

## **CHALLENGES FACING MULTI-AGENCY SECURITY MANAGEMENT IN VIOLENCE PRONE WEST POKOT COUNTY, KENYA**

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### **ABSTRACT**

*The North Rift Region of Kenya which includes West Pokot County has for a long-time experienced incidences of insecurity brought about by pastoralist militias. Therefore, the Kenyan government has adopted multi-agency security management approach to control the menace. A study conducted at West Pokot County examined the relationship between the multi-agency approach and security management. The specific objectives of the study were to establish the following: multi-agency institutions' involvement in security management, multi-agency security command structure and coordination of security formations, challenges faced by multi-agency security personnel, and mechanisms of improving multi-agency security management approaches in the County. The study which was a descriptive survey in design was guided by the Systems Theory, and Securitization Theory. The study participants included security personnel from the Military, National Police Service, National Intelligence Service, Civil Society Organizations, NGOs, Chiefs and their assistant, and the village leaders. The sample size comprised of 302 respondents drawn from the Military, National Police Service, and National Intelligence Service. On the challenges faced in multi-agency security management in West Pokot County, 72% of the respondents indicated that lack of adequate resources and equipment was a serious problem, 75% inadequate technical capacity, and 54% lack of a unified framework in security management which sometimes leads to clashes among the teams. The study recommends that community policing should be brought to the centre of multiagency approaches to security management as this will help in creating synergy between the multiagency security teams and civilians, and prior to commencement of the multiagency security operations, a thorough assessment of the needs of the security teams in terms of equipment and resources should be done in order to ensure that they are motivated enough to carry out the security operation successfully. This paper presents the study findings on multi-agency security institutions' involvement in West Pokot, the challenges faced by the personnel, and the mechanisms of improving multi-agency security engagement in the county.*

**Key Words:** Multi-Agency Security Institutions, Multi-Agency Security Management, West Pokot County, Kenya

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## **INTRODUCTION**

Security management, and enhancement of safety has evolved over a period of time. In the ancient times humans depended on physical security and they built barriers, and cliff dwelling gates and walls. In Switzerland for instance, a discovery of three hundred lake sites which entailed single units, simple homes and the whole villages was made. A single dwelling in Lake Geneva alone took in twelve thousand inhabitants and access to the houses was through boats or draw bridges. In America, humans resided in caves on high places where the caves were accessed using ladders which were pulled after use to prevent access to their caves (Karatas, 2021).

In the 18<sup>th</sup> century people were allowed to carry weapons for their own protection and police units were formed to offer protection for businesses and homes while the role of the military was to deal with riots. According to Ashworth, A., & Zedner, L. (2014), in the 19<sup>th</sup> century, due to inadequate police officers, private security enterprises were formed and most industrial establishments recruited their own law enforcement officers to assist in maintaining order. In the year 1850, Pinkerton National Detective Agency which is currently the biggest private security contractor in USA was established.

As security became more and more complex, interagency approach was established in many parts of the world with a view to assembling all personnel within the security sector to address insecurity. Perhaps the most serious challenge that the security officers were faced with in the 20<sup>th</sup> century was the evolving nature of crime. According to Ashworth, A., & Zedner, L. (2014), the police roles have shifted from just maintaining law and order to management of threats, risk, harm and vulnerability. Globalisation has created new opportunities for criminals making the police workload more complex. This has made the strategies used in the 20<sup>th</sup> century less effective and therefore prompted most governments across the world to embrace multi-agency approach in addressing security challenges. This involves bringing in the military, intelligence agencies, police, police reservists, private security companies and other uniformed services to sustain and maintain security so as to create an environment that spurs socio-economic growth and development.

## **LITERATURE REVIEW**

### **Multi-Agency Security Approach**

The idea of multi-agency approach in security management is gaining a lot of attention among governments across the World (Kibusia, 2020). While many governments across the world have increased their spending on military while scaling up their security network, there is a paradigm shift towards development of synergy among various security organs. This process has widely been described as multi-agency approach to security management and it entails bringing together various security actors to complement each other's capabilities (Kirimi, 2022).

Globally, the multi-agency approach to security management has been adopted by developed economies like the United Kingdom, Canada and United States of America. The attack on the USA on September 11<sup>th</sup> 2001 prompted a re-organization of their security framework (Ferrill, 2016). The USA and Canada enhanced vigilance at the ports of entry. After the attack, the USA government realized that using a unilateral approach in security management was not effective instead a collaborative approach is key. Hence, while it enhanced collaboration among security agencies within its borders, it also ensured collaboration between its security agencies and that of other Countries like Canada (Ferrill, 2016).

In several countries of Africa, most insecurity incidences are attributed to pastoralist militias. This has been the case in Nigeria, Niger, Namibia and Ethiopia (Kirimi, Kinyanjui & Ngari, 2022). In the continent, pastoralists exist in twenty-one countries and they reside mostly in the Arid and Semi-Arid Lands (ASAL) where resources are scarce thus fights are the order of the day (Herbert and Birch, (2022). For instance, in Namibia, there has been fighting between Khoe and Damara, while in Nigeria there has been fighting between Fulani and Daabes. Also, at the border of Kenya and Uganda, there has been cross border insecurity due to the

activities of pastoralist militias. Therefore, attempts have been made to adopt a multi-agency approach to address some of these cases of insecurity. The multi-agency approach has for instance been employed to get rid of weapons out of the hands of the civilians, but, such efforts have not been successful as cases of insecurity continue to be reported (Kimonye, 2022).

In Kenya, multi-agency security approach has been employed to tackle several cases of insecurity. For instance, after the police failed to restore security in the Boni forest area, the government established a multi-agency security team which comprised of the military and the police in an operation dubbed “Operation Amani Boni”. The security forces were mobilized to deal with the security situation jointly which led to notable success (Kimonye, 2022). During Dusit D2 terrorists attack, a multi-agency approach ensured that the rescue operation was successful unlike during Westgate Mall attack. (Lusiola 2021).

West Pokot County where multi-agency security approach has been employed is one of the marginalized parts of Kenya where insecurity is a serious problem despite the government past efforts. Insecurity in the county has led to a wide prevalence of cattle rustling, banditry and inadequate socio-economic development. Therefore, residents in most parts of the county do arm themselves by accruing small firearms and light weapons for self-defence, and protection of their property (Mbugua, 2016). Other factors that have fuelled insecurity in the county include shortage of resources, ethnic hostilities and political provocations. According to the report by ACLED (2023), pastoralist’s militia from West Pokot County are the most actively violent actors in the north rift region with reports from the National Police Service indicating that they had been involved in 50 percent of the violent activities in the region during the first quarter of 2023. To deal with the increased level of insecurity, the Kenyan government established a multi-agency security management approach which brought on board various security organs in the Country including the military, National Police Service and even the National Police Reservists at the local level (Ministry of Interior, 2023). However, despite this multi-agency approach, there is still a lot of scepticism by security experts as to whether the operation has helped in dealing with insecurity (Amnesty International, 2023). The study therefore examined the effectiveness of multi-agency institutions in managing security in West Pokot County.

## **Theoretical Framework**

The study was guided by systems theory, and securitization theory of public security.

### **Systems Theory**

Systems Theory originated from the works of Durkheim (1972). The theory explains how societies build and maintain stability. It postulates that each part of the society works to make sure that the whole society is stable (Kibusia, 2020). For this to happen, the theory posits that there has to be harmony and broad consensus among various parts of the society to enable it deliver on the goals and expectations of its creators. Durkheim (1972) gives the similarities between a society and a living organism, where each is made up of different parts and components with distinct roles to play for the benefit of the whole.

Within the context of security management, systems theory supposes that the state is a form of a system which is made up of various institutions whose roles are distinct yet interdependent and all aimed at making the state stable. The study argued that various security agencies make up a system with each agency having distinct roles to play to make sure that there is effective security management. Should one team under the multi-agency approach fail to deliver on its mandate, the entire security system is likely to become unstable (Kibusia, 2020). Therefore, the concept of a system is akin to multi-agency approach where various security actors including the citizens must work and coordinate together while leveraging on each other’s strengths to ensure that the security system is stable. The security actors include the police service, the military, the intelligence service, local administration, village managers, NGOs and humanitarian bodies. Within a conflict zone such as in West Pokot County, all these agencies play a role, and the accomplishment of security management is contingent on the level of coordination and synergy among these actors. Therefore, Systems Theory informed the study in understanding the multi-agency security approach.

## **Securitization Theory of Public Security**

According to Buzan, Weaver, & de Wilde, (1998), Securitization Theory (ST) was developed by School of International Relations of Copenhagen. The theory has for years been used by researchers to conceptualize and analyse the provision of security. It has served as a frame for examining the securitization or de-securitization processes. It additionally widens the scope of studies on security through the inclusion of the roles of non-state actors and non-military matters.

The Securitization Theory, therefore represents a shift from the old school of thought. It posits that securitization occurs at three levels; first is at the identification of existential threat, secondly the emergency action level and lastly at the effect on inter-agency relations employed. Further, to apply securitization to a situation, property etc, first there should be acknowledged proof of an existing threat, and secondly it should be such a threat that requires the application of extraordinary strategies (Buzan et al., 1998).

Given the principles of securitization theory, it was suitable to guide the research because insecurity in West Pokot County as an issue presents the two essential characteristics that Buzan et al (1998) pinpointed as the basics for any issue to be securitized. To begin with, insecurity in West Pokot County calls for extraordinary measures to be undertaken given the loss of lives and destruction of property that has been involved. Secondly, insecurity in West Pokot County has been in existence for decades, thus it is a recurring threat that has called for the involvement of the Kenyan government through extra measures of bringing together various security agencies in a multi-agency approach to tackle the persistent insecurity in the area.

## **METHODOLOGY**

The study which was a descriptive survey in design was conducted in West Pokot County, Kenya. The county which lies in the North-rift Region of Kenya was chosen because of persistent cases of insecurity particularly banditry attacks which had continued despite heavy involvement of the police thus compelling the government to use utilize multi-agency team. A report by Reinvent Kenya (2020) observed that insecurity in West Pokot County was the highest compared to all other counties in Kenya. Further, ACLED (2023), in their report, established that pastoralist militias from West Pokot County are the most actively violent actors in the North-rift region of Kenya. The target population was 1201 personnel in the multi-agency security framework serving in the county. They were the Military, National Police service, National Intelligence service, civil society organizations, NGOs, Chiefs and assistant chiefs and civilians. A sample size of 302 respondents drawn from this population participated in data collection through filling questionnaires. Key informants' interviews were also conducted with 59 members who comprised of village leaders, civil society organisations members, chiefs and assistant chiefs and members of NGOs.

The researchers used descriptive statistics such as frequencies to analyse quantitative data and presented them in tables, charts and graphs. Subsequently, the researchers coded and thermalized qualitative data and then presented them in verbatim and narrative discourses. On ethical considerations, the study complied with the several ethical standards and guidelines of social research. The privileges and trust given to conduct the study were not abused. Additionally, the researcher made it clear to the participants that involvement in the study was voluntary and based on informed consent. The respondents were also assured of their confidentiality and anonymity. The written authorisation for the research was given by Kenyatta University, National Commission for Science Innovation and Technology, and other government departments. Finally, the findings of this research were shared with the concerned stakeholders.

## **DISCUSSION OF FINDINGS**

The following are the research findings on multi-agency institutions' involvement in security management in West Pokot, challenges faced by the multi-agency security personnel, and mechanisms of improving multi-agency engagement in West Pokot County.

### **Multi-Agency Institutions' Involvement in Security Management in West Pokot.**

The descriptive statistics on the multi-agency institutions' involvement in security management in West Pokot County are as presented in Table 1 below.

**Table 1: Multi Agency Institutions' Involvement in Security Management**

Statement	1	2	3	4	5
The involvement of various security agencies in West Pokot was justified based on the protracted security challenges in the county	9%	10%	2%	43%	36%
Prior to the involvement of the military there had been other institutions operating in the area like the NGOs and human rights organization aimed at establishing the root cause of insecurity	8%	12%	2%	45%	33%
The national intelligence service has been actively involved in providing accurate information to the government on insecurity in the area and this was the basis of the use of multi-agency approach	9%	13%	1%	40%	37%
Further to ensuring that security is managed in West Pokot County, the NGOs have been complementing the efforts of the security teams by providing humanitarian assistance to the affected locals	7%	12%	1%	46%	34%
The involvement of the civilians has enhanced the coordination efforts of the multi-agency teams in security management in West Pokot County	9%	16%	3%	38%	34%

**Source: Research Data (2024)**

Given the findings in the above Table 1 majority of the respondents agreed (43% agree and 36% strongly agreed) that the involvement of various security agencies in West Pokot County was justified based on the protracted security challenges in the country. However, 19 percent disagreed (9% strongly disagree and 10% disagreed). This implies that the use of multi-agency institutions in addressing security challenges was necessary. A study by Utoh-Ezeagugh and Ibekwe (2012) shows that using security agencies like the military, police reservists, police and private security companies help in ensuring the stability of a country by way of enhancing security. In another study, Mazerolle, et al, (2020) identified agencies playing various roles in interagency teams such as non-governmental agencies, local councils, religious organizations and service providers like the community health providers and resettlement agencies. The NGOs help in humanitarian assistance, the local councils and religious councils help in mediation efforts while the resettlement agencies help in addressing the challenges of the displaced people. At West Pokot County, one of the key informants stated:

*“The involvement of various security teams was indeed necessary because the police and the police reservists in the area had been overwhelmed by the growing number of insecurity incidences. In fact, some of the police lost their lives.”*

The respondents were also asked whether prior to the involvement of the military there had been other institutions operating in the area like the NGOs and human rights organization that aimed at establishing the root cause of insecurity. Based on the findings, 78% of the respondents concurred (45% agreed and 33% strongly agreed) that NGOs and human rights bodies were involved prior to the deployment of the multi-agency security teams. On the other hand, 20% disagreed (12% disagreed and 8% strongly disagreed). It can therefore be inferred that the efforts of dealing with insecurity did not start with the deployment of the multi-agency teams but started way earlier. As per earlier studies, NGOs play a major role under inter-agency security network. According to Bickley (2017), NGOs have played various roles including; convening security meetings, providing support and assistance to the population during conflicts, liaising with other security actors like the military and the police through exchange of information, and finally championing improvements in humanitarian sector. A key informant stated:

*“The human rights bodies have been actively involved with getting information on when the insecurity started, reasons and who has been involved.”*

Further, majority of the respondents agreed (40% agreed and 37% strongly agreed) that the national intelligence service (NIS) has been actively involved in providing accurate information to the government on insecurity in the area and this was the basis of the use of multi-agency approach. Nevertheless, 22 percent disagreed (13% disagreed and 9% strongly disagreed). It can therefore be inferred that the information being provided by the NIS is reliable in guiding the multi-agency security operations in West Pokot County. The involvement of NIS in providing information was also identified in a study Kimonye (2022) which found that in a security operation in Lamu County that employed the multiagency approach, NIS role was to provide information to other agencies in form of intelligence gathering. However, a review by Mezerolle et al, (2020) did not examine the role of the intelligence agency in multiagency security operations despite the role that they play in providing intelligence information.

Based on the findings in Table 1, 80% of the respondents agreed (46% agreed and 34% strongly agreed) that to ensure security in West Pokot County, the NGOs have been complementing the efforts of the security teams by providing humanitarian assistance to the affected locals. However, 19% of the respondents disagreed (12% disagreed and 7% strongly disagreed). The findings confirm that the security operation in West Pokot County has humanitarian assistance component. This confirms the position of Mazerolle, Cherney, Eggins, Higginson, Hine and Belton (2020) who identified NGOs, resettlement agencies and community health providers as playing a major role in humanitarian assistance whenever security operations are carried out. As Bickley (2017), while analysing the role of NGOs from the European context asserts, NGOs have an instrumental role in the inter-agency security team. The notable roles observed were; providing humanitarian assistance, sharing necessary information with other actors within the team like the Police and military and providing support and assistance to the population during conflicts.

A key informant stated:

*“Most affected locals have been displaced from their homes and as a result they do not have food and shelter. Therefore, there have been several humanitarian agencies that have been providing food, medicine and temporary shelter to the affected families.”*

Finally, the respondents were asked if the involvement of the civilians has enhanced the coordination efforts of the multi-agency teams in security management in West Pokot County to which 72% agreed (38% agreed and 34% strongly agreed). Nevertheless, 25% disagreed (16% disagreed and 9% strongly disagreed). A study by Mazerolle, Cherney, Eggins, Higginson, Hine and Belton (2020) established that police engagement with the communities through various formal and informal forums do help identify terrorists, sharing of information through stipulated structures and frameworks and building good relations between the police and these actors. Further, Njiru and Muna (2023) found that community mobilisation had a positive and significant effect on countering violent extremism in Kenya.

A key informant who is a civilian stated;

*“As civilians, sometimes the security agencies involve us in guiding them since we are familiar with the terrain of this region. We also guide them to the places where bandits hide so that security can be restored as fast as possible.”*

## **5.2 Challenges faced by Multi-agency Security Personnel in Security Management.**

The descriptive statistics on the challenges faced by multi-agency security personnel in security management in West Pokot County are as presented in Table 3.

**Table 3: Challenges faced by Multi Agency Security Personnel**

Statement	1	2	3	4	5
In some instances, there are complaints of lack of adequate resources and equipment among the multi-agency teams hence hindering their level of efficiency in security management	10%	13%	5%	40%	32%
There is inadequate technical capacity among certain teams under the multi-agency security approach in West Pokot County	11%	12%	2%	42%	33%
There has been challenge of lack of unified framework in security management leading to clash among the teams sometimes	19%	35%	1%	27%	18%
While the teams operate under one chain of command, the teams have distinct systems and structures through which they operate which sometimes poses a challenge in security operations	8%	19%	2%	41%	30%
There have been reported cases of mistrust among the multi-agency teams involved in security management and this affects the level of coordination	14%	15%	3%	39%	29%

**Source: Researcher (2024)**

From Table 3 above, 72% of the respondents agreed (40% agreed and 32% strongly agreed) that in some instances, there are complaints of lack of adequate resources and equipment among the multi-agency teams hence hindering their level of efficiency in security management. On the contrary, 23% of the respondents disagreed (13% disagreed and 10% strongly disagreed). This implies that in some cases resource constraints affect the security operation in West Pokot County by slowing the process. A key informant opined that:

*“Sometimes the security agencies are overwhelmed by bandits and criminals who have more sophisticated weapons. Specifically, the police reservists are less equipped hence rendering them less effective.”*

According to Kaino (2022) increase in illegal firearms makes the efforts of the security personnel in managing security very difficult. Further, majority of the respondents (75%) also agreed (42% agreed and 33% strongly agreed) that there is inadequate technical capacity among certain teams under the multi-agency security approach in West Pokot County. On the other hand, 23% disagreed (12% disagreed and 11% strongly disagreed). A key informant observed that:

*“There is inadequate technical capacity mainly in the humanitarian agencies in that in some instances, they are not able to adequately cover some parts of the county since they are few in number and this sometimes puts the displaced and those in need of humanitarian assistance in a dangerous position.”*

Most of the respondents however denied that there has been challenge of lack of unified framework in security management leading to clash among the teams. From the findings, 54 percent (35% disagreed and 19% strongly disagreed). On the other hand, 45 percent agreed (27% agreed and 18% strongly agreed). This implies that a framework governing the security operation does exist. A study by Lusiola (2021) confirms the findings as it established that there is a legal and structural framework guiding multi-agency operation in Kenya which had resulted in effective response to terrorism through standardisation of the operation procedures, command structure, better sharing of information and joint trainings.

Further, 71% of the respondents agreed (41% agreed and 30% strongly agreed) that while the teams operate under one chain of command, the teams have distinct systems and structures through which they operate which sometimes poses a challenge in security operations. On the other hand, 27% disagreed (19% disagreed and 8% strongly disagreed). A key informant stated:

*“The structures and modes of operations between the NGOs, human rights bodies and humanitarian organisations on one hand and that of the security institutions like the military and the national police service (NPS) are very different and sometimes result in conflicting goals and objectives.”*

Olawale (2020) while assessing the inter agencies tactics to security management in Nigeria with a main focus on the prospects and challenges faced, found that organizational differences like diverse structures, different planning methods and different funding are major challenges facing interagency security teams.

Finally, 68% of the respondents (39% agreed and 29% strongly agreed) that there have been reported cases of mistrust among the multi-agency teams involved in security management and this affects the level of coordination. On the contrary, 29% disagreed (15% disagreed and 14% strongly disagreed). This means that in spite of the success in the multiagency security operation, there has been some cases of mistrust this could perhaps be as a result of conflicting structures and planning methods. As noted by Olawale (2020) mistrusts among interagency security teams may be brought about by diverse structures. A key informant noted:

*“The goals of human rights bodies and the security teams are sometimes very conflicting and in most cases the cases of mistrust are from these two groups. For instance, human rights bodies sometimes complain at how the criminal suspects have been handled by the security agencies leading to conflicts and mistrust.”*

### **Mechanisms of Improving Multi-agency Approaches in West Pokot County**

The descriptive statistics on the mechanisms that can be used to improve multi-agency security approaches in West Pokot County are as presented in Table 4.

**Table 2: Mechanisms of Improving Multi-Agency Approaches**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In my opinion there is efficient and good management of multi-agency security personnel in West Pokot, the challenges notwithstanding	9%	12%	3%	40%	36%
Joint trainings are carried out regularly to ensure that the teams focus on the common objective of restoring law and order in the county	10%	12%	3%	44%	31%
There is a mechanism used in assessing risk jointly among the multi-agency teams to minimize these risks	12%	14%	4%	43%	27%
All team leaders are also involved in joint planning in every phase of the security operation	4%	9%	2%	44%	41%
The management of multi-agency security personnel has helped in motivating the teams involved in the security operation in West Pokot County	10%	12%	2%	42%	34%

**Source: Research Findings (2024).**

From the findings in Table 4, majority of the respondents (76%) agreed (40% agreed and 36% strongly agreed) that there is efficient and good management of multi-agency security personnel in West Pokot, the challenges notwithstanding. On the other hand, 21% disagreed (12% disagreed and 9% strongly disagreed). It can be inferred therefore that from a broader perspective, the management of multiagency is relatively good. The key informants agreed with this statement. For instance, one of the key informants (a civilian) stated;

*“There has been a significant decline in insecurity incidences particularly killings since the multi-agency team set foot in the county. In fact, as you can see some businesses have started reopening; most shops used to be closed for fear of attacks. Further cattle banditry has drastically reduced a clear sign that the management of security personnel is relatively good.”*

As Langat (2018) observed in his study that the management of security personnel is a major determinant of the success of a security operation being executed by multi-agency teams.



On joint trainings, 75% percent of the respondents agreed (44% agreed and 31% strongly agreed) that joint trainings are carried out regularly to ensure that the teams focus on the common objective of restoring law and order in the county. On the other hand, 22% (12% disagreed and 10% strongly disagreed). This implies that under the multi-agency team, there is a coordinated mechanism of conducting joint trainings to build a strong bond of trust and cooperation among the multi-agency teams. A study by Lusiola (2021) which examined the legal and structural frameworks that guide Kenya's multi-agency operations of countering terrorism found that structural framework guiding multi-agency operation in Kenya had resulted in effective response to terrorism through standardisation of the operation procedures and joint trainings.

With regard to joint risk assessment, 70% of the respondents agreed (43% agreed and 27% strongly agreed) that there is a mechanism used in assessing risk jointly among the multi-agency teams to minimize these risks. However, 26% of the respondents disagreed (14% disagreed and 12% strongly disagreed). This implies that there is proper coordination in terms of identifying the risks which include mapping the most security risk prone locations prior to conducting joint operations. Sarma (2019) while assessing multi-agency approach towards preventing violent extremism in the EU countries stated that there were various ways in which multi-agency approach can be used to achieve the desired results including developing a common approach towards assessment of risk.

On the issue of planning, 85% of the respondents (44% agreed and 41% strongly agreed) that all team leaders are also involved in joint planning in every phase of the security operation. On the contrary, 13% disagreed (9% disagreed and 4% strongly disagreed). The key informants while giving their opinions on what needs to be done to enhance the efficiency of multi-agency team operations also mentioned that the teams need to plan jointly, which includes involving the citizens in planning processes. A key informant thus noted;

*“Joint planning is vital for the success of the security operation. However, while the security teams have been conducting joint planning and operations, the input of us the civilians are minimal as evidenced by the limited number of meetings that have been done between the multi-agency teams and the civilians.”*

The findings were in concurrence with that of Olawale (2020) that different planning methods is a hindrance to inter-agency security operation and therefore there is need for harmonised planning to ensure pursuit of the same objective. Finally, the respondents were asked if the management of multi-agency security personnel has helped in motivating the teams involved in the security operation in West Pokot County to which 76% agreed (42% agreed and 34% strongly agreed). Nevertheless, 22% of the respondents disagreed (12% disagreed and 10% strongly disagreed). The key informants also agreed that based on the way the multiagency security operation has been done so far, there seems to be motivation among security personnel. For instance, a key informant stated:

*“The level of motivation of the multiagency security personnel is far much in comparison to when only the police and the police reservist were handling security operations in the county. Criminals are being arrested from the hideouts every day and this is encouraging to us as residents.”*

As observed by Sutter (2020) while cooperation and professional exchange is significant among the multiagency teams, motivation of the teams is paramount. The key informants further gave their suggestions on other measures that can be employed in making the multi-agency security operations successful and most of the key informants mentioned the cooperation between the civilians and the multi-agency teams as vital. For instance, one of the key informants stated:

*“The element of community policing is paramount especially in building a strong cooperation with the multiagency teams, yet in most instances, the civilians are not involved in major decision making. We are willing to give information to the teams on the criminals and their hideouts but we believe they need to be more proactive in engaging us.”*

## CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concludes that there is a significant and positive effect of multiagency institutions in security management in West Pokot County. It was further noted that the multiagency security command structure and coordination of security formations is effective. This is reflected in chain of command, clear reporting mechanisms and clearly outlined hierarchy among security formations involved in the multiagency security management. Joint planning, trainings and assessment of risks also have positive impact on the success of the multiagency. However, some of the challenges faced by the multiagency security personnel in West Pokot County include inadequate resources, diverse structures and mistrust among teams.

To enhance the success of multiagency security team involved in security management in West Pokot County, the study recommends that community policing should be brought to the centre of multiagency approaches. Community policing helps in ensuring that there is active participation in security management among resident civilians. It helps in creating synergy between the multiagency security teams and civilians and hence promote information sharing which is critical to the success of the multiagency security framework.

Secondly, the study recommends that prior to the commencement of the multiagency security operations a thorough assessment of the needs of the security teams in terms of equipment and resources should be done in order to ensure that they are motivated enough to carry out successful security operation. Further to this, the coordination mechanisms should be enhanced in order to improve synergy among the security teams.

Finally, the study recommends the need for regular monitoring and evaluation mechanism focused on the success and challenges of the multiagency security operation. The periodic monitoring and evaluation will help in identifying the potential challenges and areas that need improvement, and proactively develop mechanisms of dealing with the challenges for the ultimate success of the security management efforts.

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