

**SECURITY PREPAREDNESS AND ORGANIZATIONAL OPERATIONS IN LAIKIPIA
COUNTY, KENYA**

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DECLARATION

This research project is my original work and to the best of my knowledge has not been presented for an award of a degree or any other course in any other institution.

Signature.....

Date.....

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This research project has been submitted for examination with my approval as the duly appointed University supervisor.

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DEDICATION

I dedicate this project to my dear wife Eddy Murithi and to our two daughters Christer and Lilly.

ACKNOWLEDGEMENT

I wish to reckon the contribution of my supervisor Dr. Phillip Wambua who guided me throughout the research process. His articulation and attention to detail enabled me to reach this far in my work. I also wish to note the contribution of the department of peace studies led by the chair and the entire staff in the department for laying the foundation for this work. To my able research assistant Martin and the Principal P C E A Nanyuki Girls Secondary school for their immense support during data collection. Not forgetting the support and understanding I got from my dear family while I was away from home. Lastly to the almighty for his mercies and kindness that have enabled me reach this far knowing that it wasn't through my will but His.

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ABBREVIATIONS AND ACRONYMS

BATUK	British Army Training Unit Kenya
CCTV	Crossed Circuit Television
GOK	Government of Kenya
HRIMS	Human Resource Information Management System
ISIS	Islamic State in Iraq and Syria
KDF	Kenya Defence Forces
NACOSTI	National Commission for Science, Technology & Innovation
NFPA	National Fire Protection Agency
NPS	National Police Service
SDGs	Sustainable Development Goals
WHO	World Health Organization

OPERATIONAL DEFINATION OF TERMS

Security: Measures to protect against danger or loss to a person or a facility that is deemed as a possible target.

Security preparedness: Is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response. For the purpose of this study, it is usage of CCTV, Security service, Firefighting equipment and medical facilities.

Organization: Is a group of people with particular intent or purpose. May comprise business or government departments.

Organization operations: Ways by which a management creates the highest level of efficiency possible within a given organization. It deals with how organizations that may include business enterprises or institutions gets their things done. For the purpose of this study, it is the frequency of goods turnover, number of clients, rate of expansion and customer feedback.

Hard targets: Are well secured and guarded premises that defeats an adversary's efforts.

Soft targets: Places with high concentration of people and low degree of security against assault creating an attractive target especially for terrorists.

ABSTRACT

Organization operations and security preparedness are key to the success of any organization as there cannot be any meaningful development without them. The main objective of the study was to establish security preparedness and organizational operations in Laikipia County. The study specifically investigated how availability of closed-circuit televisions, security services, firefighting equipment and medical facilities contribute to organizational operations. The changing nature of contemporary threats at the global scene has necessitated organizations to view security holistically. With terror gangs changing their mode of operations and adopting tactics that were never envisaged before like turning to “soft targets” to achieve their goals calls for a paradigm shift in how organizations prepare to counter and to absorb any adverse after effects of terror attacks which are not going away any time soon. The study was anchored on securitization and social disorganization theories of study. Descriptive research was adopted in the study to identify how organizational operations are affected by security preparedness. The study targeted a population of one thousand one hundred respondents comprising of business owners, heads of institutions, security operatives and clients out of which a sample size of one hundred and ten respondents was selected. The study collected both primary and secondary data using semi-structured questionnaire and reviewed empirical and theoretical literatures respectively. The collected data was analyzed using Statistical Package for Social Sciences (SPSS) and presented in pie charts, bar charts and graphs. Pilot testing of the instruments was conducted to ascertain their reliability. Respondents were requested to freely give their views and a reassurance of confidentiality of the information they gave. The study findings indicated that there is a positive and important relationship between CCTV and organizational operations. Likewise, there was a positively significant correlation between security service personnel and organizational operations. The effect of firefighting equipment on organizational operations was moderate according to the study findings. Additionally, the study found out that the influence of medical facilities on organizational operations was moderate. Based on the study findings, it can be concluded that the four variables play a key role in security preparedness and organizational operations in Laikipia county and recommends an increase of CCTV coverage within Nanyuki, modernization of firefighting equipment, standardized operating procedures for security service providers and an evaluation of preparedness of medical facilities within Nanyuki town on the ability for mass casualty response.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Albert (1998) notes that there can be no pursuit of meaningful sustainable development in a situation marked by uncontrolled crime, because it breeds and accomplishes insecurity. Security preparedness for organizations continues to be a key determinant of organizations effectiveness in delivering their core mandates and functions. The Department of Homeland Security in the U.S notes that security preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response.

The phenomenon gained much credence following 11 Sept 2001 successful attack on the World Trade Centre in U.S by terrorists. Brevy, C. (2001) observed that 9/11 attacks did have a significant impact. They highlighted the country to the vulnerability of their own way of life. The attack brought to fore the vulnerability associated with weakly guarded 'soft' targets. Leidel, S. (2015) defines "soft" target as a person, who due to their actions and/ or a lack of a protective measure, is at the mercy of existing risks and thus represents an easy target. On the other hand, a "hard" target is a person who due to their actions and/or appropriate protective measure, is able to minimize existing risks and thus most likely represents an unattractive target. Originally, these two terms come from the military and relate to protected and unprotected targets. (Leidel, S. 2015).

Kalvach Z et al (2016) defines 'soft target' as places with high concentration of people and low degree of security against assault creating an attractive target especially for terrorist. On the contrary, the so called 'hard targets' are well secured and guarded premises. Examples of soft targets include schools, religious sites and places of worship, shopping centers, concert halls, entertainment venues, sporting arenas and stadiums when not guarded.

LaTourrette (2006) warned that amenities in which a large number of people are present and in high concentration such as office buildings, auditoriums, and shopping centers are attractive targets for terrorists. Entrepreneurs in such facilities are becoming increasingly concerned about their exposure to terrorist attacks and how they may reduce their risk.

It's factual that when terror gangs are cornered on their home turf, they try harder than ever to take revenge on their enemies abroad as happened on 11 Sep 2001 in United States. Contemporary threats from these radical groups can never be predicted hence the need for all organizations, be they business enterprises or institutions to always prepare for any eventuality. In October 2016, The Sun Newspaper in United Kingdom reported that there is a chilling new offensive by ISIS terrorists; propaganda in an ISIS publication urged jihadist's sympathizers to stage knife attacks in public places. In the directive called "just terror tactics", radical Islamists are urged to target victims who are strolling down quiet roads, enjoying time in public parks or moving through an alley close to a night club and then stab or slash them. One such incident happened in London Bridge attack on 3rd June 2017. Tom Pettifor and Jack Hardy writing for Daily Record noted that "Bound with black tape, the twelve-inch weapons which helped kill and maim revelers that Saturday were ceramic, possibly so that the murders could avoid detectors according to police.

Since the launch of Operation Linda Nchi in 2011, Kenya had witnessed 100 successful attacks by Al-Shabaab terror group by 2014. (Wafula, P, 2014). Notable ones include the first attack at little known down town bar in Nairobi by name of Mwaura's along Mfangano Street on 24 October 2011 as well as the Westgate terror attack which occurred on 21 Sep 2013. Several people have lost lives through the activities of the group through attacks in places of worship and on public transport vehicles. The Westgate mall, Garissa University and Dushit D2 attacks remains as the most daring attacks by the terror group. Following a successful attack at Garissa

University for instance, the terror group posted on its website observing that “no amount of precaution or safety measure will be able to guarantee your safety, thwart another attack or prevent another bloodbath. (Barnett, H. 2015). Such a statement is a serious call for security preparedness at all levels.

CCTV, firefighting equipment, security service personnel and well equipped and staffed medical facilities have the potential of mitigating security threats to a large extent. The four are key in enhancing security preparedness and ensuring that opportunistic chances that expose an organization to insecurity are neutralized and when it happens, an organization remains steadfast and resilient and is able to absorb the emanating shock.

Laikipia County is one of the 47 counties of Kenya lying on the Equator in the former Rift Valley province. It is a cosmopolitan county covering approximately 8,696 km². It has a population of 518,560 as per the 2019 census. (Kenya National Bureau of Statistics, 2019). Laikipia County has two major towns namely Nanyuki and Nyahururu. Nanyuki town lies along a class A2 road which is an international trunk road linking Ethiopia to the capital of Kenya Nairobi. It is a market town in Laikipia County lying North West of Mount Kenya and the terminus of the branch railway from Nairobi. It was founded by British settlers in 1907 some of whose descendants still live in and around the town. It boasts of a rich mix of people of different races, cultures and religious affiliation. Being the administrative center of Laikipia county, Nanyuki town has witnessed a rise in modern shopping malls, leisure lodges and big hotels which can be compounded to represent “soft targets”. Nyahururu town on the other hand came into being as a result of the Thomson water falls which is a key tourist attraction. It is an agricultural town trading in fresh farm produce and dairy. (Kenya Information Guide, 2017)

Small arms are easily available in Laikipia County. One resident of Baringo County when asked who sells them the guns replied that the arms are usually trafficked into the town of Rumuruti in

bordering Laikipia County by traders who come to buy cattle at the market. (Langat, A, 2016). In addition, a government report in 2016 noted that the more than 600,000 illegal firearms circulating in the country were prevalent among pastoralists in the highland plains, who acquire the arms due to, among many reasons, conflict over resources. (Dahir, A. L, 2017). Nanyuki town is close to Isiolo County which is believed to be a major source of radicalized youth who join Al-Shabaab. A report by Regional News Service in 2015 observed that an estimated 200 under age kids reported missing since 2014 were assumed to have crossed over to Somalia. Laikipia County has of recent continued to experience insecurity brought about by raiders and cattle rustlers. Probability of lone terrorists staging attacks inside shopping malls, social gatherings, schools, hospitals, market centers or other vulnerable and crowded places is not farfetched.

1.2 Statement of the Problem

Terrorists have shown the intent and ability to strike at the most vulnerable points with their successful planning and carrying out attacks on Westgate, Garissa University and Dusit D2 hotel, and the inability of Kenyan forces to coordinate a serious rescue mission. The question in every security conscious person should be where next and how prepared are the county governments in case of a terror attack?

A lot of research has been done on the impact of terror attacks on the economy, the impact on social, political and environmental spheres. Previous researches have not addressed the impact of security preparedness and organizational operations and how counties are prepared to face the phenomenon. So far little has been done to establish the security preparedness and organizational operations of Nanyuki town in Laikipia County was it to face anything similar or close to the Westgate and Garissa University terror attacks. This study was conducted to investigate security preparedness and organizational operations in Laikipia County.

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to establish security preparedness and organizational operations in Laikipia County.

1.3.2 Specific objectives

- (i) To find out the effect of CCTV on organizational operations in Laikipia County.
- (ii) To establish how security service personnel influence organizational operations in Laikipia County.
- (iii) To determine the effect of firefighting equipment on organizational operations in Laikipia County.
- (iv) To investigate how medical facilities influence organizational operations in Laikipia County

1.4 Research questions

- (i) What are the effects of CCTV on organizational operations in Laikipia County?
- (ii) How do security service personnel influence organizational operations in Laikipia County?
- (iii) Do firefighting equipment have any effect on organizational operations in Laikipia County?
- (iv) How do medical facilities influence organizational operations in Laikipia County?

1.5 Significance of the study

Security remains a key pillar to any country's development. Majority of Kenya's devolved units face serious challenges in addressing security issues facing their counties. This has prompted the need to check on preparedness by county governments to face or mitigate against security threats that may interfere with the day-to-day operations of organizations within their counties. This study will endeavor to assess the security preparedness and organizational operations in Laikipia County. The study is of great significance to security agencies, business proprietors, the residents

who are also the customers who patron these business premises, the government and policy makers at large and academicians who would like to pursue further studies in this line of study. The information generated will be vital in checking the level of preparedness based on previous terror events. Further, the study will highlight breaches in security procedures encountered and suggest ways of overcoming them.

Besides these benefits, the study will add to the existing body of knowledge on security preparedness. The study will augment literature review for future researchers in this field.

1.6 Scope of the study

The study was carried out within Nanyuki in Laikipia County being the county headquarters and boasting of a mixed population drawn from various corners of the nation and other nationalities that include descendants of British colonists and the BATUK camp that is located within the environs of Nanyuki town. These two may present a lucrative target for any terror operative which can be attributed to the fact that terrorists thrive on publicity and any attack on a foreigner of white descent may attract a lot of international media attention.

1.7 Limitation of the study

Laikipia County is expansive. It is therefore impractical to claim that one can study it in whole. The study was thus limited by the fact that only a small portion of the entire county was studied. To overcome this, an inference of the findings was done for the rest of the county.

An organizations security measures are not open to public scrutiny. Some measures are covert hence may not be readily revealed for instance hidden cameras. The study made it known to the respondents that the information they gave will be treated with utmost confidentiality and the fact that it will only be used for academic purposes.

Being home to a number of military bases and the largest BATUK camp in the country, majority of the inhabitants are assumed to be security conscious hence may not have behaved naturally as

is expected in other places that have not witnessed terror threats. Presence of too many uniformed men and women within the town and its environs creates an inherent sense of security to the inhabitants. Hence, the study was not able to completely bring out a true picture of people behaving naturally. To address this, the study endeavored to draw findings by randomly sampling its respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical review, empirical review and the conceptual framework. Mugenda and Mugenda (2003) notes that the purpose of literature review is to help the researcher to avoid unnecessary and unintentional duplication of work; form a basis within which the research findings are to be interpreted; and demonstrates the researcher's familiarity with the existing body of knowledge.

The study investigated security preparedness and organizational operations in Laikipia County. This chapter built on literature related to the study which formed the basis for the development of the conceptual framework model. Specifically, literatures related to terror attacks and organization preparedness was reviewed. Next, theoretical underpinnings that formed the basis of the study were put forward together with theoretical (conceptual) framework.

2.1 Theoretical Review

This study was guided by the securitization theory of security studies and social disorganization theory to explain the twin aspects of security preparedness and organizational operations in Laikipia County. Their applicability to the study was pegged on the fact that they both deal with security and threats.

2.1.1 Securitization Theory

Securitization theory emerged in 1990s and from then on, it has become the principal critical approach to the study of security. Securitization, as a concept, originated from the writings of Ole Wæver. *Security: A New Framework for Analysis* (Buzan, Waever and Wilde, 1998) which is identified as the key foundational text in securitization studies. According to Buzan et al., (1998), securitization is an inter-subjective establishment of an existential threat, which demands urgent and immediate attention, as well as the use of extraordinary measures to counter the

threat. Whether or not something is considered a security issue depends on the subjective understanding of security on the part of these actors and the context in which they decide to represent an issue as such. (Sethi, S. 2015). Waever (1995, p. 55) argues that nothing is a security issue by itself rather it is an issue that only becomes a security issue if someone labels it as such. A securitized issue is always given more priority. 'It is by labelling something a security issue that it becomes one'. (Weaver, 2004, p. 15). By stating that a particular referent object is threatened in its existence, a securitizing actor claims a right to extraordinary measures to ensure the referent objects survival. Major limitation of securitization theory in explaining the meaning of security is that it doesn't explore the reasons why an actor decides to treat something as a security issue. (MacDonald 2008, p. 570-1). In our contemporary world, every aspect of our live has been securitized. Whether it's a social gathering, worship, shopping in a mall or visit to a hospital, one has to go through security checks a thing that was not envisaged before. This theory is important in this study as it will assert the contemporary societal view of all aspects from a security perspective something that was not common a couple of years ago.

2.1.2 Social Disorganization Theory

Shaw and Mackay (1942, p. 129) states that Social Disorganization theory focuses on the development of high insecurity areas in which there is a disintegration of conventional values caused by rapid industrialization, increased immigration and urbanization. Crime is seen as a product of uneven development in society, with change and conflict which affects the behaviors within it. Social organization exists when there is a high degree of internal attachment to individual and institutions in a community. The unit consists of agreement about goals that are worth striving for and how to behave and how not to behave. Social disorganization theory explains why a given group in a society might turn their anger and frustrations against another group in the same society. In the wider Laikipia County, this has been the norm with armed

pastoralists invading and carrying out wanton destruction of private property and lives leading to erstwhile thriving tourist destination unreachable.

2.2 Empirical Review

2.2.1 CCTV and Organizational Operations

Department of Homeland Security in U.S notes that CCTVs have various usages which include keeping property safe, providing cost-effective method of monitoring locations, providing archived video coverage for investigations and deterring against future crime attacks. Security is fundamentally important across all walks of life. It ensures that the overall safety and possessions of all individuals are comprehensively protected. (Cruz, 2015). CCTV are used to obtain real time and recorded visual information around facilities. With improved technology, the CCTV cameras can stream real time videos to computer monitors that can ensure an all round the clock coverage hence acting as a deterrence to would be perpetrators of crime. Richard Nyaga, the Chair of Kenya Alliance of Residents Association (KARA), had set the ball rolling by observing that addressing the current security challenges in Kenya requires a multi-faceted approach, given the fact that the nature of crime is increasingly becoming complex and that the use of technology in finding solutions to insecurity cannot therefore be overemphasized. Much as CCTV have revolutionized crime scene management, they too have their downside. They sometimes provide a false sense of security. Workplace surveillance cameras are great tools to increase safety, but they are not a replacement for the vigilance of employees and any security personnel. If organizations implement video surveillance without actually monitoring them or taking other protective measures, they still leave themselves at risk for security breaches. Whereas technology cannot be an end in itself, its role in combating modern insecurity cannot be ignored.

2.2.2 Security service personnel and organizational operations

They form the bedrock for any security undertaking. The human element in security provision is a key factor that determines if things go right or wrong. The most critical thing to security services is intelligence gathering and sharing. Griff and Morris (2015) notes the following on the flaw by security services that led to Paris attacks that claimed over 130 lives; “there is little intelligence-sharing across Europe, despite the continent’s open borders. Intelligence services prefer to cooperate on a bilateral basis with favored partners, rather than distribute information across a 28-member bloc. Even after the attacks, analysts say, that’s unlikely to change at a time when terrorism, migration and debt are pulling E.U. members apart rather than bringing them together”.

The lesson we are learning is that terrorists are still more and more likely to attack unprotected places where people congregate, regardless of whether there is or is not a political, religious or other symbolic pretext (i.e. the soft targets). The challenge for the State is that there are innumerable soft target areas. State agencies and public administration will never have the capacity to provide sufficient security for all possible locations. For this reason, the security measures adopted by soft targets themselves are becoming an increasingly significant component of public security. Terrorists are most likely aware of the loopholes in Kenya’s security system, and are keen to exploit them. Corruption, poor anti-terror strategies, entrenched impunity and poor coordination among security agencies have emboldened terrorists to continue executing their evil plans on Kenyan soil. Musau, N. (2014) observes that the parliamentary report rejected by the national assembly on Westgate attack noted that despite numerous terror attacks in the country in the past, the security forces level of preparedness to deal with the situation had largely remained low. This was however dispelled following reports after Dusit D2 terror attacks where Musoma, A. L (2021) noted that Dusit D2 attack had many positive response outcomes. The fast

response showed that the country had put in place-responsive counterterrorism strategies. Policies for proper inter-agency cooperation had also been well implemented.

While many other functions were devolved to county government following the passing of the 2010 constitution, security still remains under the ambit of the national government. The devolved systems still struggle with myriad of many other challenges that has led to the relegation of security, it being under the national government. Still resources available at the level of the national government are not adequate to cater for sundry security challenges the county governments face. After Garissa University terror attack for instance, the U.S government warned of possible attacks “throughout Kenya in the near term”. (Methu, S. 2015). This has come to pass as terrorists continue to capitalize on gaps in our security structure. Security providers range from private contracted security agencies to state security agencies working towards a common goal of providing the critical service. Some countries have moved ahead and armed their private security agencies to compliment the state security services under strict regulations. They include Uganda, Morocco and Canada. In Kenya, the Private Sector Regulation Bill 2010 aimed at allowing guards to carry firearms but did not see the right of the day due to inadequate regulations for the private sector that was deemed a prerequisite to allowing guards carry firearms. (Juma, V. 2010)

2.2.3. Firefighting equipment and organizational operations

Firefighting departments are anchored on their ability to prevent, protect and respond to natural and man-made disasters and other emergencies. Fire Department of New York (FDNY, 2008) identified its core competencies as fire suppression, pre-hospital emergency medical care, structural evacuation, search and rescue, arson investigation amongst other key undertakings — all of which it characterized as response-oriented.

Many of the core competencies that fire departments draw on in responding to, mitigating, and preventing natural or man-made disasters can be directed toward preventing terrorist incidents. In any emergency situation, Firefighters and police are regarded as the first respondents. Availability of well-trained personnel and serviceable firefighting equipment is very critical in the ability of a given state to conduct a quick response. That notwithstanding, it gives a population the confidence that in case of a disaster that requires the services of the firefighters, help will be forthcoming.

2.2.4 Medical facilities and organizational operations

It's a vital element in any security preparedness setup. Following Sep 9/11 terror attack in U.S, Mantell (2011) noted "we do not have the capability we would need to treat the hundreds or thousands of patients that would require medical attention as a result of a large-scale chemical, biological, radiological, nuclear or high yielding explosive event". Availability of well managed and staffed medical facilities is critical in security preparedness. It ensures a fallback position for would be victims of breach of security. Increasing defense against primary and secondary attacks, enhancing coordination with law enforcement and other outside security agencies and conducting more frequent and realistic lockdown exercises is vital for medical facilities. (Altshuler, A. 2016).

2.3 Security preparedness and organizational operations

Contemporary security challenges call for serious measures that aims at ensuring breach of security does not occur or where it occurs, measures are taken to mitigate against the adverse effects brought about by the same. Since organizations are keen in ensuring smooth running of their day to day functions, there has been need to ensure enough time is set aside to instill conformity to set security preparedness standards. These programs ultimately ensure that broad issues touching on security preparedness for any eventuality are covered. But, how would organizations benefit from security preparedness? The benefits of security preparedness are

insurmountable. From frisking and scanning at the entrance into a facility, to continuous monitoring by hidden cameras inside the facility, an individual feels the inherent security and the added comfort to do their businesses. It also creates a tradeoff between personal security and public good. For instance, not everyone feels safe being monitored from one point to another. But for the good of all, it has become necessary to monitor each and everything a person does inside all major social gatherings. Security preparedness is a multispectral discipline. It starts from an individual, community to government and private agencies all working towards achieving the common good that ensures human survival and progress. Where security is elusive, all other societal ills come in hence, it is an issue that should be looked at holistically by all players to ensure organizations that thrive where security pervades progress for common good of their clients and the public at large. Kathleen, L. K (2017) notes that in order to ensure the safety and security of an organization's personnel, a Chief Security Officer (CSO) must be able to identify, assess and develop appropriate responses to a wide range of potential and actual threats as they evolve in real time. Resilience of organization is critical as it ensures that organizations anticipate, prevent and prepare for and respond to a disruptive incident hence ensuring its survival. Security preparedness remains a key element for the posterity of any organization and its operations.

2.4 Summary of research gaps

Studies have been conducted on how security or lack of it impacts on development. Retter et al (2020) notes that in a context of globalization and further economic integration in recent decades, the relationship between the economy and national security has become increasingly interlinked. A further elaboration can be done by comparing economic development between a state that has enjoyed relative peace and one ravaged by wars. A clear distinction emerges. Economic development derives from and drives security. (Kadri, A. 2018). Previous studies have come up with empirical deductions on how security and development are intertwined and how

difficult it is to separate the two. Kenya as a country has realized the importance of devolved units in meeting its development goals and bettering the lives of the common citizens. Limited studies have so far been conducted to link organizational operations to security preparedness in any of the 47 counties in Kenya. The central government devolved a couple of its functions to the devolved units. Security was not one of the functions. Hence it has become worthy to study how the county governments are prepared on security matters and its effects on day to day running of affairs. The gaps to be filled are security preparedness and organizational operations in Laikipia County.

Security preparedness can broadly be linked to availability of CCTV, Security service personnel, Medical facilities and firefighting equipment. While studies may have been conducted elsewhere outside this country on the influence of the above on security preparedness, it is important to test the same variables on security preparedness and organizational operations in Laikipia County.

2.5 Conceptual Framework

The figure below represents a summary of major variables of the study which consist of security preparedness as the independent variable and organization operations as the dependent variable. Security preparedness in this study is measured by CCTV, security personnel, firefighting equipment and medical facilities while organizational operations are measured by frequency of goods/ supplies turnover, number of clients, rate of expansion and customer feedback with intervening variables comprising of motivation, technical knowledge and resilience.

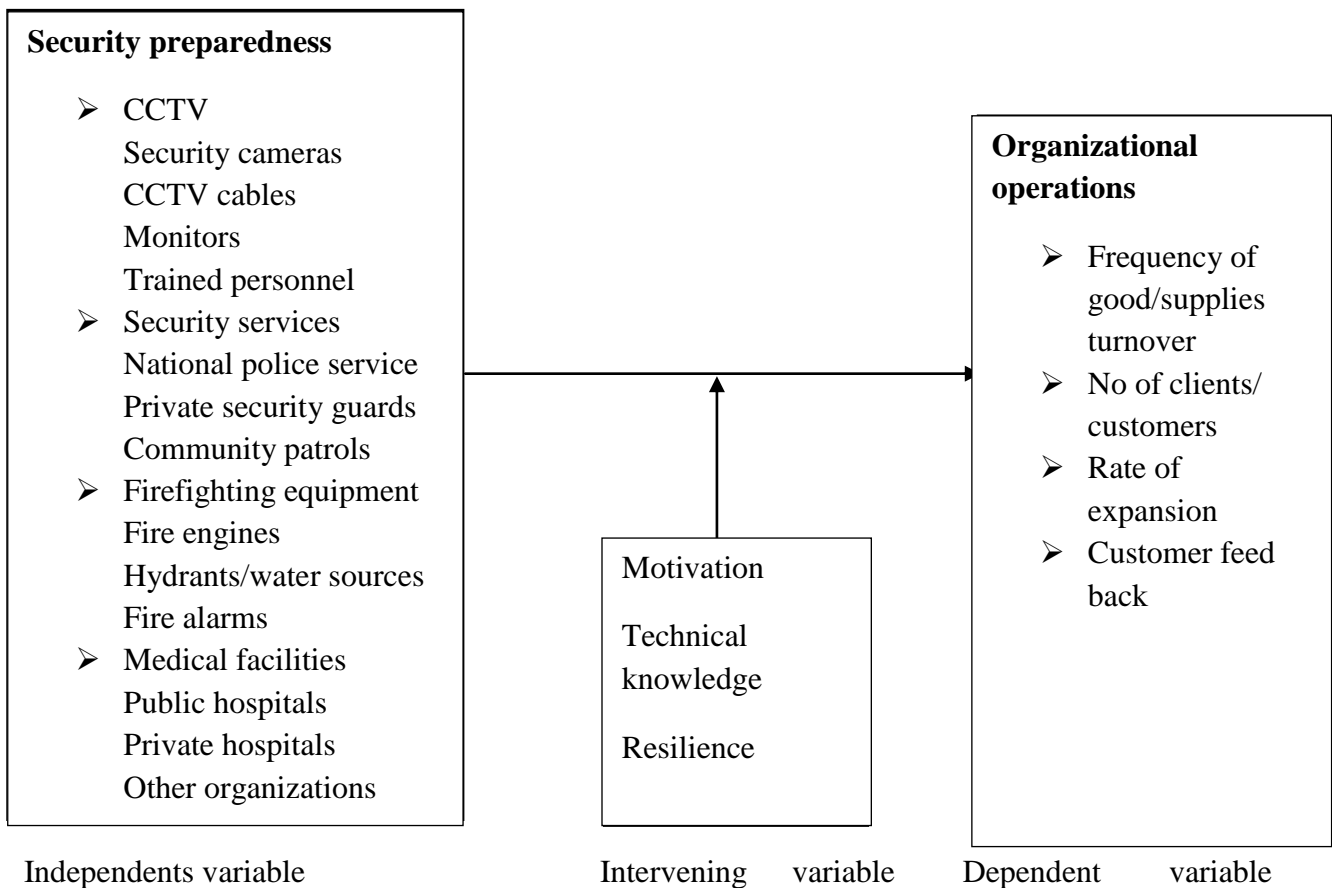


Figure 2.1: Conceptual Framework. Source (Author 2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter presents the research design, target population, sample and sampling techniques, research instruments, validity and reliability of research instruments, data collection procedures and ethical procedures.

3.1 Research Design

Descriptive research design was adopted for this study. It is a formal objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. (Burns and Grove, 1993). This approach has been used by many researchers with good results; (Sunday, A. 2005). This design was deemed suitable to meet the objective of the study namely to investigate security preparedness and organizational operations in Laikipia County.

3.2 Target population

Target populations for this study were the residents of Nanyuki town, business premises and owners and institutions within Nanyuki in Laikipia County. The target population for this study was 1100 based on the institutions that were selected randomly.

The table below shows the organization/institution and the target population used relative to the total number of users.

Table 3.1. Target population

Organization type	Total number of organizations	Target population
Hotels	12	300
Shopping Malls	2	400
Learning Institutions	3	200
Medical Facilities	2	200
Total	19	1100

Source: HRIMS (2019)

3.3 Sampling design and sample size

Two medical facilities, two shopping malls, two learning institutions and three hotels were used for the study. They were selected randomly based on how they stood out in their strata. Mugenda & Mugenda (1999) suggest that one may use a sample size of at least 10 per cent, but for better, more representative results, a higher percentage is better. Consequently, the research had a sample size of 110 respondents.

Table 3.2. Sampling design and sample size

Organization type	Total number of organizations	Target population	Sample size
Hotels	12	300	30
Shopping Malls	2	400	40
Learning Institutions	3	200	20
Medical Facilities	2	200	20
Total	19	1100	110

Source: HRIMS (2019).

3.4 Data Collection instruments

This study used descriptive research design in order to gather data with self-administered questionnaires having structured and semi-structured questions. Questionnaires are manageable to administer to respondents that are scattered over a large area. (Mulusa, 1988). Interview schedules were also used to gather primary data. The researcher administered the questionnaires via drop and pick method. This approach was expected to enhance dependability, accuracy, clarity and adequacy of the administered instruments. (Mugenda & Mugenda, 1999).

3.5 Validity and Reliability of the instruments

3.5.1 Validity of research instruments

Validity refers to the accuracy and meaningfulness of inference, which are based on research results. It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. (Mugenda & Mugenda, 1999). The information on the research instrument was cross checked, inspected and scrutinized to ensure accuracy, relevance, completeness, consistency and uniformity of the collected data by the supervisor.

3.5.2 Reliability of research instruments

Is the measure of degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 1999). To avoid errors and improve reliability, accurate coding was ensured and interviewer's bias was discouraged. This was tested through Cronbach alpha statistic and level 0.7 was considered as the most appropriate.

3.6 Data collection procedures

Data was collected using questionnaires which carried both open ended and closed ended questions. Face to face interviews was also used. With the help of two research assistants, the researcher administered the questionnaire through drop and pick method which enhanced dependability, accuracy, clarity and accuracy of the administered instruments. The researcher first got the introductory letter from Kenyatta University, NACOSTI and Laikipia County Headquarters to facilitate data collection.

3.7 Data analysis and presentation

The researcher examined all the questionnaires for completeness and consistency, and then categorized all the items before coding. The collected data was analyzed using SPSS (Statistical Package for Social Sciences). It was presented in pie charts, bar charts and graphs. Descriptive statistics such as mean, mode, median were used. As for qualitative data, various relationships

between variables were identified and the main themes derived and then summarized into short notes including quotations from key respondents, while quantitative data was used to analyze the relationship of the independent variables to the dependent variables using the regression equation shown below:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

Where

Y = Organization operations

a = Constant

b₁ = Coefficient

x₁ = CCTV

x₂ = Security services

x₃ = Firefighting equipment

x₄ = Medical facilities

e = Error

3.8 Ethical considerations

In reference to this, permission to carry out the study was sought from relevant authorities before the actual data collection process. An informed consent was sought from all the respondents and verbal reassurance that the information acquired from the respondents would only be used for the purpose of the study. The respondents were given full and detailed explanation of the study. The respondents were also made aware of voluntary participation and that confidentiality of their responses would be guaranteed by not using their names and that no victimization should they decline to respond.

CHAPTER FOUR

FINDINGS PRESENTATIONS AND DATA ANALYSIS

This section presents the strategies that were applied to carry out the study. It gives a description of the study site, response rate, reliability test and the study findings.

4.1 Study Setting

The study was conducted in Nanyuki town in Laikipia County. The targeted population were residents of Nanyuki town, business premises and owners and institutions within Nanyuki in Laikipia County.

4.2 Response Rate

The research administered 110 questionnaires to persons living or working within Nanyuki town in Laikipia County who had been sampled by the researcher. A total of 110 respondents responded representing 100% return rate.

4.3 Reliability Test

The researcher conducted a Cronbach's alpha reliability test for reliability. This is a measure for internal consistency. Moreover, it is a measure of scale reliability. The study results for Cronbach's alpha indicated a 0.84925 which is way above the minimum acceptable level of 0.70 as used in social sciences. This value (0.84925) implies that the instrument used measures the same construct as it has a high internal consistency as shown in table 4.1 below.

Table: 4.1: Cronbach's alpha reliability test of internal consistency.

Variable	Cronbach's alpha	Number of items
CCTV	0.893	5
Security Service Personnel	0.763	5
Fire Fighting Equipment	0.952	5
Equipment Medical Facilities	0.789	5
Average	0.84925	5

4.4 Demographic Findings

A total of 110 respondents participated in the survey of which 61 (55%) were male whereas 49 (45%) were female. Of the total respondents 64 (58%) had their highest level of education as Undergraduate level whereas only 2 (2%) had Primary education level. Larger portion of them were aged between 19-36 years represented by 84 (74.6%). The details were broken down as follows.

4.4.1 Respondents Gender

The frequency table below depicts the distribution of the respondents in terms of gender. From the table, it can be deduced that the majority of the respondents were male (55%) as compared to their female counterparts (45%) an indication of traditional society gender biasness or a possibility of the unwillingness of the female not comfortable discussing matters security that has for long been a male domain.

Table 4.2 Respondents gender

Gender	Frequency (N=110)	Percentage (%)
Male	61	55.0
Female	49	45.0
Total	110	100.0

Source: Field survey (2019)

4.4.2 Respondents Education Levels

On literacy levels, a majority of the respondents had their highest level of education at undergraduate level which clearly indicates that the governments' campaign to raise literacy levels is bearing fruits even in Laikipia County. Equally important was the fact that majority of the respondents could read and interpret the questions with ease with minimal assistance from the researcher a factor that helped save on time.

Table 4.3 Respondents Educational Levels

Level of Education	Frequency (N=110)	Percentage (%)
Primary	2	1.8
Secondary	36	32.7
Undergraduate	64	58.2
Masters	8	7.3
Total	110	100

Source: Field Survey (2019)

4.4.3 Respondents Age

A bigger portion of the study population was in the age bracket of 19-36. Data from Kenya Bureau of Statics (KBS) indicates that population in the country is concentrated between the age of 15-24 (19.5%) and 25-54 (33.91%). (Kenya Age Structure, 2018). This is a clear representation of the national figures of age distribution. Further, Nanyuki town being an urban town replicates the national picture of youthful generation moving to urban areas in search of jobs to uplift their living standards.

Table 4.4 Respondents Age

Age	Frequency (N=110)	Percentage (%)
0-18	1	0.9
19-36	84	76.4
37-54	24	21.8
Beyond 54	1	0.9
Total	110	100

Source: Field Survey (2013)

4.4.4 Respondents Domicile

Majority of the respondents 99.1% (109) were residents of Nanyuki town while 0.9% (1) were non-residents. Whereas the researcher did not discriminate the respondents on area of residence, majority of the respondents who were residents seemed to have an upper hand in tackling the questions pertaining to organizational operations in Nanyuki town vis a vis the key variables of the study.

Table 4.5 Respondents Domicile

Resident	Frequency (N=110)	Percentage (%)
Yes	109	99.1
No	1	0.9
Total	110	100

Source: Field Survey (2019)

4.4.5 Respondents length of stay in Laikipia

On length of stay, majority of the respondents had stayed within Laikipia County for more than five years 46.4% (51), 3-5 years 16.4% (18), 1-3 years 20.9% (23) and 3 months -1 year 15.5% (17). The research targeted those who had stayed in Nanyuki town Laikipia County for an extended period of at least three (3) months and beyond. For a minimum of three months, an individual can comfortably decipher his or her surrounding environment (not scientific) hence the study's requirement for a stay period of at least three months. The longer the respondents had stayed within Laikipia County, the better they were in grasping much of what the researcher was interested in. The results of the study indicated that a majority of the respondents had stayed in Laikipia County for periods longer than five years, a common phenomenon with a majority of the Kenyan populace where people tend to stick within their areas of domicile as long as there are enough resources to cater for their needs.

Table 4.6 Demographics by length of stay in Laikipia

Length of Stay	Frequency (N=110)	Percentage (%)
3 Months – 1 yr	17	15.5
1-3 yrs	23	20.9
3-5 yrs	18	16.4
More than 5 yrs	51	46.4
Total	109	99.1
Missing	1	0.9
Total	110	100

Source: Field Survey (2019)

4.4.6 Respondents occupation

By occupation, 30.9% (34) of the respondents were not engaged in gainful undertakings while a bulk of the respondents 69.1% (76) comprised a segment of population that was engaged gainfully. The study's findings on occupation were fairly encouraging with a large proportion of respondents engaging in profitable undertakings. From informal business set ups in jua kali, hawking and market stalls commonly referred to as vibanda to large complex malls strategically located within Nanyuki town ensured majority of Nanyuki town residents remain occupied. Majority of the thirty percent of the respondents who replied that they were not employed may have misunderstood the researcher's question on occupation to mean being in a white-collar employment which is not what the researcher intended to mean. As such, the figure may still go down as the researcher noted a high level of engagements within the town including the large number of boda-boda riders.

Table 4.7 Demography by occupation

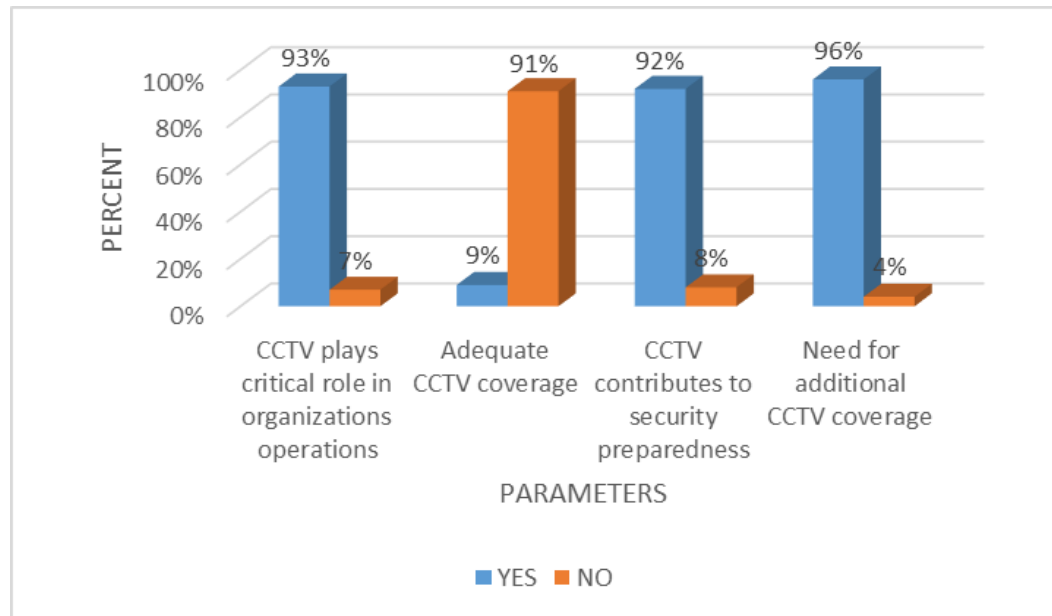
Occupation	Frequency	Percent
Unemployed	34	30.9
Accountant	2	1.8
Administrator	2	1.8
Assistant manager	1	0.9
Business person	22	20.0
Clerk	2	1.8
Clinical pharmacist	1	0.9
Customer care	1	0.9
Director	1	0.9
Doctor	3	2.7
Farmer	4	3.6
H.R	2	1.8
Self employed	4	3.6
Manager	3	2.7
Masonry	1	0.9
Mechanic	1	0.9
Nurse	3	2.7
Pastor	2	1.8
Pharm technician	1	0.9
Procurement officer	1	0.9
Receptionist	2	1.8
Red cross volunteer	1	0.9
Secretary	1	0.9
Security	5	4.5
Student	5	4.5
Teacher	3	2.7
Tutor	2	1.8
Total	110	100.0

Source: Field Survey (2019)

4.5 Descriptive Findings

4.5.1 CCTVs and Organizational Operations

Figure 4.1 Respondents Views on CCTV



Source: Field Survey (2019)

4.5.1.1 CCTV Role in Organizational Operations

CCTV plays a critical role in organizations operations. This is according to the views of the respondents who were contended that its role is in advancement of security preparedness of an organization. 93% (102) of the respondents were in agreement that its role shouldn't be neglected and viewed it as critical as opposed to the 7% (8) who were of contrary opinion. In a study conducted in South Korea in 2012, the results showed that the crime prevention effects of the CCTV were significant. The number of robberies and thefts in the areas with CCTV installed reduced by 47.4%, while the areas without CCTV showed practically no change in the number of crimes. Park et al (2012).

4.5.1.2 Adequate CCTV Coverage

CCTV coverage is inadequate in Nanyuki town according to 91% (100) of the total respondents. Only 9% (10) were satisfied with the current CCTV coverage in the town. CCTV cameras are installed for 3D purposes (detection, deterrence and deniability/ defeatability) to unravel a

criminal act about to happen or happening, to prevent the criminal act from happening or continuing and to help apprehend the culprits. (Ng'ang'a, K, 2019). Alors, S and Michael, Z (2013) observes that crime reduction benefit of CCTV extend beyond the areas directly monitored by cameras (referred to as a “diffusion of benefits”). This can happen if potential offenders are aware of the presence of CCTV but unaware of its capabilities or the covered range.

4.5.1.3 Contribution of CCTV to Organizational Operations

92% (101) acknowledged that CCTV contributes to security preparedness in an organization as opposed to 8% (9) who were of a different view. The multiplier effect of CCTV helps keep an eye and record of activities within an organization. This in effect heightens their deterrence effect hence enhancing security preparedness and organizational operations. Rather than attempting to tackle crime by investing in the treatment and rehabilitation of offenders, Cohen (1985,150) notes that the discourse of “new behaviorism” of which CCTV surveillance is part, is less interested in the causes of crime rather than with the more modest aim of “changing behavior sequences”. Arising from this it can be affirmed that if CCTV “works” by reducing crime, it works at the level of deterrence and not at the level of causation. That notwithstanding, CCTVs have been cited for promoting a false sense of security leading citizens to take fewer precautions. The above evidence presupposes that CCTV plays their intended role in security preparedness and organizational operations. But that has not always been the case. At times, targets under camera surveillance might become more and not less attractive if terrorist aspire media. (Alors, S and Michael, Z. 2013). In such instances, the effectiveness of CCTVs will be counterproductive.

4.5.1.4 Need for Additional CCTV Coverage

96% (106) of the respondents were of the opinion of a need for additional coverage of CCTV in Nanyuki town as a partly figure of 4% (4) saw no importance of additional coverage. CCTV offers permanent, exhaustive and omnipresent surveillance whenever installed. They have a multiplier effect to other security parameters put in place bringing forth an integrated security solution to organizational operations. The draft National CCTV Policy observes that the increased level of crime in public places has necessitated various institutions and individuals, both public and private, to use CCTV as a tool to address security challenges. That a majority of respondents opines that there is need for additional CCTV coverage in Nanyuki town is a surprise. Increasing CCTV coverage within Nanyuki town will in essence ensure that residents demonstrate positive response to safer environment that offer additional security to their family and friends while enhancing organizational operations. Commenting on the draft policy, Centre for Intellectual Property and Information Technology Law (CIPIT) notes that given the disparity between different businesses in the country, it may not be possible for many to meet the compliance cost of installing and maintaining CCTV's in their premises- nor equitable to require them to. This may require the County of Laikipia to come up with legal frameworks that encourages installation of CCTV's within Nanyuki town to meet the call of the residents for increased CCTV coverage within the town. For instance, the County government may lobby the national government to waive duty for imported CCTV's and appliances, exempt premises that have installed CCTV's from some taxations or collaborate with business owners in installing CCTV's within the town.

Table 4.8 Contribution of CCTV to organizational operations.

	Agree	Neutral	Disagree
CCTV's have an effect on organization operations	83%	7%	10%
Reduced chances of insecurity	86%	6%	8%
Increased organization operations	72%	18%	10%
Deter would be offenders	53%	22%	25%
Enhanced confidence of residents	58%	15%	27%
CCTV is a critical tool in countering modern crimes	75%	10%	15%
Need to make it mandatory for organizations to have CCTV coverage	86%	8%	6%

Source: Field Survey (2019)

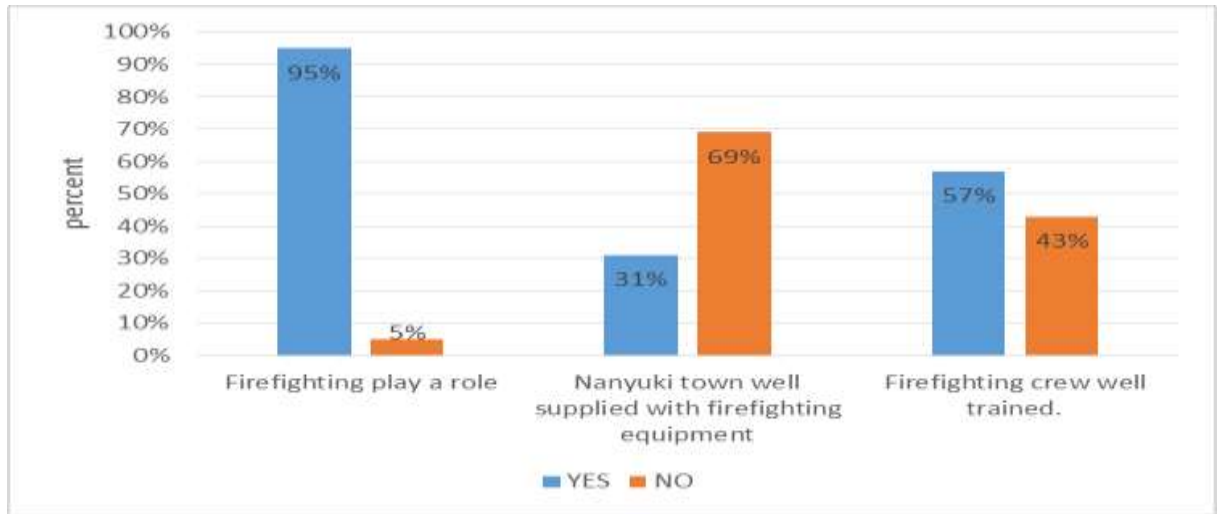
Eighty three percent 83% (91) agreed that CCTV have an effect on organizations operations. This is in contrast to 10% (11) who do not believe that they have any effect. CCTV has reduced chances of insecurity, increased organizations operations, deterred would be offenders and enhanced confidence of residents of Nanyuki town according to the respondents.

CCTV is a critical tool in countering and combating modern crimes according to 75% (83) of the respondents and hence a dire need to make it mandatory for organizations to have CCTV coverage which was collaborated by 86% (95) of the respondents.

Okere, S (2012) recommends that building designs should be designed to incorporate the use of CCTV especially the canopies at the entrance of buildings and the design of the pedestrian pathways to effectively monitor these spaces. This, if captured within the town bylaws will ensure compliance as a minimum requirement for approval of new buildings and the existing ones. Additionally, one of the policy directives of the draft National Policy on CCTV is for the owners/operators to provide reasonable access, connection, linkage and integration mechanism on CCTV systems to security agencies. This will ultimately enhance organizational operations.

4.5.2 Fire Fighting Equipment and Organizational Operations

Figure 4.2 Respondents views on firefighting equipment



Source: Field Survey (2019)

4.5.2.1 Firefighting Equipment Roles in Organizational Operations

Ninety-five 95% (105) of the respondents stated that firefighting equipment are necessary towards security preparedness and organizational operations. This was contrary to 5% (5) who were of a differing opinion. The role that firefighting plays in security preparedness and organizational operations is immense and should never be given superficial attention. Government of Kenya (2014) notes that the situation in Kenya is that between the year 2010 and 2014, more than one hundred fire incidents involving public buildings from across the country in which property of immense value was destroyed were reported to the ministry/state department of public works. The figure may not represent the actual figures because several fire incidents go unreported. As such, organizations stand to reap much by having serviceable and well supplied firefighting equipment within their reach whenever there is a fire incident outbreak.

4.5.2.2 Supply of Firefighting equipment within Nanyuki Town

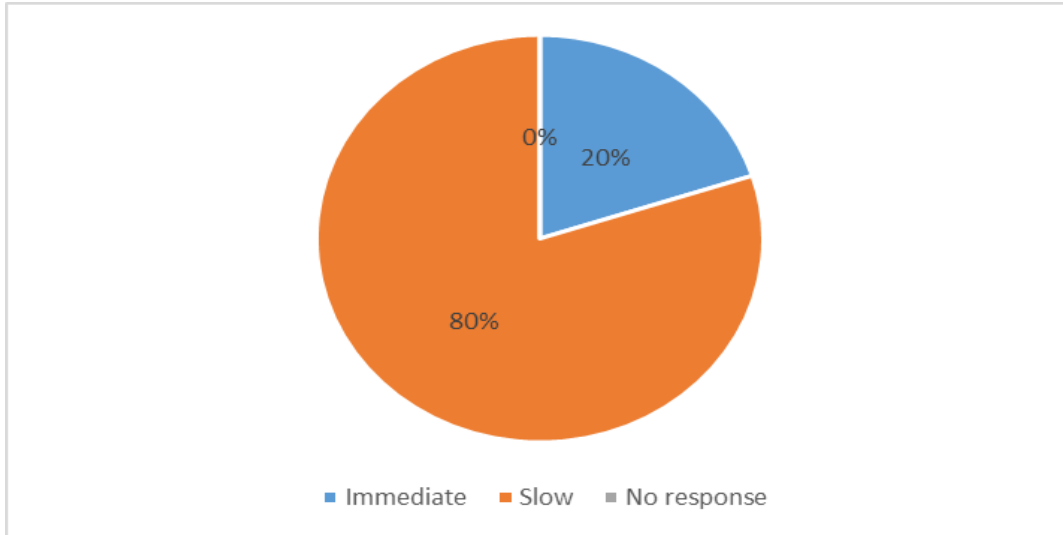
Sixty nine percent 69% (76) of the respondents felt that Nanyuki town does not have an adequate supply of firefighting equipment while 31% (34) were satisfied with the available equipment. Menya, A. L (2016) notes that Kenya has no comprehensive fire disaster management policy. The draft national disaster management policy does not comprehensively cover fire disasters. This is a critical omission that does not do any good to efforts of establishing serious fire departments within counties that can counter any terror related incident. Availability of adequate firefighting equipment and well-trained firefighting crew is an important advantage to organizational operations. Unlike other major towns, Nanyuki town has an advantage being situated at the midst of several military barracks in addition to the BATUK camp that can equally respond to fire incidents using their specialized fire equipment. This particularly enhances organization operations.

4.5.2.3 Fire-fighting Crew Training

Firefighters are believed to be well trained by 57% (63) of the respondents while only 43 % (47) agree that they are not well trained. Cote (2003) notes that it is imperative that all fire service personnel are fully qualified and capable of efficiently performing the wide range of service necessary to protect life and property. Ability to assemble a well organized and trained fire crew contributes immensely to containment of fire outbreak incident. Firefighting training is an area that needs a multi sectoral approach since the basic techniques needs to be imparted to citizens at a much earlier stage probably to be included in the curriculum for primary school goers. The problem with many fire departments country wide has been the recycling of old guards to fire departments possibly the reasons 43% of the residents feel that the crew are not well trained. Hence there is need to inject fresh and energetic young men and women in fire departments and avoid re employing people who lack energy and enthusiasm to perform the duties without which

the County will continue to lose fire battles whenever such incidents happen thereby contributing negatively to organizational operations.

Figure 4.3 Level of response by fire fighters



Source: Field Survey (2019)

4.5.2.4 Level of Response by Firefighters

The study revealed that 80% (88) of the respondents were in agreement that the fire fighters arrive late when called upon and not in time. Twenty percent 20% (22) appreciated that they responded on time. Glaringly no one thought that they don't respond at all.

The National Fire Protection Association (NFPA) regulations require that the capability to deploy an initial full alarm (usually 15 persons) assignment to arrive nine (9) minutes to 90% of incidents in urban areas. (NFPA, 2010). With 80% of the respondents agreeing that fire services arrive late, it is important to add that fire departments capability, as a measure of the ability of fire fighters to respond, mitigate and recover from each emergency call, often depends on the time of dispatch, arrival of first responders and the assembly of an effective response force in relation to magnitude of the risk event when they occur. (NFPA, 2010). Arrival time depends also on accessibility of fire incident locations. Poor urban planning in major towns, Nanyuki

town included, is a major contributor to late arrival of firefighting crew. Inadequate by laws to legalize grabbing road reserves and public spaces limit employment of firefighting equipment. Many establishments were found not to have accessible fire assembly points which is a major requirement for building approvals in addition to hydrants for use in case of fire incident. A combination of such factors will certainly lead to poor response by the firefighting crew.

Table 4.9 Respondents views on firefighting equipment

	Agree	Neutral	Disagree
Distribute firefighting equipment fairly within county	95%	2%	3%
Increase number of firefighting equipment	96%	1%	3%
All organizations to be firefighting capability compliant	95%	1%	4%

Source: Field Survey (2019)

4.5.2.5 Respondents views on firefighting equipment

The respondents were of the opinion that firefighting equipment be distributed fairly within the county corresponding to 95% (104). 3% (3) were not in agreement while 2% (2) were neutral. Laikipia County is expansive and to assume that the whole county can be served by firefighting equipment stationed at County headquarters in Nanyuki is a lie. The need to decentralize fighting equipment as supported by 95% of the respondents is quite in order noting the poor road networks and the distance from Nanyuki town to other towns within the County.

Those of the opinion of the need to increase the number of firefighting equipment were 96% (106). 1% (1) were neutral while 3% (3) disagreed. Having an adequate number of firefighting equipment enhances the ability to contain fire incidents whenever they arise. Whereas there may be no clear guide on what can be reasonably termed as the adequate number of fire engines for the county, there is need for the County government to assess from previous fire incident records

the response rate to inform the need to increase the number of fire engines to adequately serve the county and more particular Nanyuki town. This can only be achieved if the fire crew have been conducting After Action Review (AAR) for every fire incident and making reports that can guide the leaders in decision making.

The study further revealed that 95% (104) of the respondents were of the view that all organizations should be compliant with firefighting capability. 1% (1) was neutral while 4 % (4) disagreed. There can be no better way to enhance organizational operations than to have all establishments having the ability to fight fire outbreak. Majority of outlets were found to be lacking the basic fire extinguisher that is a requirement in law within their business establishments. Those that had were not even sure any of the employee could comfortably use the fire extinguisher comfortably hence the need to enforce compliance. Having fire extinguishers displayed is one factor while the fire extinguishers being serviceable for the intended purpose is another thing all together. A robust fire department within Nanyuki town should be put in place to ensure they conduct the mandatory annual inspection on fire extinguishers on display to ensure they can easily be employed whenever need arises.

Table 4.10 Contribution of Firefighting equipment to Organizational Operations

	Agree	Neutral	Disagree
Response time by firefighting service providers had an impact on organization operations	87%	6%	7%
Trained fire fighters are critical to organization operations	88%	8%	4%
Number of available and serviceable firefighting equipment have an impact on organization operations	86%	9%	5%
Accessibility of location of locations impacts on effectiveness of firefighting equipment	89%	4%	7%

Source: Field Survey (2019)

4.5.2.6 Contribution of Firefighting Equipment to Organizational Operations

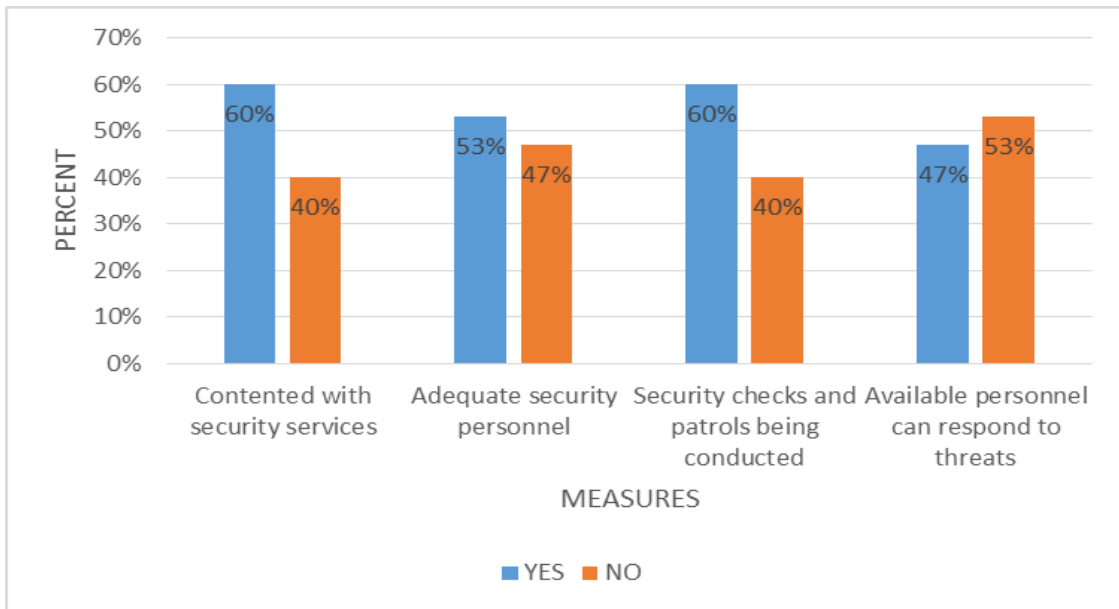
Several factors that have an impact on how firefighting affects organizational operations were considered in order to determine the role it plays in organizational operations. From the above results, 87% (96) were of the opinion that response time by firefighting service providers had an impact on organizational operations. 88% (97) of the respondents agree that trained fire fighters are critical in organizational operations. 8% (9) were neutral while 4% (5) disagreed. 86% (95) of the respondents were of the opinion that the number of available and serviceable firefighting equipment had an impact on organization operations. On the other hand, 89% (98) of the respondents believe that accessibility of locations impacts on effectiveness of firefighting equipment with a partly figure of 4% (5) and 7% (7) being neutral and in disagreement respectfully.

Following the death of six residents of Matanya which is twenty-five kilometers from Nanyuki town, the county governor while condoling with residents promised to ensure that each sub county received a fire engine to avert future disasters. (Munyeki, J, 2017). This compounds the necessity of firefighting equipment as a measure of security preparedness and organizational operations. The Kenya Commission of Red Cross attributes increase of fire incidences to overcrowding in informal settlements, lack of access roads and firefighting services among others. (Kenya Engineer, 2017).

Whereas the residents of Nanyuki agree on the importance of firefighting in ensuring organizational operations, there is urgent need for the county government to collaborate with other stakeholders in addressing the gaps that the residents raise concerning the state of preparedness within Nanyuki town. As was noted earlier in the study, they are the first responders and adequate resourcing of the department will go a long way in ensuring preparedness for any eventuality.

4.5.3 Security Service Providers and Organizational Operations

Figure 4.4 Respondents opinion on security service providers



Source: Field Survey (2019)

4.5.3.1 Respondents Contentment with Security Service

Sixty percent 60% (66) of the respondents were satisfied with the security services within Nanyuki town. 40% (44) of the respondents were not contented with the security service. Security service providers play a critical role in organizational operations. They range from privately hired guards, community patrol unit to police service. The role of other uniformed personnel within Nanyuki town is minimal aside from the deterrence nature their presence offers. That a majority of the respondents are contented with the security set within Nanyuki town is an affirmation of the confidence the residents have on the security providers. Such confidence is important as it contributes positively to organizational operations within Nanyuki town. Security service providers need to reinvent how they interact with residents to win confidence of the 40% that are not contented with their services. This can partly be achieved by increased awareness creation and projection of the security service providers within Nanyuki town among other measures.

4.5.3.2 Adequacy of security personnel

53% (58) agreed that the number of security personnel is adequate while 47% (52) saw the need to increase the number. Over half of the respondents aver that available security personnel are adequate which points to the confidence the residents have in conducting their day to day businesses. Effective policing and maintenance of law and order in expansive towns like Nanyuki requires large numbers of security personnel to adequately cover all the corners of the town. Adequate security personnel acts as a deterrence for would be offenders which ultimately enhances organizational operations within Nanyuki town.

4.5.3.3 Security checks and Patrols conducted

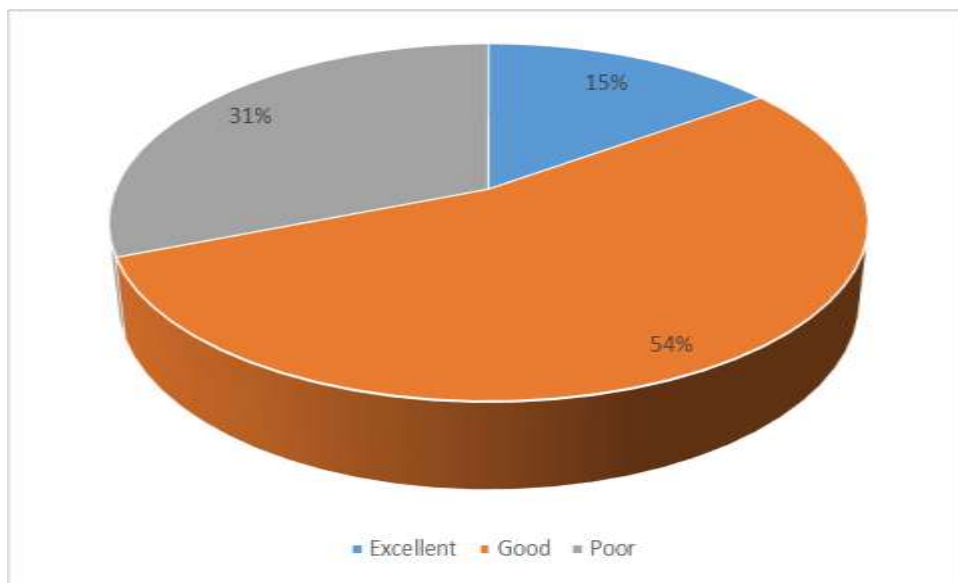
60% (66) of the respondents agree that security checks and patrols conducted were adequate to deter any possible threat while 40% (44) were of a contradicting opinion. Nanyuki town lies strategically along a busy highway and security checks while entering and leaving the town plays a major role in filtering bad human traffic getting in and out of the town. To heighten security checks, the community has partnered with private service providers and resourced them with vehicles to conduct community patrols within the town and its outskirts. Still there are security trackers in vehicles strategically positioned within the town who augment the services of uniformed personnel within Nanyuki town. The study revealed that majority of the residents agrees the measures put in place were adequate to deter any possible threat which is an added advantage to organizational operations.

4.5.3.4 Available personnel and response to threats

On the issue concerning whether the available personnel can respond to the security threats in case of need, 53% (58) believe that they were not able to do so as 47% (52) were of the contrary opinion. Ability to adequately respond to a threat combines several factors among them the time the security service providers are called in, distance to the location of the incident, road networks and availability of means to convey security service provides to the scene. That over half of the

respondents believe that the available personnel cannot respond to a security threat adequately is not good for organizational operations in Nanyuki town. Whereas the respondents agree that there are adequate security personnel within Nanyuki town, it is surprising that despite having adequate numbers, the residents feel that the available numbers cannot deal with a security threat if need be. The data collection period coincided with the time some skirmishes were witnessed in parts of Laikipia county where there was invasion of privately owned ranches and killings and the response of the security personnel was not at all remarkable. While these may not represent the type of organizations that the research considered per se, the reaction of the security providers may inform how they may react to some similar incidents in organizations the researcher picked. Hence this might have contributed to majority of residents feeling that they cannot adequately deal with a security threat.

Figure 4.5 Respondents view on security service providers



Source: Field Survey (2019)

4.5.3.5 Respondents view on security service providers

More than half 54% (59) of the respondents agree that the responsiveness of security personnel is good whereas 31% (34) were of the view that that it was poor. 15% (17) rated the response they get as excellent.

The response time by security agents to terror incidents strikes a balance between what is lost and what is rescued in a terror attack. Maluki M.P (2019) asserts that during the Dusit D2 attack at Riverside in Nairobi on 15 Jan 19, the attack could have gone down as one of the worst in modern Africa history were it not for the fact that security apparatus sprang into action with amazing speed. The rate at which security forces swing into action is dependent on among other factors how resourced they are and their level of competence. In Kenya for instance, failure to implement the security bill that could have armed private security guards has been an impediment to reaction to terror incidences. It remains to be seen how the new proposal to arm private security guards will fit in the overall national security architecture once implemented and its effects when it cascades to the devolved units.

Table 4.11. Security Service providers and Organizational Operations

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	%	%	%	%	%
Personnel have inadequate training	2	36	26	26	9
Personnel have low standard drills	26	63	7	0	5
Inadequate response time	11	39	28	17	5
Inadequate gadgets	30	32	19	14	5
Personnel are lowly motivated	43	30	12	9	6
Available personnel are not adequate for security assurance	46	16	16	13	5
Lack of information sharing hampers organization operation	50	26	9	6	4
Too many uniformed men leads to laxity	27	21	25	16	8

Source: Field Survey (2019)

4.5.3.5. Security Service providers and Organizational Operations

A simple frequency table was used to illustrate the results from the respondents. This depicts their percentage distribution on various ratings. 36% (38) of the respondents are in agreement that security personnel have inadequate training. Those who rated neutral and disagreed were both at 26% (28) while 9% (10) strongly disagreed and 2% (2) strongly agreed. John, L. K.

(2016) notes that integrated, rapid, law-enforcement – directed response have a potential to save many lives, but cross-discipline training and excellent incident management and coordination is required to safely perform this response. Accordingly, there is urgent need to tailor the training of security service providers to contemporary security threats if they are to counter emerging threats.

Sixty-three (63%) (69) of the respondents agree that security service personnel have low standard drills for security preparedness. 26% (29) strongly agree that there are low standard drills for security personnel while 7% (7) are neutral and 5% (5) strongly disagree. Thirty nine percent (41) agree that security service personnel have inadequate response time closely followed by those who rated neutral at 28% (29) while 11% (12) strongly agree and 5% (5) strongly disagree. Concerning inadequacy of security gadgets, 32% (34) agree that security service personnel do not have adequate security gadgets while 30% (31) strongly agreed. 19% (20) were neutral while 14% (15) disagreed and 5% (5) strongly disagreed. On the aspect of low personnel motivation, 43% (46) were in agreement while 30% (31) strongly agreed. 12% (13) were neutral while 9% (9) and 6% (6) disagreed and strongly disagreed that security service personnel were lowly motivated to deliver service.

On whether security service personnel available within Nanyuki are adequate for organizational operations, 51% (46) agree, 16% (18) strongly agree, 16% (17) are neutral while 13% (14) and 5% (5) disagree and strongly disagree respectively. On whether lack of information sharing among security agencies affects security preparedness and organizational operations, 50% (55) agree while 26% (28) strongly agree. 9% (10) were neutral while 6% (7) and 4% (4) disagree and strongly disagree respectively. Asked whether presence of too many uniformed men within Nanyuki town had led to laxity among security service providers hence affecting organizational

operations, 27% (30) agreed while 21% (23) strongly agreed. 24% (26) were neutral while 16% (16) disagreed. 8% (9) strongly disagreed with the view.

Security service providers are among the very first responders to a terror incident. Their overall preparedness to respond to the incidents plays a critical role for the other group of multiagency to come in and respond. John, L.H et al (2016) observes that active shooter and events of terror involve threats to the respondents that in the past prompted a tactical personnel response and definitive threat neutralization prior to providing victim medical care and extrication. It is on this premise that the role of security service providers in pacifying an area is critical.

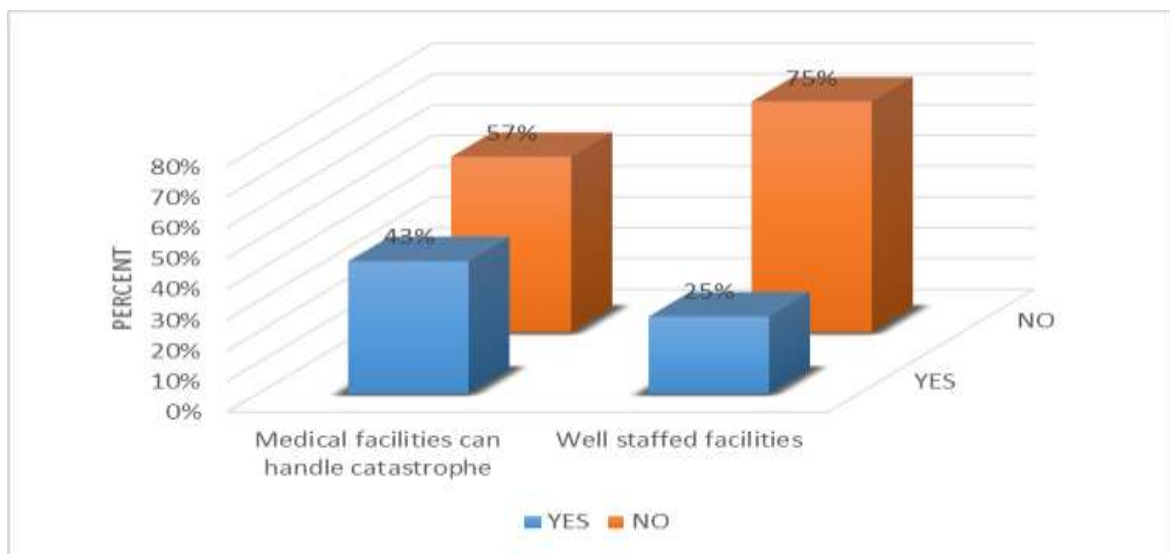
Whereas Nanyuki town boasts of a large number of security forces that range from private guards, NPS, KDF and BATUK, majority of the respondents believe that the security forces do not have common drills that can boost their response to any eventuality. There is need to have a multiagency approach that brings all the operational doctrines of various forces operating within Nanyuki town together and conducting lockdown mock exercises for the security and other agencies in preparedness for responding to terror threats. This will ensure that each knows their role in case of serious threats to organizational operations.

Deterring security threats is majorly a factor of enough presence of security service providers. That a good number of respondents observe that a large number of uniformed men and women within Nanyuki towns lead to laxity points to an element of complacency on the part of the residents which is human. On the contrary, their presence should enhance security awareness and preparedness leading to increased organizational operations. The leadership of Nanyuki town should also be aware that this can also be a source of security threat to the residents. For instance, what would happen if terrorists used the various uniforms donned by the security agents to access critical infrastructure like government buildings or hospitals disguised as security agents while residents relax and think that they are the normal uniformed personnel?

Following April 2019 terror attack in Sri Lanka on hotels and churches that killed over 250 people including 40 foreign nationals, authorities warned that the Islamists terrorist behind the deadly suicide bombings were planning more attacks imminently using a van and bombers disguised in military uniforms. (Reuters, 2019). Nanyuki town is not immune to such kind of terror plans.

4.5.3 Medical Facilities and Organizational Operations

Figure 4.6 Respondents views on medical facilities and organizational operations



Source: Field Survey (2019)

4.5.3.1 Ability of Medical Facilities to handle catastrophe

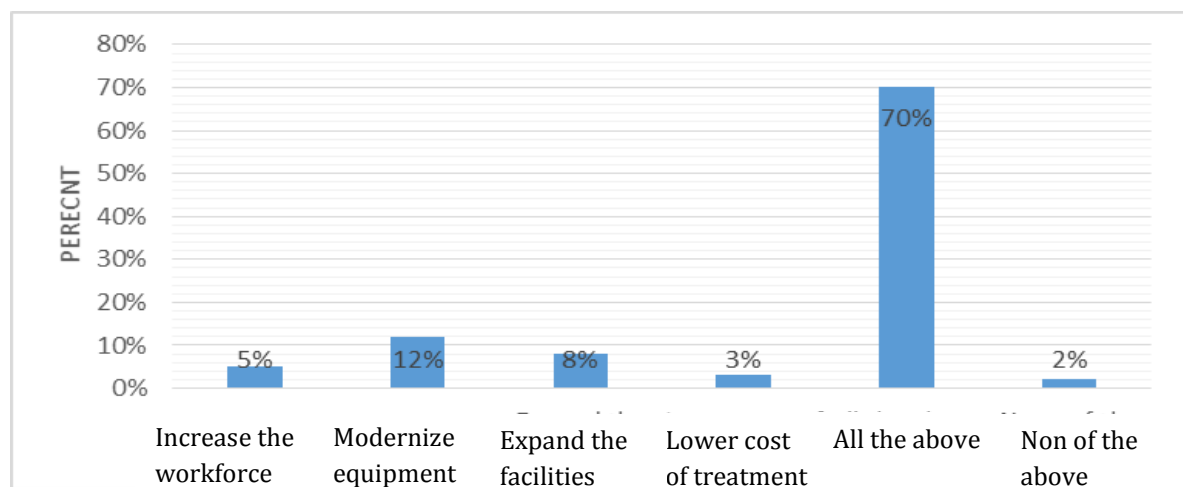
According to the research findings, 43% (47) believe that available medical facilities within Nanyuki can handle catastrophe of any magnitude while 57% (63) were of the view that they cannot handle. Apart from medical facilities within military barracks, Nanyuki town has a teaching and referral hospital that is rated Level Five hospital according to the national government ratings and two private medical facilities. More than half of the respondents believe that the facilities cannot handle medical requirements in case of a catastrophe. This can largely be informed by the fact that the facilities are routinely over stretched serving clients from the two neighbouring counties of Meru and Nyeri. Additionally, it may be as a result of poor services or lack of essential medical capabilities that residents may have encountered while seeking services

from the facilities which is not good for organizational operations. For instance, the researcher did not come across well-established blood transfusion centers neither were there blood donation drives conducted during the period of data collection. The researcher could neither establish nor authenticate the number of ambulances available or on standby in case of any catastrophe from the information given. All these collaborates the fear of the residents that available facilities cannot adequately handle a catastrophe.

4.5.3.2 Staffing of Medical Facilities

25% (26) of the respondents agree that medical facilities within Nanyuki are well staffed while 75% (83) believe that the facilities are not well staffed. The need for adequate and well-staffed medical facilities as a prelude to security preparedness and organizational operations cannot be overemphasized. John, H.L. et al (2017) notes that sudden impact events that generate large numbers of casualties in a very short period of time are rare events, but when they do occur, time is of essence to reduce the number of lives lost and provide competent and coordinated care to the victims. Whereas patient care in mass violence differs from conventional mass casualty care, medical facilities ought to prepare accordingly for any eventuality that may be out of normal occurrences. Additionally, those in authority should identify potential recruits and train them as social workers to form the first line of response in case of a terror attack.

Figure 4.7 How to enhance the role of Medical Facilities in Security Preparedness

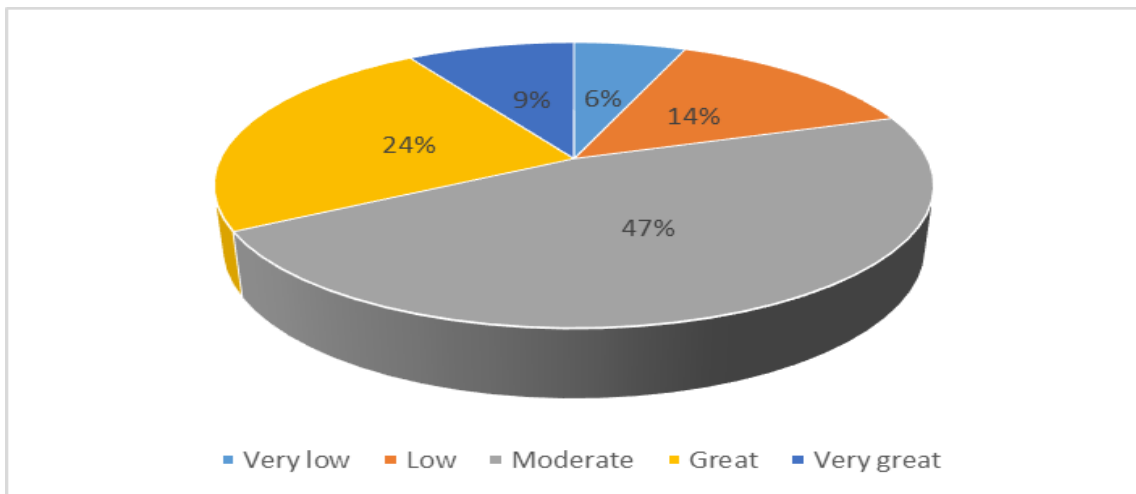


Source: Field Survey (2019)

4.5.3.3 Enhancing the role of Medical Facilities

The study also revealed that seventy percent (77) feel that to enhance security preparedness and organizational operations, there is need to increase the work force, modernize equipment, expand medical facilities, and lower cost of treatment. Only 5% (5) felt that increasing the workforce was critical in enhancing organizational operations while 12% (13) were of the view that modernized medical equipment were vital. 8% (9) opined that expanded medical facilities would contribute to security preparedness and organizational operations. 3% (3) thought that lowering cost of treatment was the answer to security preparedness while 2% (2) thought that none of the statements contributed to organizational operations. While it is important to note that all the variables stated contributed in a way to organizational operations, the medical superintendent in Nanyuki Level V hospital confirmed that as a standard, during emergencies medical facilities are not barred from attending to victims due to lack of funds which further collaborates the partly 3% (3) of the respondents who thought that lowering cost of treatment could enhance organizational operations.

Figure 4.8 Extent to which Medical Facilities enhance Organization Operations.

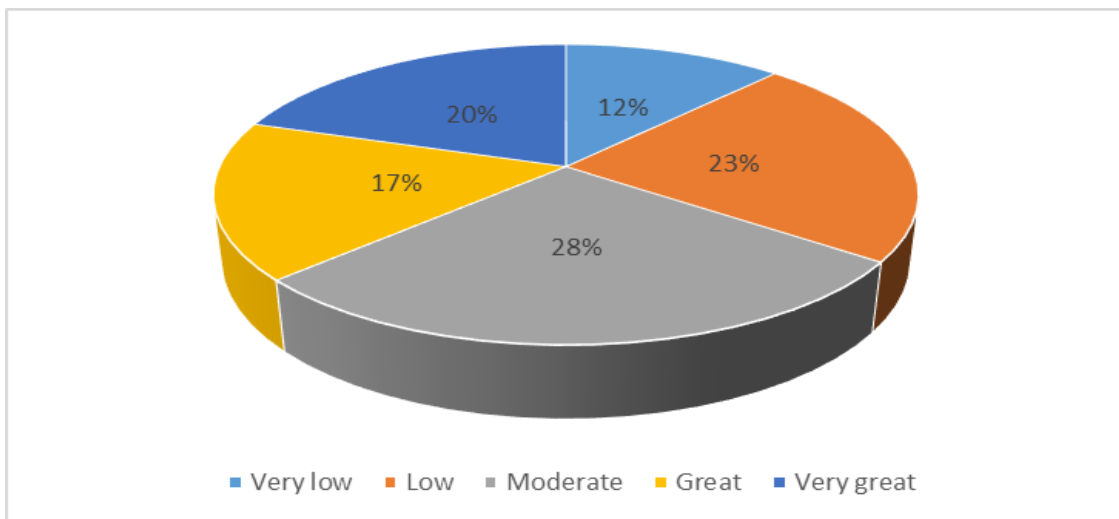


Source: Field Survey (2019)

4.5.3.4 Extent to which Medical Facilities enhance Organizational Operations.

When rated on a scale of 1 (very low) to 5 (very great), (47%) (52) of the respondents believe that medical facilities enhance organizational operations moderately while 6% (7) thought that the extent to which the facilities enhance organizational operations is very low. 24% (26) believe that medical facilities enhance organizational operation to a great extent while 9% (10) thought they enhance it in a very great way. Medical facilities come in handy in case of any disruption of organizational operations hence, there is need to ensure their functions are not interrupted. Realistic exercises for health care personnel are important to assure comfort with use of rarely practiced decision making skills.

Figure 4.9 Impact of understaffed medical facilities on organizational operations



Source: Field Survey (2019)

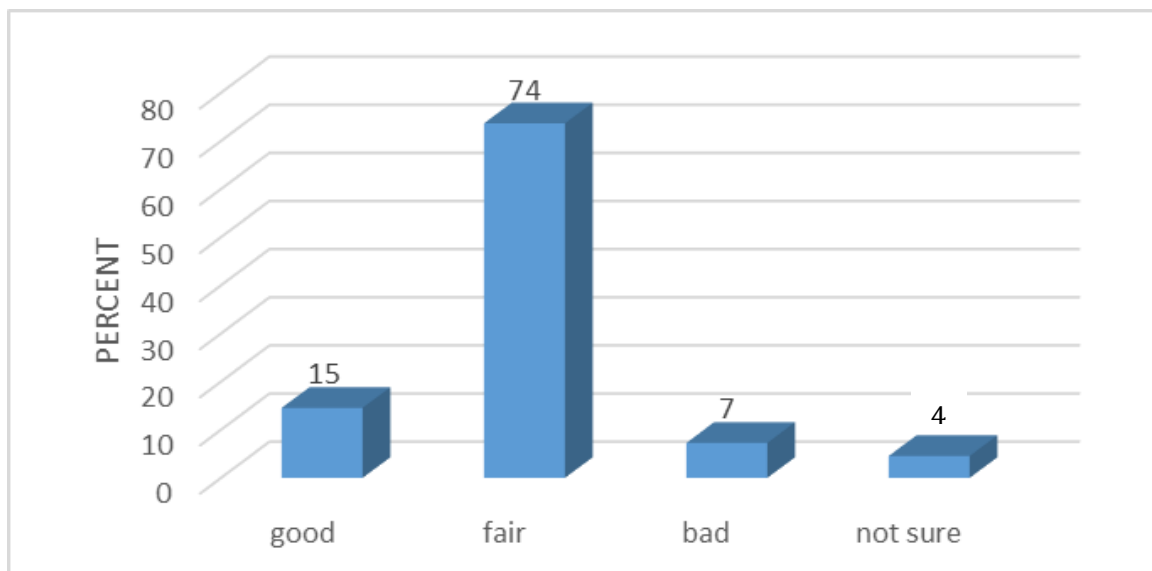
4.5.3.4 Impact of understaffed Medical Facilities

The impact of understaffed medical facilities on organizational operations was taken into consideration too. The study established that on a scale of very low, low, moderate, great and very great, 28% (29) thought staffing had a moderate effect on organizational operations. 23% (24) believe that staffing has low effect on security preparedness and organizational operations. 20% (21) of the respondents thought that its effect was very great while 17% (18) thought its effect is great. On the other hand, 12% (12) observed that its effect was very low.

Whereas as the World Health Organization (WHO) estimates that 44.5 physicians, nurses and midwives per 10, 000 population will be needed to meet Sustainable Development Goals (SDGs) by 2030, Kenya’s ratio using the same indicator including clinical officers as well as Doctors, nurses and midwives’ ratio is 13.8 per 10,000 population. Kenya Health Workforce Report. (2015). The figures at the national level reflect what counties are grappling with. A serious understaffing in medical facilities across the national continuum continues to be witnessed. Attendant to the understaffing is the inability by the counties to meet medical needs for the population more so in case of a surge in the number of people requiring medical attention and emergencies.

4.5.4. Security Preparedness

Figure 4.10 Security situation



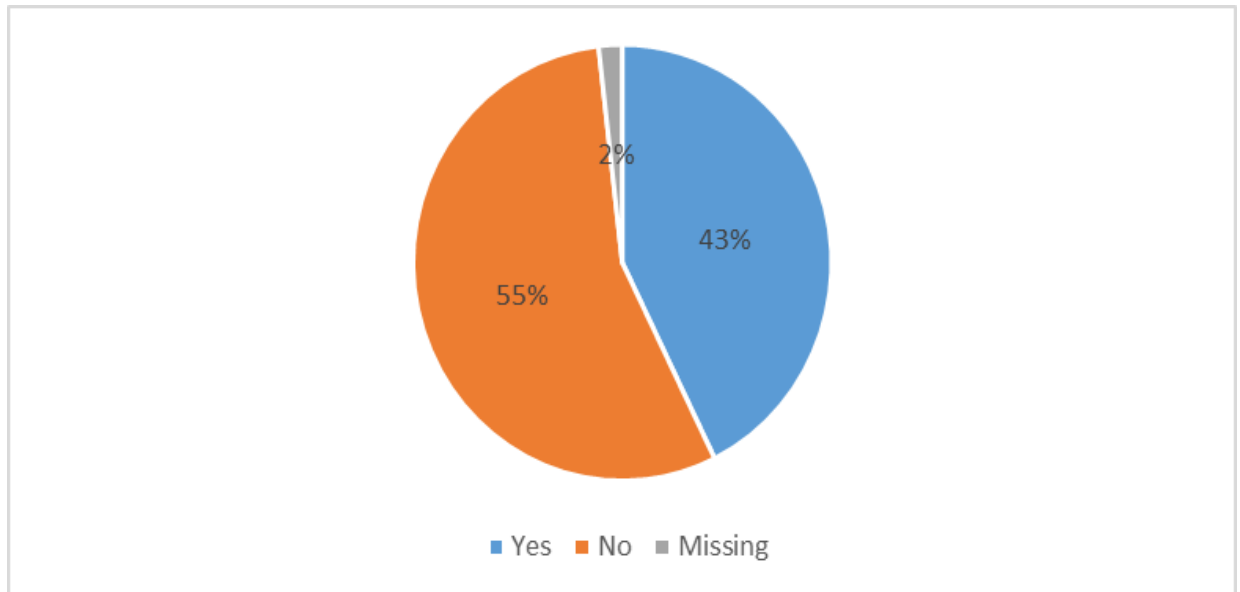
Source: Field Survey (2019)

From the figure 4.10 above, seventy four percent 74% (81) of the respondents were of the opinion that the security situation was fair. 15% (17) rated the situation as good while those who rated it bad and not sure were 7% (8) and 4% (4) respectively. These ratings can be attributed to a couple of factors among them the response time by security personnel, number of incidents that could have been averted by the security agents, presence of the security personnel, information

sharing between residents and security agencies among other factors. The ratings by the respondents is understandable bearing in mind that the period of data collection coincided with the time Nanyuki town and the larger county of Laikipia was witnessing a fluid security situation that had led to invasion of privately owned farms and killing of some whites who owned ranches in some parts of the county by the invaders. (The Guardian 5 Mar 2017). Nonetheless, the response affirms some level of confidence by the population and an added advantage to organizational operations by the response of close to three quarters of the respondents who rated the situation as fair.

4.5.5 Awareness of Security Preparedness measures

Figure 4.11 Awareness of Security Preparedness measures



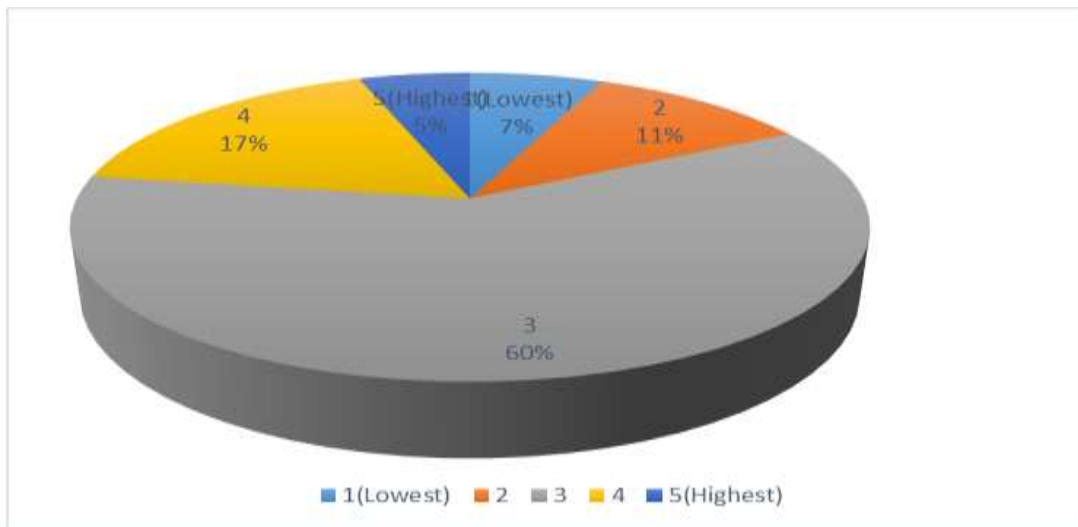
Source: Field Survey (2019)

More than half 55% (61) of the respondents were not aware of any security preparedness measures in place as opposed to 43% (47) who were aware of the measures. 2% (2) did not have a valid decision or were unable to comment on this. The findings indicate a serious flaw on lack of campaigns to create awareness to the general public on what the county government is doing as pertains to security preparedness that goes ahead to reinforce the fact that matters

security, though not devolved from the central government are not taken serious by the devolved units. Shockingly, installation of street lights and CCTVs along the streets of Nanyuki town is an obvious security preparedness measure that the respondents were not aware of. Moreover, the security agents may be using covert means of enhancing security measures that the respondents may not be privy to hence the large number of respondents not aware of any security preparedness measures in place which is not good for organizational operations. The county government has the onus of ensuring that the preparedness measures put in place are known by the residents so that they can be at the fore to support them. Visible security preparedness measures like mock drills can go a long way in ensuring that residents are aware of the county security preparedness measures put in place within Nanyuki town.

4.5.6 Levels of Security Preparedness

Figure 4.12 Levels of security preparedness



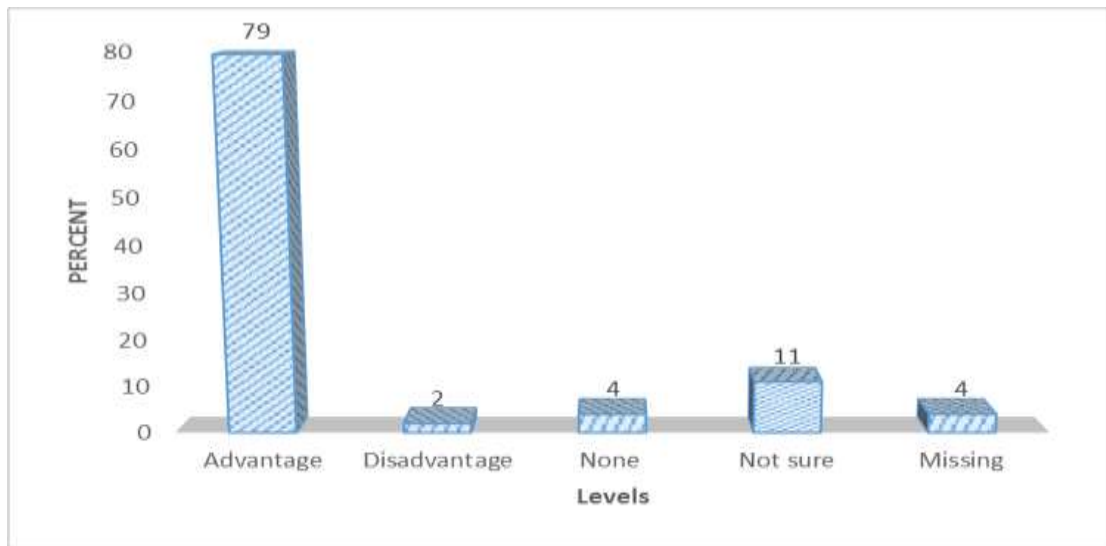
Source: Field Survey (2019)

When asked to rank the level of security preparedness in Laikipia county between 5 (Highest) and 1 (Lowest), 60% (66) perceived the level of security preparedness in Laikipia county to be at Level 3 (Average) while 17% (19) said that the rating was 4. 11% (12) rated 2, lowest level being 1 was acknowledged by 7% (8) and highest of 5 being rated by a mere 5% (5) of the total respondents. The ratings give an indication of the overall status of security preparedness in

Nanyuki town as per the respondents, majority of who thinks that it is average. Contemporary threats have contributed to fluid security situations in a majority of Kenyan towns that makes the attainment of highest security preparedness level unattainable. No major town in Kenya can claim high level of security preparedness due to the prevailing security situation and Nanyuki town is not immune to these contemporary security challenges despite the fact that no major security threat has been reported so far. Certainly there is need for concerted effort to raise the level of security preparedness within Nanyuki town which is important for organizational operations. The leadership within the larger county needs to holistically reevaluate their preparedness and identify gaps so as to work towards addressing them to enhance organizational operations.

Figure 4.13 Impact of Security Preparedness on Organizations

operations



Source: Field Survey (2019)

Seventy nine percent 79% (87) were of the view that security preparedness is an added advantage towards organizational operations. 11% (12) were not sure of the impact of this on organizational operations. 2% (2) acknowledged that it was a disadvantage to have security measures in place. 4% (4) of the respondents did not comment on this issue. Security preparedness is a cross cutting measure whose advantages outweighs disadvantages. For

instance, whereas some security preparedness measures enhance organizational operations, some restrict individual freedom and expression. Not everyone is comfortable with frisking and going through scanners as a security preparedness measure. It impacts on an individual's privacy, nonetheless prevailing security challenges requires that even in places of worship, such measures are put in place. Same case applies to being monitored by CCTVs even when undertaking tasks that one considers private.

4.5.7 Factors affecting Security Preparedness

Table 4.12 Factors affecting Security Preparedness

Factors affecting security preparedness and organization operation	Respondents (N=110)		
	Agree	Neutral	Disagree
Availability of CCTV enhances security preparedness and increase organization operations	82%	9%	9%
Security service personnel have positive impact on organization operations	83%	5%	12%
Adequate firefighting equipment have positive impact on organization operations	73%	11%	16%
Equipped medical facilities contribute to organization operations	78%	10%	12%

Source: Field Survey (2019)

Eighty two percent (90) of the respondents agreed that availability of CCTV has enhanced security preparedness and increased organizations operations whereas those who were neutral and disagreed were 9% (10). Concerning impact of security service personnel, eighty three percent agreed that they had a positive impact while 12 % (13) disagreed. 73% (80) stated that well maintained and adequate firefighting equipment have impacted positively on organizations operations as 16% (18) were of a differing opinion. Equipped medical facilities contribute to

organization operations according to 78% (86) of the respondents. Those who disagreed were 12% (13) and neutral 10% (11).

According to the study findings, majority of the respondents were in agreement that all the variables stated had a great impact on security preparedness and organizational operations in Nanyuki town. The study established a nexus between availability of CCTV, security service providers, firefighting equipment and medical facilities in ensuring security preparedness and organizational operations.

4.6 Pearson Correlation

The study conducted a correlation analysis of the variables of the study: CCTV, security service, firefighting equipment as well as medical facilities and organizational operations. The study used Karl Pearson's coefficient of correlation to quantify the strength of the relationship between the variables. A 2-tailed Pearson Correlation test was done at 99% and 95% confidence levels and the analysis presented in Table 4.13.

Table 4.13 Pearson Correlation test

		Correlations				
		CCTV	Security service personnel	Firefighting equipment	Medical facilities	Organizational operations
CCTV	Pearson Correlation	1				
	Sig. (2-tailed)					
Security service personnel	Pearson Correlation	.099	1			
	Sig. (2-tailed)	.301				
Firefighting equipment	Pearson Correlation	.287**	.170	1		
	Sig. (2-tailed)	.002	.076			
Medical facilities	Pearson Correlation	.203*	.099	.050	1	
	Sig. (2-tailed)	.033	.303	.606		
Organizational operations	Pearson Correlation	.025	.208*	.012	-.032	1
	Sig. (2-tailed)	.798	.029	.904	.738	
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

The results in Table 4.13 indicate that there is a positive and important relationship between CCTV and organization operations ($r = 0.099, p < 0.05$), there is a positively significant correlation between security service personnel and organization operations in Laikipia County Kenya ($r = 0.099, p < 0.05$). Further, the results indicate that there is moderate correlation between firefighting equipment and organizational operations in Laikipia County, Kenya ($r = 0.287, p < 0.05$). And lastly, the results indicate that there is a moderate correlation between medical facilities and organizational operations in Laikipia County Kenya ($r = 0.33, p < 0.05$).

4.7. Inferential statistics

The study further carried out regression analysis to establish the statistical significance of the relationship between the independent variables, (X_1) CCTV, (X_2) Security services, (X_3) Firefighting equipment, (X_4) Medical facilities and the dependent variable (Y) Organization operations. The regression analysis results were presented using regression model summary table, Analysis Of Variance (ANOVA) table and coefficients of variance table. The model used for the regression analysis was expressed in the general form as given below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

From the model depicted above, organization operations was used as the dependent variable (Y) while, (X_1) CCTV, (X_2) Security services, (X_3) Firefighting equipment and (X_4) Medical facilities as the independent variables. The relationships between the dependent variable and independent variables on one hand and the results of testing significance of the model were also interpreted. The multiple regression analysis model was interpreted using three major categories of elements: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients.

R squared was used to check how well the model fitted the data. R squared is the coefficient of multiple regression that measures the proportion of variations in the dependent variable which is explained by variations in the independent variables. These elements and the results of multiple regression analysis were presented and interpreted accordingly in table 4.14, table 4.15 and table 4.16.

4.8 Regression Model

Table 4.14 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.747	.711	1.32120

a. Predictors: (Constant), 4. Medical facilities, 3. Firefighting equipment, 2. Security service personnel, 1. CCTV

The study findings shown above, includes information about the quantity of variance that is explained by the independent variables (CCTV, security service, firefighting equipment and medical facilities). The first statistic, *R*, is the multiple correlation coefficients between all of the independent variables and the dependent variable. In this model, the value is 0.864, which indicates that there is a great deal of variance shared by the CCTV, security service, firefighting equipment and medical facilities. The next value, *R* Square, is simply the squared value of *R*. This is frequently used to describe the goodness-of-fit or the amount of variation explained by a given set of predictor variables. In this model, the value is 0.747, which indicates that 74.7% of the variance in organization operations is explained by CCTV, security service, firefighting equipment and medical facilities, while the remaining 25.3% is explained by the variables outside the model.

Table 4.15 ANOVA Table

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1409.088	4	352.272	91.349	.000 ^b
	Residual	409.395	105	3.899		
	Total	1818.483	109			

- a. Dependent Variable: 5. Organizational operations
 b. Predictors: (Constant), 4. Medical facilities, 3. Firefighting equipment,
 2. Security service personnel, 1. CCTV

Table 4.15 in the output is an ANOVA table that describes the overall variance accounted for in the model (the overall significance of the model). The *F* statistic represents a test of the null hypothesis that the expected values of the regression coefficients are equal to each other and that they equal zero. Put another way, this *F* statistic tests whether the R square proportion of variance in the dependent variable accounted for by the predictors is zero. If the null hypothesis were true, then that would indicate that there is not a regression relationship between the dependent variable and the predictor variables. In this model, the three predictor variables (CCTV, security service, firefighting equipment and medical facilities) are not all equal to each other and could be used to predict the dependent variable, organizational operations, as is indicated by a large *F* value of 91.349 and a p-value of 0.000 which is less than alpha at 0.05 level of significant. Therefore, the overall regression model is significant at 5% $F(4,105) = 91.349$, $p < 0.000$, $R^2 = 0.747$. In other words, all the independent variables significantly influenced organization operations.

Table 4.16 Coefficients of Variables Table

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.800	.563		4.973	.000
	1. CCTV	.037	.166	.023	.226	.002
	2. Security service personnel	.389	.174	.217	2.231	.000
	3. Firefighting equipment	-.067	.234	-.029	-.287	.001
	4. Medical facilities	-.060	.103	-.057	-.583	.070

a. Dependent Variable: 5. Organizational operations

In table 4.17 above, the coefficient tells us how much the dependent variable is expected to increase when that independent variable increases by one, holding all the other independent variables constant. The multiple regression model indicates that when all the independent variables thus; (X₁) CCTV, (X₂) Security services, (X₃) Firefighting equipment, (X₄) Medical facilities are to remain constant then the dependent variable (Y) Organizational operations will change by 2.8 units. The model predicts that for an additional unit of CCTV, organization operations increases by 0.037 units holding Security services, Firefighting equipment and Medical facilities constant; for an additional unit of security services, organizational operations increases by 0.389 units holding CCTV, Firefighting equipment and Medical facilities constant; an additional unit of firefighting equipment, organizational operations decreases by 0.067 units holding CCTV, security services and medical facilities constant; an additional unit of medical facilities, organizational operations decreases by 0.060 units holding CCTV, security services and firefighting equipment constant. The resultant fitted regression function from the output in table 4.17 above is;

$$Y = 2.80 + 0.037X_1 + 0.389X_2 - 0.067X_3 - 0.060X_4$$

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study aimed at assessing security preparedness and organizational operations in Nanyuki which is within Laikipia County. Security preparedness was in relation to availability of CCTVs, firefighting equipment, security service providers and medical facilities and the role they play in organizational operations within Nanyuki town.

5.2 Summary of findings

The main objective of this study was to establish security preparedness and organizational operations in Laikipia County. The study found out that organization's security preparedness entails plan of actions geared towards protecting against danger or loss with a great emphasis on protection from danger that originates from external surroundings such as human errors, processes, and technical and information technology. The study also established that the major factors that influenced organizational operations in Laikipia County are availability of CCTVs, firefighting equipment, security service providers and medical facilities.

5.2.1 CCTV's

The objective of the study was to find out the effect of CCTV on organizational operations in Laikipia County. The study findings showed that there is a positive and important relationship between CCTV and organization operations in Laikipia County. The results showed that a unit increase in CCTV leads to a 0.037 increase in organizational operations. These findings relate with the literature review where Cruz (2015) explains that CCTV are used to obtain real time and recorded visual information around facilities. By triggering perpetual mechanism in potential offenders, CCTV aims to increase the perceived risk of being detected, captured and possibly arrested hence their critical role in organizational operations.

With improved technology, the CCTV cameras can stream real time videos to computer monitors that can ensure an all round the clock coverage hence acting as a deterrence to would be perpetrators of crime.

5.2.2 Security service providers

The second objective of the study was to establish how security service personnel influence organizational operations in Laikipia County. The study found that there is a positively significant correlation between security service personnel and organization operations in Laikipia County. For an additional unit of security services, organization operations increase by 0.389 units. These findings relate with the literature review where Griff and Morris (2015) notes that the human element in security provision is a key factor that determines if things go right or wrong. The most critical thing to security services is intelligence gathering and sharing. Security service forms the backbone of security preparedness. It's the human element that ensures security for organizational operations. Apart from private security companies, Nanyuki town is home to several military bases and National Police service personnel who augment security for the organizations.

5.2.3 Firefighting equipment

The third objective of the study was to determine the effect of firefighting equipment on organizational operations in Laikipia County. The study found that there is a moderate correlation between firefighting equipment and organizational operations in Laikipia County. For an additional unit of firefighting equipment, organization operations decrease by 0.067. The study concurs with Black (2017) who explains that many of the core competencies that fire departments draw on in responding to, mitigating, and preventing natural or man-made disasters can be directed toward preventing terrorist incidents. In any emergency situation, Firefighters and police are regarded as the first respondents.

5.2.4 Medical Facilities

The fourth objective of the study was to investigate how medical facilities influence organizational operations in Laikipia County. The study found that there is a moderate correlation between medical facilities and organizational operations in Laikipia County. For an additional unit of security services, organization operations increase by 0.389 units. These findings relate with the literature review where Altshuler, (2016) contends that availability of well managed and staffed medical facilities is critical in security preparedness. It ensures a fallback position for would be victims of breach of security. Increasing defense against primary and secondary attacks, enhancing coordination with law enforcement and other outside security agencies and conducting more frequent and realistic lockdown exercises is vital for medical facilities.

5.3 Conclusion

The findings of the study indicate that there was a great influence of all the four variables notably; CCTVs, firefighting equipment, security service providers and medical facilities. The study further found out that there is 86.4% corresponding change in organization operations in Laikipia County for every change in all the three predictor variables jointly. Test of overall significance of all the three variables jointly CCTVs, firefighting equipment, security service providers and medical facilities using ANOVA at 0.05 level of significant found the model to be significant. Based on the study findings, it can be overly concluded that the four variables play a key role in security preparedness and organizational operations but regrettably Nanyuki town has done little in enforcing security preparedness based on the variables.

Terror related disasters are undeniably some of the disasters with multiple adverse effects to victims and certainly require a broad perspective in looking at ways of either countering them or absorbing the after effects of the disasters. In conclusion, key aspects that can be judged to

contribute to security preparedness vis a vis incidents that are terror related are CCTV, firefighting equipment, security service providers and medical facilities.

5.4. Recommendations

The study recommends the following;

The County to increase CCTV coverage within Nanyuki town with an eventual aim of connecting all CCTVs to a central police server who can monitor them centrally. In addition, Bylaws should be created requiring all building designs to be designed to incorporate the use of CCTV's especially the canopies at the entrance of the building and the design of pedestrian pathways to effectively monitor these spaces.

Firefighting equipment to be modernized, increased and be devolved within the county. Relevant training of crew that covers all pertinent issues related to specific fire disaster be passed to the fire fighters.

To be properly constituted for any terror eventuality, security agencies need to come up with incident specific standard operating procedures (SOPs) that is shared among all the key players within Nanyuki and its environs. Additionally, the county to come up with functional disaster response unit with clear drawn incident command structure which will develop and implement county specific action plans.

A formal evaluation of the preparedness of medical facilities within Nayuki town for mass casualty response in case of a terrorist incident and the threat of them becoming targets of terrorist attack.

5.5 Suggestions for further research

From the findings of the study, the following areas are recommended for further research;

1. Whether the lackadaisical approaches to security by the counties is as a result of complacency or pull and push between the national government and county governments.
2. Whether statistically, crime levels have reduced with the evolution of CCTVs in major towns within the country.
3. Any other attribute that can contribute to security preparedness and organizational operations specific to different regions within the country.

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Appendix 1

Map of Nanyuki town, Laikipia County, Kenya



Key

 Tarmacked Road network

Appendix II

Letter of Introduction

MURITHI MUTHEE

P O BOX 558-0521

Nairobi

Date:2018

Dear Sir/Madam,

I am a Master's student from Kenyatta University currently undertaking a research study on the security preparedness and organizational operations in Laikipia County. The information you will provide will be treated with a lot of confidentiality and will be used strictly for academic purposes. Please answer all questions as objectively and as truthfully as possible.

Thank you for your co-operation.

Murithi Muthee

S202/OL/CTY/32456/16

Appendix III

Questionnaire

Section A

PERSONAL DETAILS (DEMOGRAPHIC DATA)

Using a tick () indicate your responses in the boxes provided.

Q1 Gender: Male () Female ()

Q2. Please indicate the level of your education

a) Primary ()

b) Secondary ()

c) Undergraduate ()

d) Masters ()

e) PhD ()

e) Others _____

Q3. Kindly tick your age bracket

a) 0-18yrs () b) 19-36yrs () c) 37-54yrs () d) Beyond 54yrs ()

Q4. Do you live in Laikipia County?

a) Yes () b) No ()

Q5. If 'Yes', how long have you lived within Laikipia County?

a) 3 Months- 1year ()

b) 1 – 3 years ()

c) 3 – 5 years ()

d) More than 5 years ()

Q6. What is your occupation?

Section B

CCTV and organizational operations

This section looks at CCTV's and their role in security preparedness and organizational operations. Kindly read and answer the question given appropriately.

Q1. What are your views on CCTV?

a. CCTV's play a critical role in organizational operations.

(1) Agree

(2) Do not agree

b. Do you in your opinion think that there is adequate CCTV coverage in Nanyuki town?

(1) Yes

(2) No

c. Do you think CCTV contributes to security preparedness?

(1) Yes

(2) No

d. Do we need additional CCTV coverage in Nanyuki town?

(1) Yes

(2) No

Q2. Tick whether you Agree, Strongly Agree, Disagree or Strongly Disagree with the following;

S/No	Question	Agree	Strongly Agree	Disagree	Strongly Disagree
1	CCTV's have an				

	effect on organizational operations				
2	CCTV's have reduced chances of insecurity on organizational operations				
3	CCTV's have increased organization operations				
4	CCTV's deter would be offenders				
5	CCTV's in organizations have enhanced confidence of the residents within Nanyuki town				
6	CCTV's are critical tools in countering modern crimes				
7	There is need to make it mandatory for all organizations to have CCTV coverage				

Section C

Firefighting equipment and organizational operations

In this section, the researcher wishes to determine the importance of firefighting equipment as an aspect of security preparedness and organizational operations. Kindly answer the questions as per the instructions given.

Q1. What are your views on the following?

a. Firefighting equipment play a role in organizational operations.

(1) Yes

(2) No

b. Nanyuki town well supplied with firefighting equipment.

(1) Yes

(2) No

c. The firefighting crew in Nanyuki town are well trained in their undertakings.

(1) Yes

(2) No

Q2. How do you rate the level of response by firefighters in case of a fire outbreak?

a) Immediate

b) Slow

c) No response at all

Q4. What do you suggest needs to be done in relation to firefighting equipment to enhance organizational operations?

S/No	Respondents Views	Agree	Neutral	Disagree
1	Distribute firefighting equipment within the county			
2	Increase the number of firefighting equipment			
3	All organizations need to be firefighting compliant.			

Q5. Tick the extent to which you agree with the following statements.

S/No	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The response time of firefighting equipment has an impact on organizational operations					
2	Trained firefighters are critical for organizational operations					
3	Number of					

	available and serviceable firefighting equipment have an impact on organization operations					
4	Accessibility of locations has an impact on effectiveness of firefighting equipment and organizational operations					

Section D

Security Service providers and organizational operations

Kindly follow the instructions given. This section seeks views on the important role that security service providers who include private security guards and the police play in security preparedness and organizational operations.

Q1. What are your views on the following?

a. Are you contented with security services within Nanyuki?

(1) Yes

(2) No

b. Do we have adequate security personnel in Nanyuki?

(1) Yes

(2) No

c. Are security checks and patrols conducted adequate to deter any possible threat?

(1) Yes

(2) No

d. Do you think available security service personnel can adequately respond to a threat within Laikipia county?

(1) Yes

(2) No

Q2. How do you rate the response time of the security service personnel whenever called upon?

a) Excellent

b) Good

c) Poor

Q3. Tick appropriately in the spaces below in relation to the questions:

S/No	Question	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1	Security service personnel do not have adequate training that can impact positively on organizational operations					

2	Security service personnel need to have standard drills for security preparedness					
3	Response time for security service personnel is not adequate for organizational operations					
4	Gadgets used by security service personnel are not adequate to enhance organizational operations					
5	Security service personnel are not adequately motivated to perform their duties towards increased organizational operations					
6	Available					

	security service personnel are not adequate for security assurance and organizational operations					
7	Lack of information sharing between security agencies has hampered organizational operations					
8	Too many uniformed men in Nanyuki have led to laxity of security service providers impacting negatively on organizational operations					

Section E

Medical facilities and organizational operations.

Kindly follow the instructions given. This section is gathering information on how medical facilities affect organizational operations.

Q1. What are your views on the following issues?

a. Available medical facilities within Nanyuki can adequately handle any catastrophe.

(1) Yes

(2) No

b. Do you think the medical facilities are well staffed for security preparedness?

(1) Yes

(2) No

Q2. What needs to be done to available medical facilities to enhance security preparedness and organizational operations?

a) Increase the workforce

b) Modernize equipment

c) Expand the facility

d) Lower cost of treatment

e) All the above

f) None of the above

Q3. On a scale of 1-Very Low to 5-Very Great, tick appropriately;

S/No	Statement	Very Low	Low	Moderate	Great	Very Great
1	To what extent do medical facilities enhance organizational operations?					
2	What is the impact of understaffed medical facilities on organizational operations?					

Section F

Security Preparedness and Organizational Operations

The section aims at deriving the link between availability of CCTV's, security service personnel, firefighting equipment and medical facilities and security preparedness and organizational operations.

Q1. What do you think of the security situation in Laikipia County?

- a) Good () b) Fair () c) Bad () d) Not sure ()

Q2. Are you aware of any of the county's (Laikipia) security preparedness measures?

- a) Yes ()
b) No. ()

If „yes“, please proceed with the following questions.

Q3. On a scale of 1 (Lowest) to 5 (Highest), rank the level of security preparedness in Laikipia county.

Scale	1	2	3	4	5
Tick where appropriate.					

Q4. Is security preparedness an added advantage or a disadvantage to organizational operations in Laikipia County?

- a) It is an advantage
- b) It is a disadvantage
- c) None of the above
- d) Not sure

Q5. On a scale of 1-3 indicate the level of the impact of Independent variables listed on security preparedness and organizational operations.

S/No	Question	Agree	Disagree	Neither
1	Availability of CCTV has enhanced security preparedness and increased organizational operations			
2	Security service personnel have a positive impact on organizational operations			
3	Well maintained and			

	adequate firefighting equipment have impacted positively on organization operations			
4	Equipped medical facilities contribute to organization operations			

Section F

Security Preparedness and Organizational Operations

The section aims at deriving the link between availability of CCTV's, security service personnel, firefighting equipment and medical facilities and security preparedness and organizational operations.

Q1. What do you think of the security situation in Laikipia County?

- a) Good () b) Fair () c) Bad () d) Not sure ()

Q2. Are you aware of any of the county's (Laikipia) security preparedness measures?

a) Yes ()

b) No. ()

If „yes“, please proceed with the following questions.

Q3. On a scale of 1 (Lowest) to 5 (Highest), rank the level of security preparedness in Laikipia county.

Scale	1	2	3	4	5
Tick where appropriate.					

Q4. Is security preparedness an added advantage or a disadvantage to organizational operations in Laikipia County?

- a) It is an advantage
- b) It is a disadvantage
- c) None of the above
- d) Not sure

Q5. On a scale of 1-3 indicate the level of the impact of Independent variables listed on security preparedness and organizational operations.

S/No	Question	Agree	Disagree	Neither
1	Availability of CCTV has enhanced security preparedness and increased organizational operations			
2	Security service personnel have a positive impact on organizational operations			
3	Well maintained and adequate firefighting equipment have impacted positively on			

	organization operations			
4	Equipped medical facilities contribute to organization operations			

Appendix IV

Budget Expenses

APPROXIMATE KSH

S/No	Expense	Approximate cost
1	Stationery for 3 x proposals	8,000
2	Preparation of Questionnaires and interview schedules	12,000
3	Transport, food and accommodation while carrying out literature review, meeting the supervisor and administering the instruments	50,000
4	Data collection and analysis	35,000
5	Typing of the project, printing and binding	25,000
6	Contingency fund	10,000
	Total	140,000

Appendix V

Work Plan

S/No	Activity	Dates	Duration	M	J	J	A	S	O	N	D	J	F	M	A
1	Topic section and writing the 1 st draft proposal under the supervision of the lecturer	May-July 2017	3 Months												
2	Writing the 2 nd draft proposal under the supervision of the lecturer	August – Sept 2017	1 Month												
3	Defence of the proposal and writing the final copy and handing over	Sept-Oct 2017													
4	Data collection and	Nov-Jan 2018	3 Months												

Appendix VI : Approval of Research Project from Graduate School



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

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

Internal Memo

FROM: Dean, Graduate School

DATE: 11th June, 2018

TO: Murithi L. Muthee
C/o Conflict, Peace and Strategic Studies Dept

REF: S202/OL/CTY/32456/16

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 30th May, 2018 approved your Research Project Proposal for the M.A Degree Entitled, "Security Preparedness and Organizational Operations in Laikipia 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 Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in blue ink, appearing to read 'Harriet Isaboke'.

HARRIET ISABOKE
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Department of Conflict, Peace and Strategic Studies.

Supervisors:

1. Dr. Philip Wambua
C/o Department of Conflict, Peace and Strategic Studies
Kenyatta University

III/nn

Appendix VII : Research Approval from NACOSTI

**THIS IS TO CERTIFY THAT:
MR. MURITHI LAWRENCE MUTHEE
of KENYATTA UNIVERSITY, 521-558
NAIROBI, has been permitted to conduct
research in Laikipia County**

**Permit No : NACOSTI/P/18/47140/23596
Date Of Issue : 17th July,2018
Fee Received :Ksh 1000**

**on the topic: SECURITY PREPAREDNESS
AND ORGANIZATIONAL OPERATIONS IN
LAIKIPIA COUNTY,KENYA**

**for the period ending:
17th July,2019**



A blue ink signature consisting of several loops and a horizontal line at the end.

**Applicant's
Signature**

A blue ink signature that appears to be 'Sammutu' written in a stylized, cursive font.

**Director General
National Commission for Science,
Technology & Innovation**