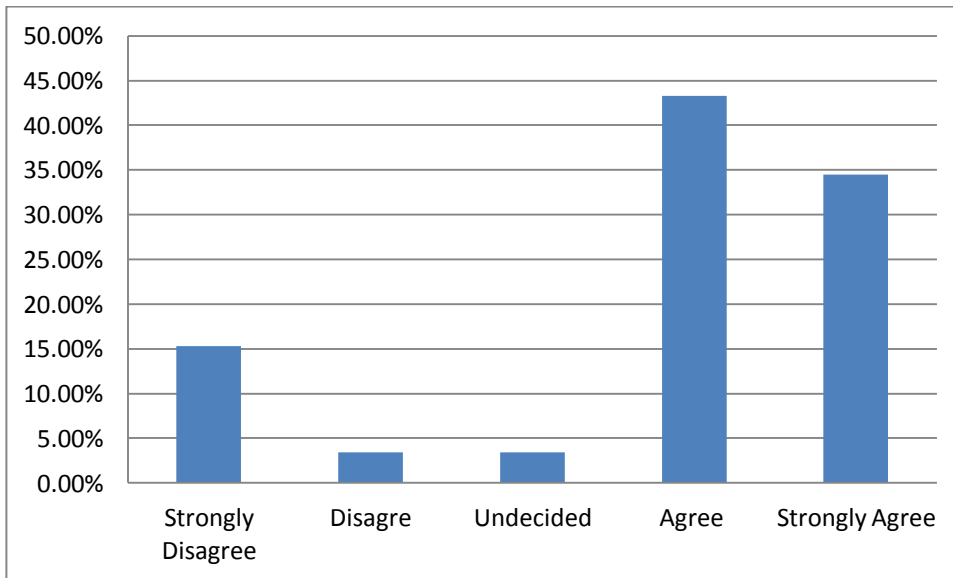
*vehicles along the route. However, when the road was tarmacked, cases of IED attacks have reduced tremendously (Respondent 11).*

#### **4.3.8 Reduction in PSV Attacks**

The majority of extremist attacks targeting nonlocals have been carried out on PSVs that travel along important supply lines in Lamu County. One of the goals of the multiagency effort in Lamu County is to decrease PSV attacks. The respondents were questioned on whether PSV attacks had decreased in Lamu County since the multiagency operation began. This inquiry is crucial because it reveals if the leadership and command of the operation are working to meet the multiagency operation's goals. According to the study's findings, which are shown in Figure 4.20, the majority (43.3%) agree, followed by 34.5 per cent strongly agree, 15.3 per cent strongly disagree, 3.4 per cent disagree, and 3.4 per cent being uncertain.

**Figure 4.20**

*Reduction in PSV Attacks*



Source: Survey Data (2022)

From the study findings, 77.8 per cent of the respondents agree or strongly agree, while 22.1 per cent are of the contrary opinion. Reduction in PSV attacks were evaluated with a mean score of 3.78, denoting that, on average. Most respondents agree that there is a reduction in PSV attacks because of the multiagency operation in Lamu County, with a low standard deviation of 1.362, indicating that the data collected was bundled around the mean. This finding is similar to what Wanjiku (2020) shared in a study conducted in Lamu County, that cases of PSV attacks have reduced in the recent past due to the ongoing multiagency operation.

An interviewee while commending on the reduction in PSV attacks stated that:

*Initially, during the start of the multiagency operation, it was very dangerous to travel to Lamu by road. This was because the militants targeted PSV vehicles on various incidents attacking passengers especially non-locals and non-Muslims and killing them. Indeed, security measures had to be put in place to protect PSVs like mandatory police escort of PSV vehicles and banning of night travel in Lamu County. However, with the progress of the operation, sanity has been restored on the roads with no PSV attacks reported in the last one year along the highway. It has reached a point where PSVs are allowed to move without police escort which is a great achievement (Respondent 12).*

Commenting on improvement in tourism in Lamu County, an interviewee stated that:

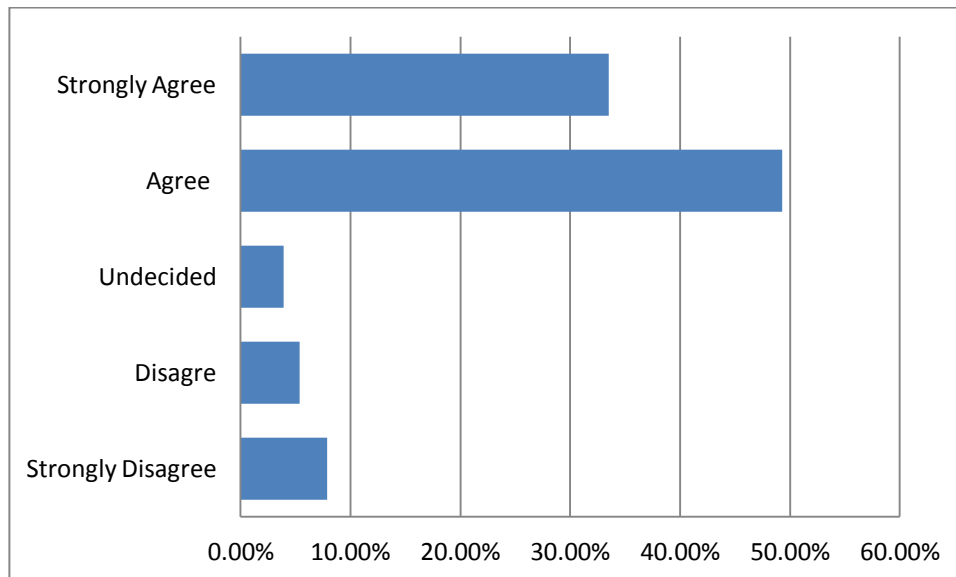
*Regular contacts between militants and security personnel had portrayed Lamu as insecure county hampering tourism although Lamu has been gazetted as UNESCO World Heritage site. This has however changed due to the ongoing multiagency operation putting in place measures such as patrols, road blocks and security escorts to civilians, including buses plying Lamu. This has restored confidence of tourist in Lamu and therefore improved the number of tourists visiting Lamu County (Respondent 13).*

### 4.3.9 Improved Tourism

Insecurity in Lamu County has negatively affected tourism, reducing the number of tourists visiting the County. The multiagency operation aims to mitigate insecurity in the area and restore the confidence of tourists. The respondents were asked to state whether there was an improvement in the tourist sector in Lamu County since the start of the operation. This question is important in determining whether the multiagency operation was progressing well. From the study findings in Figure 4.21, the majority (49.3%) of the respondents agree, 33.5 per cent strongly agree, 7.9 per cent strongly disagree, 5.4 per cent disagree, and 3.9 per cent are undecided.

**Figure 4.21**

*Improved Tourism*



Source: Survey Data (2022)

From the study findings, 82.8 per cent agree, while 17.2 per cent of respondents have a different opinion. The element was evaluated with a mean score of 3.95, implying that, on average, most respondents agree that there is improvement in tourism

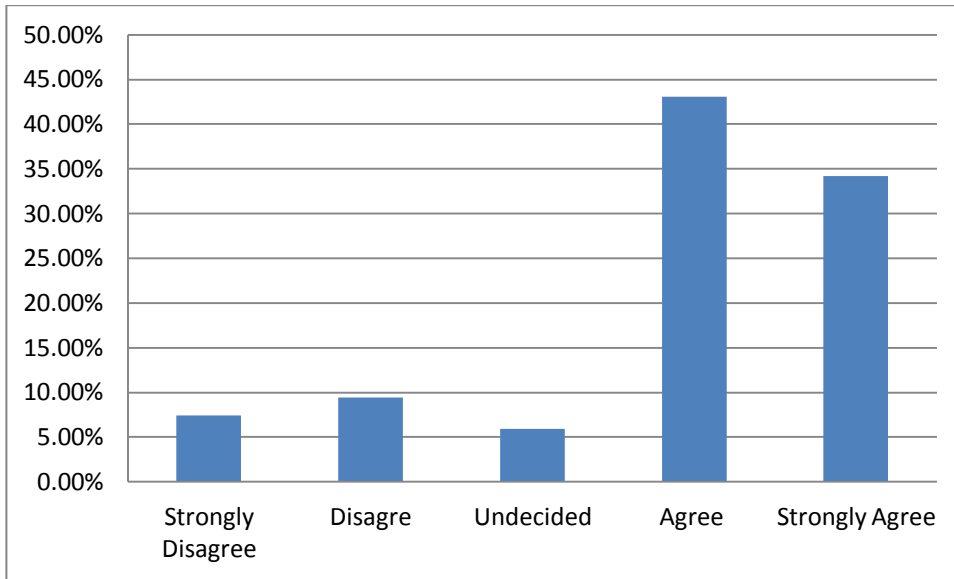
due to the multiagency operation in Lamu County, with a low standard deviation of 1.142, signifying that the data gathered was clustered around the mean. This implies that the county has seen some growth in the tourism sector in the county. Similar results are shared by Bunu et al. (2020), who found that there has been a slight improvement in the tourism sector of Lamu County since the start of the operation.

#### **4.3.10 Improved Education Sector**

One of the areas in Lamu County that has been adversely impacted by instability is the education sector. One of the main goals of the multiagency operation in Lamu County is to enhance the educational sector by ensuring the safety of educators and students in classrooms. If improvements have been made in Lamu County's educational system since the multiagency operation began, the respondents were requested to identify this. This inquiry is crucial for determining whether the operation's management is effective in reducing insecurity in Lamu County. According to the study's findings in Figure 4.22, the majority of respondents (43.1%), agree 34.2 per cent strongly agree, 9.4 per cent disagree, 7.4 per cent disagree severely, and 5.9 per cent are unsure.

**Figure 4.22**

*Improved Education Sector*



Source: Survey Data (2022)

From the study findings, 77.2 per cent support the statement, while 22.8 per cent of the respondents have a different opinion. The element of the improved education sector was assessed with a mean score of 3.87, hinting that, on average, most respondents agree that there is improvement in the education sector because of the multiagency operation in Lamu County, with a low standard deviation of 1.198, suggesting that the data gathered was crowded around the mean. This implies that the county has seen some growth in the education sector in the county. These findings are similar to what Shee (2021) found in his study in Lamu County, which indicated that there is improvement in the education sector in Lamu County. Similarly, Selita (2020) shared that the improved security situation in Lamu County has boosted the retention of learners in schools.

This is what one of the key informants said;

*The education sector was one of the areas that were hit hard by the militant attacks in Lamu County. The militants were targeting schools in areas like Mangai and Mararani deep inside Boni forest to disrupt education. Most schools were closed since teachers who were non-locals fled the areas in fear of the militants. This forced the County government of Lamu to airlift some students from the affected areas to Mokoye where they placed in Mokowe primary school and offered scholarships by the County government. However, with the progress of the multiagency operation, security has been restored and schools have reopened in areas that were under threat. Pupils are able to access education in their home areas (Respondent 14).*

#### **4.4 Role Clarity in Multiagency Collaboration**

The third specific objective of the study was to determine the impact of role clarity in multiagency operations in mitigating insecurity in Lamu County, Kenya. The five questions administered required ordinal data and a Likert scale ranging from strongly disagree, disagree, undecided, agree, and strongly agree. The variable role clarity was operationalized into the clear role for every agency, clear boundaries, no ambiguity in allocating roles, no competing and supremacy conflicts, and no duplication of duties. The results are shown in the following section.

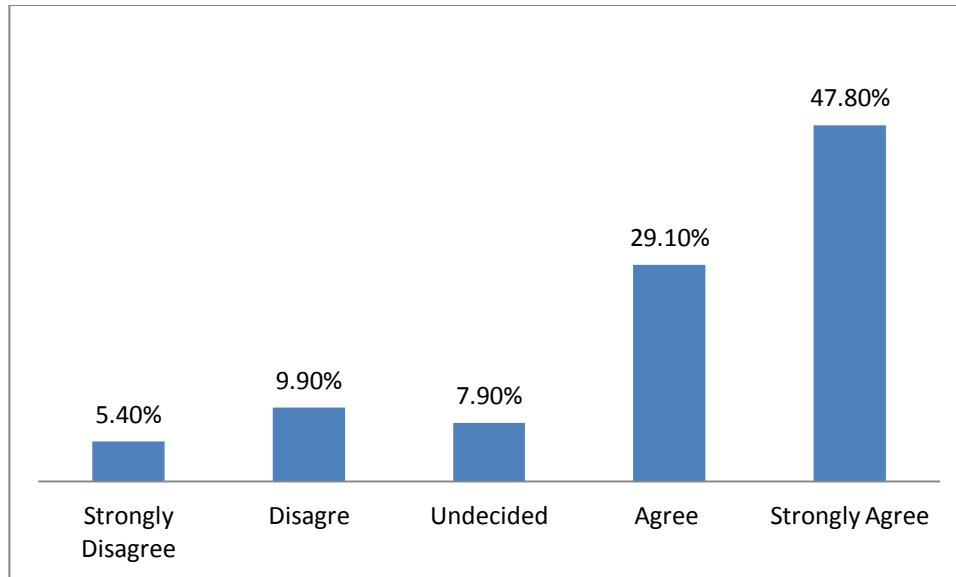
##### **4.4.1 Clear Roles**

When different agencies participating in a multi-agency project are clear about their roles and what is expected of them, everyone benefits. The agencies must comprehend the details of their assignments, processes, and top priorities. The effectiveness of the multiagency operation is improved by clear roles for each agency, which guarantees an increase in agency effectiveness, accountability, and ownership. The respondents were asked to state if every agency has a clear role in the multiagency operation in Lamu County. This question was important because it helped in determining whether different agencies understand what is expected of them in the

multiagency operation in Lamu County. The study findings, as indicated in Figure 4.23, show that the majority (47.8%) of the respondents strongly agree, 29.1 per cent agree, 9.9 per cent disagree, 7.9 per cent are undecided, and 5.4 per cent strongly disagree.

**Figure 4.23**

*Clear Agency Roles*



Source: Survey Data (2022)

It is apparent that 76.9 per cent of the respondents indicated that security agents in the multiagency operation had been assigned clear roles. In comparison, 23.1 per cent of the respondents held a contrary opinion. The component was estimated with a mean score of 4.04, denoting that, on average, most respondents agree that there are clear agency roles in the multiagency operation in Lamu County, with a low standard deviation of 1.202, indicating that the data gathered was grouped around the mean. Regarding role clarity, the opinion of Laufs & Waseem (2020) when looking at Policing during Pandemics, the study shared that clearly defined roles for agencies in a multiagency working setting are necessary to ensure the achievement of set goals.

Similarly, a study conducted by Lloyd (2018) shared that clear roles are important in multiagency collaborations.

From the interviews, one of the key informants said;

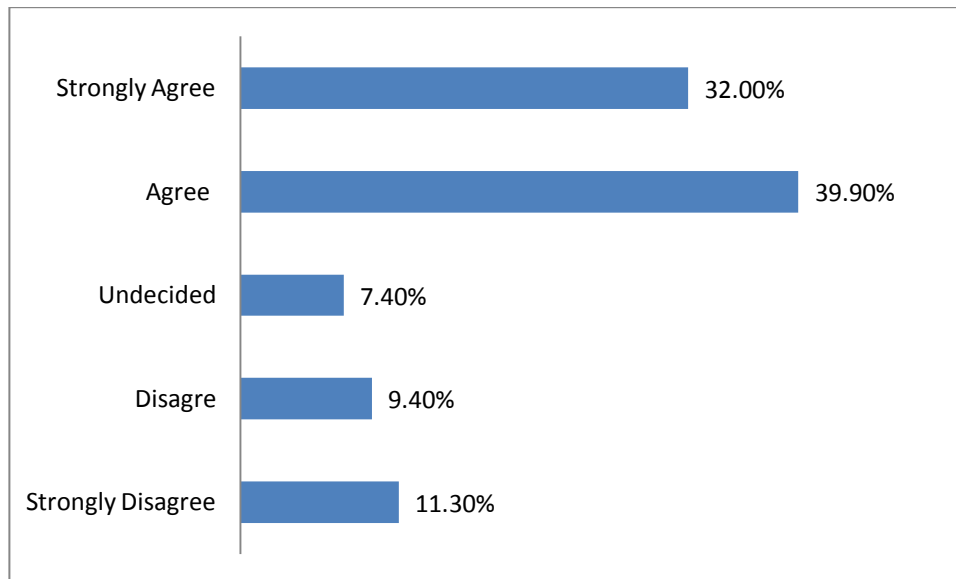
*Every security agency had been made aware of its role in the operation. The KDF were mainly tasked to conduct operations deep in the forest using air support to weed out the militants. The NPS on the other had been allocated areas mostly inhabited by locals from where the militants are suspected to be getting their supplies from and thus deter the militants from getting supplies. The NPS personnel are tasked to arrest and prosecute suspects, a task which cannot be performed by KDF. Therefore, according to the officer, every agency had a role to play. This ensures that clear boundaries of operations are set in order to avoid ambiguity and duplication of duties (Respondent 15).*

#### **4.4.2 Clear Boundaries**

Boundaries in a multiagency working setting define what a particular agency is, what is expected of it, and set limits for the agency. This is an important factor in ensuring role clarity in multiagency working. The respondents were asked to state if there are clear working boundaries for different agencies in the multiagency operation in Lamu County. From the study findings indicated in Figure 4.24 majority (39.9%) of the respondents agree, 32 per cent strongly agree, 11.3 per cent strongly disagree, 9.4 per cent disagree, and 7.4 per cent are undecided.

**Figure 4.24**

*Clear Boundaries*



Source: Survey Data (2022)

From the study findings, 73.4 per cent supported the statement that there were clear boundaries in the multiagency operation, while 26.7 per cent of respondents had a contrary opinion. The clear boundaries element was weighted with a mean score of 3.72, inferring that, on average, most respondents agree that there was clear command and control in the multiagency operation in Lamu County, with a low standard deviation of 1.311 indicating that the data gathered was bunched around the mean. The average mean score was 3.72, with a mode of 4 and a standard deviation of 1.311. These findings are similar to what Velter et al. (2020) shared in a multiagency working setting, and it is important to set clear actor boundaries.

An interviewee stated that:

*Role clarity in the operation was not a clear-cut issue since most security agencies were expected to perform similar roles and there are no clear boundaries. For instance, there are also units of NPS like GSU, BPU and SOG which are expected to engage the*

*militants in combat in case of contact. Indeed, some of the NPS formation camps have been targeted by the militants thus they have to be ready to defend themselves as it will take time before the KDF formation offer reinforcement (Respondents 16)*

A contrary view was given by another interviewee who stated that:

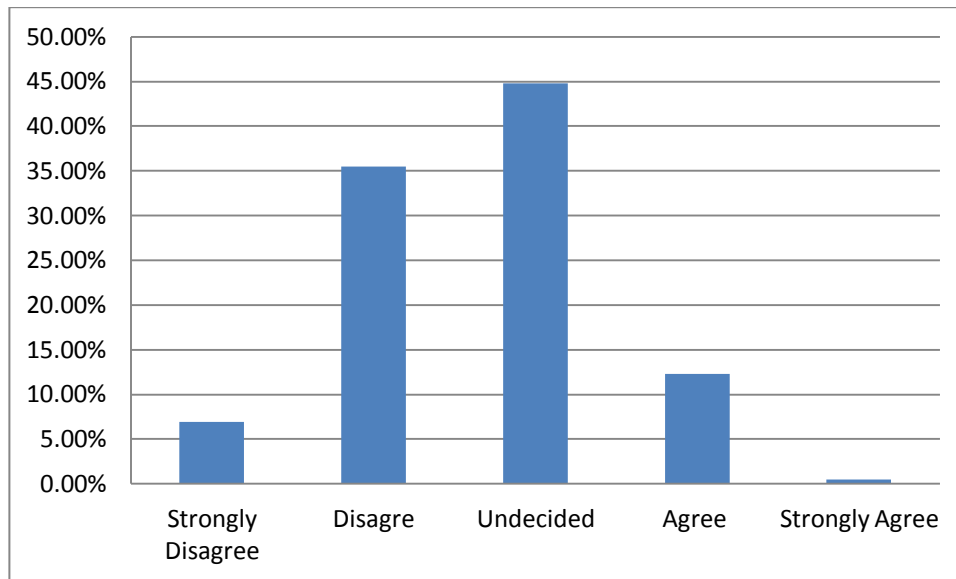
*We understand our role is to guard villages and provide information on any suspicious activities in the villages. In case of anything unusually like people migrating from the village before attacks we inform security officers of the same so that they can be prepared. Our role as NPR also involves serving as guides during patrols in the forest since we understand the terrain in a better way than the security officers. (Respondent 17)*

#### **4.4.3 Role Ambiguity**

Lack of clarity regarding expectations for agencies in a multiagency setting is known as role ambiguity. It is necessary to inform various agencies of what is expected of them to avoid resource waste and duplication of effort. In the multiagency operation in Lamu County, the respondents were asked if there was any job ambiguity. This inquiry is crucial because it reveals whether responders from various agencies are aware of what is expected of them. According to the study's findings, which are presented in Figure 4.25, the majority (44.8%) are unsure, followed by 35.5 per cent of those who disagree, 12.3 per cent of those who agree, 6.9 per cent of those who severely disagree, and 0.5 per cent of those who strongly agree.

**Figure 4.25**

*Role Ambiguity*



Source: Survey Data (2022)

The element was appraised with a mean score of 2.64, implying that, on average, most respondents disagree that there was role ambiguity in the multiagency operation in Lamu County, with a low standard deviation of 0.805, signifying that the data gathered was clustered around the mean. The majority of the respondents, 87.2 per cent, strongly support the statement, while 12.8 per cent had a contrary opinion. These findings are similar to a study by Lin & Ling (2018), who shared that role ambiguity hurts service quality. Similarly, Power (2018), in his study on the understanding of multiagency teamwork during major emergencies and disasters, shared that role ambiguity in a multiagency setting was inappropriate, leading to confusion.

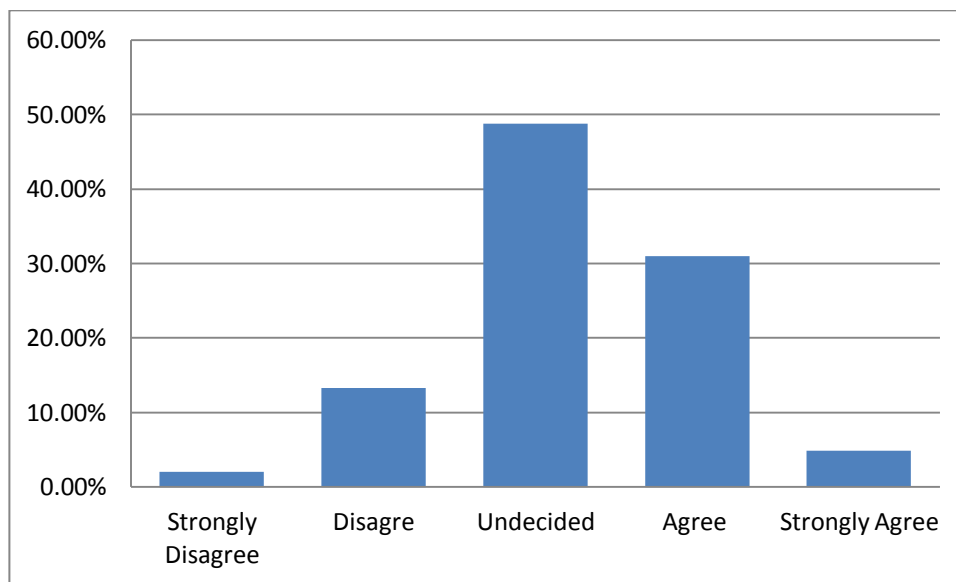
#### **4.4.4 Competition and Supremacy Conflicts**

Competition and supremacy conflicts among agencies in a multiagency working environment hamper achieving goals. The respondents were asked to state whether there

are no cases of competition and agency supremacy conflicts in the multiagency operation in Lamu County. This question is important in determining whether the different agencies involved in the operation were working harmoniously or were engaged in unhealthy competition likely to hamper the multiagency operation in Lamu County. The study findings, as indicated in Figure 4.26, show that the majority (48.8%) of the respondents are undecided; 31 per cent agree, 13.3 per cent disagree, 4.9 per cent strongly agree, and 2 per cent strongly disagree.

**Figure 4.26**

*Competition and Supremacy Conflicts*



Source: Survey Data (2022)

The study findings indicate a divided opinion on the agency supremacy contest, with slightly above half (60.3%) of the respondents not supporting the statement. At the same time, 39.7 per cent agreed with the statement. Competition and supremacy conflicts were evaluated with a mean score of 3.24, implying that, on average, slightly more than half of the respondents agree that there are competition and supremacy

conflicts in the multiagency operation in Lamu County, with a low standard deviation of 0.816 signifying that the data gathered was clustered around the mean. These findings differ from what Solomon (2019) found in his study “Becoming comfortable with chaos; making multiagency work,” who shared that competition and agency supremacy conflicts hinder the achievement of multiagency operation objectives.

From the interviews, one of the key informants said;

*There are times when agency supremacy competition is manifested when reporting incidents. Although it is a fact that the KDF is the lead agency in the operation, some operations are conducted by other security agencies like SOG or GSU. However, when reporting to the press, if it is an achievement by KDF troops, the KDF will report that the work was done by KDF. On the other hand, if it is an achievement by NPS troops; like SOG or GSU, the KDF will report to the media that the achievement was made by multiagency troops without necessarily mentioning the NPS security agency involved. This failure to acknowledge the effort of NPS security formations in the operations points to interagency supremacy conflicts (Respondent 18).*

Another key informant also said;

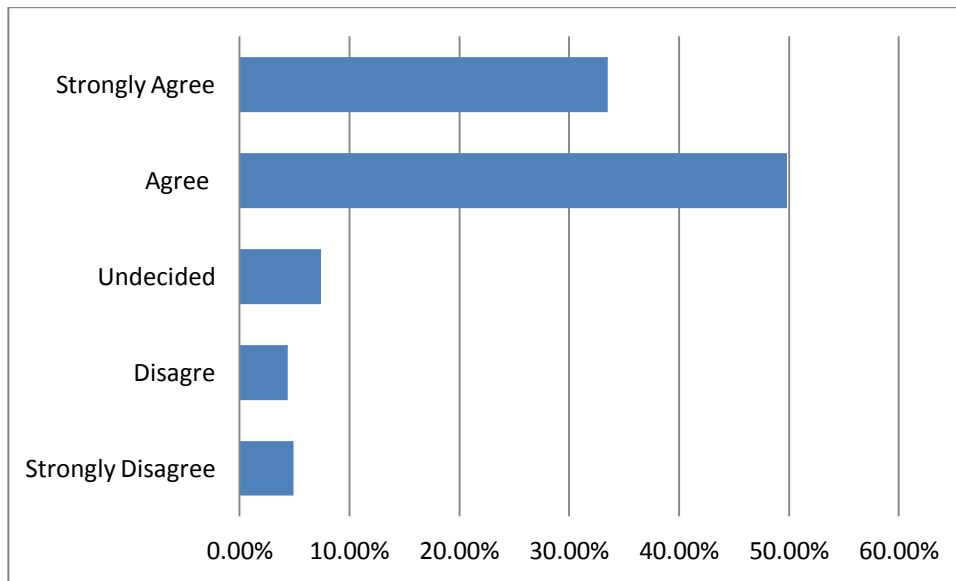
*Although this was a multiagency operation involving different agencies, all agencies are not equal. The operation had been dominated by KDF and NPS as the main players relegating KFS and KWS as more inferior parties in the operation because of their limited resources. This had led to inferiority and superiority complex amongst the agencies in the multiagency operation (Respondent 19).*

#### **4.4.5 Duplication of Duties**

Duplication of duties is likely to lead to the wastage of resources in multiagency working. The respondents were asked to state whether there was no duplication of duties in the multiagency operation in Lamu County and the study findings presented in Figure 4.27 shows that the majority (49.9%) agree, 33.5 per cent strongly agree, 7.4 per cent are undecided, 4.9 per cent strongly disagree while 4.4 per cent disagree.

**Figure 4.27**

*Duplication of Duties*



Source: Survey Data (2022)

From the study findings, the majority (83.3%) of the respondents agreed that there was no duplication of duties in the multiagency operation in Lamu County. In contrast, only 16.7 per cent of respondents had a contrary opinion. Duplication of duties was gauged with a mean score of 4.02, suggesting that, on average, most respondents disagree that there was duplication of duties in the multiagency operation in Lamu County, with a low standard deviation of 1.017 demonstrating that the data collected was huddled around the mean. These findings are similar to what Baxter (2018) shared: agencies in multiagency working should avoid duplication of duties. Similarly, Andrews (2022) shared that agencies involved in multiagency work should work towards reducing duplication of roles to promote efficiency and effectiveness.

## **4.5 Summary**

The chapter has presented the findings of the study analysis. The section shares information on the response rates obtained from the field data collection. It also has a section on the demographic information of the respondents. The descriptive analysis was conducted, and its results are presented in pie charts, bar graphs, and prose form for discussions. The chapter arrangement was made per the study variables to show the efficacy of multiagency operations in mitigating insecurity in Lamu County, Kenya.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

According to each specific objective, this chapter provides a summary of the findings, conclusions, and recommendations based on the research as described in Chapter Four. The chapter also gives suggestions for further studies. The study evaluated the effectiveness of multiagency operations in reducing insecurity in Lamu County, Kenya guided by three specific objectives, which are to evaluate the effects of trust between agencies in multiagency operations, assess the effectiveness of multiagency leadership in the coordination of activities, and examine the impact of role clarity in multiagency operations in mitigating insecurity in Lamu County, Kenya.

#### **5.1 Summary of Findings**

This section presents a summary of the findings concerning the three specific objectives. The general objective was to assess the efficacy of multiagency operations in mitigating insecurity in Lamu County, Kenya. A look at the demographic characteristics of the respondents, the findings indicate that majority (98%) of the respondents were male compared to women at 2 per cent. The age bracket of a majority (67.5%) of the respondents was 21 to 30 years, and 63 per cent of the respondents had attained secondary-level education and above. The respondents were drawn from all security formations in Lamu County. Considering the length of service, more than half (67.5%) of the respondents had served for over ten years, and the majority (72.4%) of the security officers were in the rank of Private/Constable/Warden or Ranger.

### **5.1.1 Multiagency Trust**

Evaluation of the effects of agency trust in the multiagency operation on reducing insecurity in Lamu County was the study's first specified objective. The study found that joint planning, an important element in multiagency operations, required trust among the agencies involved in the multiagency operation. Further, the study found that there were challenges in sharing information due to a lack of trust between security agencies. In addition, joint planning, briefing, and debriefing were carried out in an environment of trust between the agencies. However, the study found that joint training was not being undertaken in the multiagency operation since each agency trained separately, thus negatively affecting the operation.

### **5.1.2 Multiagency Leadership**

The second specific objective of the study was to assess the effectiveness of multiagency leadership in coordinating activities for mitigating insecurity in Lamu County. The study findings revealed that clear command and control were important elements of multiagency leadership practiced in Lamu County. In addition, the study findings revealed that there was proper utilization of resources, and the individual agencies were aware of the aims and objectives of the operation. The study also found continuous monitoring and evaluation of the multiagency operation in Lamu County. However, study findings relating to staff motivation indicate that there are challenges to staff motivation in the multiagency operation in Lamu County.

The study also showed that the multiagency operation in Lamu County had led to increased security and stabilization. This was evident through a reduction in crime rate significant reduction in the number of IED and PSV attacks reported along the

highway. There was also reported improvement in the tourism and education sectors of the County, which had initially deteriorated.

### **5.1.3 Role Clarity in Multiagency Collaboration**

The third specific objective of the study was to examine the impact of role clarity in mitigating insecurity in Lamu County. The study found that there were clear roles for individual agencies involved in the multiagency operation in Lamu. It was also found that there were clear boundaries and no role ambiguity in the multiagency operation. However, on the issue of inter-agency competition and agency supremacy conflicts, the study found that, indeed, there were cases of inter-agency competition and supremacy conflicts.

## **5.2 Conclusions**

This section presents the researchers arguments in understanding the significance and the justification of the study.

### **5.2.1 Multiagency Trust**

The first research question was, what is the effect of trust between agencies in multiagency operations in mitigating insecurity in Lamu County, Kenya? The study found that trust significantly enhances the efficacy of multiagency operations in Lamu County, Kenya. Trust amongst the security agencies is manifested through joint planning, sharing of information, joint operations, joint briefing, and debriefs. The study established that there was a need to put in more effort to address issues that led to a lack of trust, hampering sharing of information and joint training.

Therefore, this study concludes that trust between security agencies in the multiagency operation has positively impacted the operation's success. However, more needs to be done to improve the level of trust.

### **5.2.2 Multiagency Leadership**

The second research question was, how effective is multiagency leadership in coordination activities for mitigating insecurity in Lamu County, Kenya? The study found that there was proper utilization of resources, clear aims and objectives, and continuous monitoring and evaluation. However, more must be done in command and control and staff motivation. The study concludes that effective leadership and coordination have had a positive impact and rewarding effect on the mitigation of insecurity in Lamu County. The effect is felt through a reduction in crime rate, reduction in both IED and PSV attacks, and significant improvement in the tourism and education sectors.

### **5.2.2 Role Clarity in Multiagency Collaboration**

The third research question was, what is the impact of multiagency role clarity in mitigating insecurity in Lamu County, Kenya? The study found that there were clear roles for each agency and clear boundaries hence limited room for agency role ambiguity and duplication of duties. The study also found inter-agency competition, inferiority, and superiority complex cases. The study thus concludes, in general, that role clarity has a positive impact on mitigating insecurity in Lamu County.

### **5.2.4 Contribution to Theory**

The study findings contribute to the two theories under the theoretical framework, where findings on multiagency trust, leadership, and role clarity corroborate

the theories. The collaborative advantage theory is based on contrasting concepts of collaborative advantage and inertia. The theory posits that trust is a prerequisite for productive cooperation. Study findings on the first objective of evaluating the effect of trust between agencies in mitigating insecurity support the collaborative advantage theory's position since the trust was necessary for improving the efficacy of multiagency operations.

Collaborative advantage theory also identifies good leadership as a requirement for successful inter-agency cooperation. This finding was replicated in this study since leadership, command, and control contributed to the multiagency operation's efficacy.

The second theory of the study is the activity theory which focuses on the division of labour in terms of role demarcation as an important ingredient for success in multiagency working. Role clarity was the third specific objective of the study. Indeed, the study findings supported the activity theory's position that role clarity contributes to the efficacy of the multiagency operation.

### **5.3 Recommendations**

This section draws attention to the study's action-based evidence gathered and analyzed. It provides specific, actionable evidence based on solutions to the study problem.

#### **5.3.1 Multiagency Trust**

The first specific objective of the study focused on the effect of trust between agencies in multiagency operations in Lamu County; the study recommends that to promote sharing of information between agencies without fear of the information being leaked to social media by some agencies, all officers deployed at the command center

must be vetted and trained in information security. Multiagency trust can also be improved through joint training; it is therefore recommended that a joint training program be put in place as part of orientations for security officers being deployed in the multiagency operation in Lamu County. It is also recommended that joint briefing, joint operations, and debriefing be strengthened to involve all security agencies.

### **5.3.2 Multiagency Leadership**

On the second specific objective focusing on multiagency leadership, the study recommends developing a policy framework on the rules of engagement when different security agencies are involved in multiagency operations. Of particular importance is the comparison of the KDF and NPS ranking structure; which KDF rank is equivalent to which NPS rank? This will ensure smooth command and control during the multiagency operation. It is also recommended that a policy on harmonization of operation allowances be implemented to motivate the officers.

### **5.3.3 Role Clarity in Multiagency Collaboration**

On the third specific objective focusing on role clarity, a policy on multiagency rules of engagement should be developed to address inter-agency competition, agency inferiority, and superiority complex in the multiagency operation. It is also recommended that when reporting to the media operation successes and challenges, due credit should be given to the specific security agency or agencies involved.

### **5.3.4 Recommendation for Further Study**

Based on the scope of the study, the findings, conclusions, and recommendations, the study makes the following recommendations for further study.

- i) This study was limited to Lamu County. Further research can be done in other counties that suffer challenges in terms of insecurity and instability, considering the efficacy of multiagency operations in mitigating insecurity and restoring peace and stability.
- ii) This study focused on security agencies involved in a multiagency operation in mitigating insecurity. Further research should focus on multiagency work involving other agencies in different sectors of society.
- iii) This study was based in Lamu County in the Coast region; therefore, future researchers can conduct a comparative study of other regions that have adopted a multiagency operation approach, for instance, the North Eastern and Rift Valley regions, to broaden the scope and contrast the findings.

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**APPENDICES**

**Appendix 1: Introduction Letter to Participants**

INTRODUCTION LETTER TO PARTICIPANTS

KENYATTA UNIVERSITY

DEPARTMENT OF SECURITY AND CORRECTIONAL SCIENCE.

Dear Respondent,

My name is John Simiyu, a Master of Arts student at Kenyatta University. I am undertaking a study on the “Efficacy of Multiagency Operations in Mitigating Insecurity in Lamu County, Kenya.” I have singled out a group of people who perform an important role in multiagency operations in the region and you are one of them. It is for that reason that I humbly request for your permission to administer questionnaire/interview schedule. Your voluntary involvement will be of great help to this research.

The study findings will be utilized in policy origination and to guide further studies focusing on multiagency operations. Please respond to queries freely. The data you give will be handled with discretion and utilized for study purposes only. Do not write your name in the form. In case of any queries concerning your rights as a participant feel free to contact the researcher.

Thank you.

John K. Simiyu (Researcher) Signature..... Date.....

Participant Consent (I willingly give my consent to participate in this research.)

Signature.....Date.....

## Appendix 2: Questionnaire

**Do not insert your name or identification in the questionnaire.**

Answer all questions as indicated by ticking the option that applies or filling in the blank spaces.

### **PART I: DEMOGRAPHIC INFORMATION**

*(Tick where appropriate)*

DM 1: What is your security formation?

Army Special Team (AST) { }

Border Police Unit (BPU) { }

General Service Unit (GSU) { }

Kenya Forest Service (KFS) { }

Kenya Wildlife Service (KWS) { }

Rapid Deployment Unit (RDU) { }

Special Forces (SF) { }

Special Operations Group (SOG) { }

National Government Administration Officers (NGAO) { }

National Police Reservists (NPR) { }

DM 2: Designation of the respondent

National Government Administration Officer { }

Commissioned Officer and above { }

Non-Commissioned Officer { }

Constable/Private/Warder/Ranger { }

DM 3: Gender of the respondent

Male { }

Female { }

DM4: What is your level of education?

Graduate { }

Diploma { }

Certificate { }

None { }

DM 5: Tick your appropriate age bracket

Under 20 years	{ }
21 -30 years	{ }
31 – 40 years	{ }
41-50 years	{ }
51 and above	{ }
DM 6: Length of service	
Below 10 years	{ }
10- 15 years	{ }
16-20 years	{ }
20 years and above	{ }

**PART 2: MULTIAGENCY TRUST**

For the purpose of this study, trust in multiagency operations refer to the ability of different security formations to work together harmoniously in order to achieve operation objectives. The key factors concerned with working relationships in multiagency operations are commitment, trust, mutual respect and understanding of other agencies.

For each of the statements listed below indicate the extent to which you agree or disagree by ticking in the boxes provided from 1-5

1 – Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5- Strongly Agree

S/NO.	MULTIAGENCY TRUST	1	2	3	4	5
1	There is joint planning of multiagency operations					
2	There is sharing of information between security agencies in the multiagency operation					
3	There is joint training of agencies in the multiagency operation					
4	There are joint operations among agencies in the multiagency operation					
5	There is joint briefing and debriefing for security agencies in the multiagency operation.					

**PART 3: MULTIAGENCY LEADERSHIP AND COORDINATION**

For the purpose of this study, leadership and coordination in multiagency operations refers to the approach that commanders use to organize, direct, plan, coordinate and control their forces and friendly forces and resources to ensure mission accomplishment. For each of the statements listed below indicate the extent to which you agree or disagree by ticking in the boxes provided from 1-5

1 – Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5- Strongly Agree

<b>S/NO</b>	<b>MULTIAGENCY COMMAND AND CONTROL</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	There is clear command and control in the multiagency operation					
2	There is proper utilization of resources in the multiagency operation					
3	There are motivated staff for all agencies in the multiagency operation					
4	There are clear aims and objectives for the multiagency operation					
5	There is monitoring and evaluation of the multiagency operation					
6	The rate of crime has reduced in Lamu County since the start of multiagency operation					
7	The number of IED attacks along the roads has decreased since the start of multiagency operation					
8	The number of PSV vehicles attacks along the highway has reduced since the start of the multiagency operation					
9	There is improvement in the in the tourism sector in Lamu because of the multiagency operation					
10	There is a remarkable improvement in Education sector because of t of multiagency operation					

**PART 4: ROLE CLARITY FOR MULTIAGENCY**

For the purpose of this study, role clarity refers to the clear demarcation of role and specific duties expected to be performed by every agency in the multiagency operation.

For each of the statements listed below indicate the extent to which you agree or disagree by ticking in the boxes provided from 1-5

1 – Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5- Strongly Agree

/NO.	ROLE CLARITY IN MULTIAGENCY OPERATION	1	2	3	4	5
1	There is a clear role for every agency in the multiagency operation in Lamu County.					
2	There are clear boundaries on what is expected from every agency in the multiagency operation					
3	There is no ambiguity in the role of agencies in the multiagency operation in Lamu County					
4	There are no competing and supremacy conflicts amongst agencies in the multiagency operation in Lamu County.					
5	There is no duplication of duties in the multiagency operation in Lamu County					

**Appendix 3: Key Informant Interview Guide**

1. What is the effect of trust between agencies in multiagency operations in mitigating insecurity in Lamu County, Kenya?

.....  
.....

2. How effective is multiagency leadership in coordination activities for mitigating insecurity in Lamu County, Kenya?

.....  
.....

3. What is the impact of role clarity in multiagency operation in mitigating insecurity in Lamu County, Kenya?

.....  
.....

4. What are the challenges for multiagency operations in mitigating insecurity in Lamu County, Kenya?

.....  
.....

## Appendix 4: Approval of Research Project Proposal Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 29<sup>th</sup> August, 2022

TO: John K. Simiyu  
C/o Security and Correction Science Dept

REF: S203/28534/2019

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL


This is to inform you that Graduate School Board at its meeting of 17<sup>th</sup> August, 2022 approved your Research Project Proposal for the M.A Degree Entitled "Efficacy of Multiagency Operations in Mitigating Insecurity in Lamu County Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

  
JACKSON LUVUSI  
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Department of Security and Correction Science

Supervisors:

I. Dr. Dancan Ochieng  
C/o Department of Security and Correction Science  
Kenyatta University

## Appendix 5: Research Authorization Letter



**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

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Our Ref: S203/28534/2019

DATE: 29<sup>th</sup> August, 2022

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR JOHN K. SIMIYU – REG. NO. S203/28534/2019**

I write to introduce **John K. Simiyu** who is a Postgraduate Student of this University. The student is registered for M.A degree programme in the Department of Security and Correction Science.

John intends to conduct research for a M.A Project Proposal entitled, “Efficacy of Multiagency Operations in Mitigating Insecurity in Lamu County Kenya”.

Any assistance given will be highly appreciated.

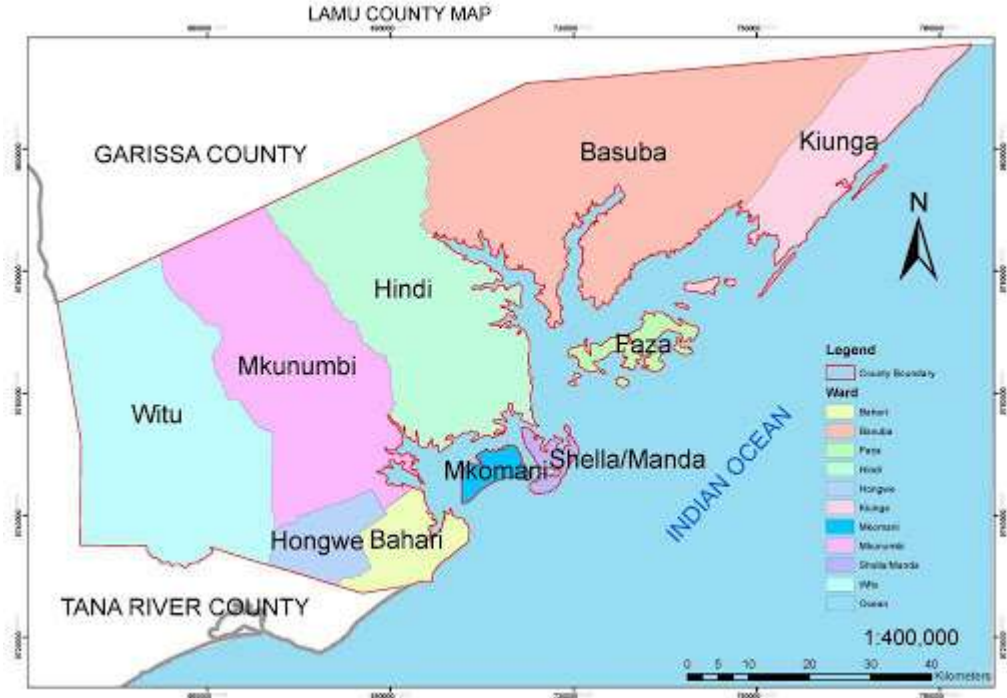
Yours faithfully,

A handwritten signature in blue ink, appearing to read 'E. Kimani', is written over a faint horizontal line.

**PROF. ELISHIBA KIMANI  
AG. DEAN, GRADUATE SCHOOL**



**Appendix 7: Map of the Study Area**



**Source:** Otieno (2019).