DIPLOMATIC MISSIONS IN PROMOTING BILATERAL COOPERATION:

A CASE STUDY OF KENYA HIGH COMMISSION IN RWANDA

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OCTOBER 2016
DECLARATION

This research project is my original work and has not been presented to any other Institution. No part of this research project should be reproduced without the authors’ consent or that of Mount Kenya University.

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Sign ____________________ Date _____________

This research has been submitted with my approval as the Mount Kenya University supervisor

Name: Mr. Anyama Charles

Sign ____________________ Date _____________
DEDICATION

This research is dedicated to my family.
ACKNOWLEDGEMENT

First and foremost, I am thankful to the almighty God for the gift of life and wisdom that have enabled me to undertake my studies. I wish to extend my sincere gratitude to my supervisor Mr. Anyama Charles for his guidance and encouragement. I wish to thank my friends for the moral support that they rendered. My colleagues at Mount Kenya University have equally being supportive. I am very grateful for the support and words of encouragement. I also thank my respondents for taking part in this study.
ABSTRACT

This study was undertaken to assess the role of a diplomatic mission in promoting bilateral cooperation using the Kenya High Commission as a case study. The specific objectives of the study were to examine the areas of diplomatic cooperation between Kenya and Rwanda; to analyze the implications and challenges affecting diplomatic missions in their pursuit for bi-lateral cooperation and to establish the strategies used by diplomatic missions to promote bi-lateral cooperation. The findings of the study are significant because they will help policy makers in the Ministry of Foreign Affairs to further strengthen their cooperation with diplomatic missions. The findings from the study will also stimulate further research from academicians and also add to the existing body of knowledge in the area of diplomatic missions. The literature reviewed did not address the roles of the 21st century diplomatic missions and the impact their absence would have on bilateral cooperation and that is the gap that this study sought to fill. The study adopted a case study research design. Qualitative and quantitative methodologies were used. The researcher collected data using a questionnaire. The study adopted the census method and collected data from the entire population of 25 staff at the Kenya High Commission. Data obtained was analyzed by using statistical package for social scientists and advanced excel. Data was then presented in tables, graphs and pie charts. Reliability was ensured by using the test retest method through administering the same questions on different occasions. Validity was ensured by carrying out pretesting of the questionnaire. The study revealed that despite the 21st century changes in the conduct of diplomacy, diplomatic missions still play an instrumental role in boosting ties between states and that Kenya and Rwanda cooperate in the education sector, trade, environmental conservation, infrastructural developments and security. The study revealed that diplomatic missions face challenges in their pursuit for bi-lateral relations like institutional bureaucracy, limited resources and new global actors. The study also revealed that diplomatic missions use strategies like the use of ICT, organizing workshops, investment promotion activities and attending national celebrations in the host country to boost ties. The study concluded that despite the changes that have taken place in the conduct of diplomacy, diplomatic missions are still important as they help to boost cooperation between states. The study recommended that governments need to equip diplomatic missions with the necessary tools that help them to cope with the changes in the 21st century diplomacy, there is need for diplomatic missions to embrace new responsibilities so as to meet the demands of the 21st century and there is need for diplomatic missions to work with new global actors like the business community to boost bi-lateral ties between states.
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<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>EAC</td>
<td>East African Community</td>
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<td>ICT</td>
<td>Information communication and technology</td>
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<td>UN</td>
<td>United Nations</td>
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<td>USA</td>
<td>United States of America</td>
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DEFINITIONS OF KEY TERMS

**Bilateral cooperation:** Bilateral cooperation is a mutual form of cooperation between two independent states that enables them to work together in a number of sectors like education, health and trade.

**Diplomacy:** Diplomacy is the art and practice of conducting negotiations between representatives of groups or states.

**Diplomat:** A diplomat is a person appointed by a state to conduct official negotiations and or represent his/her country in another country or international organization.

**Diplomatic Missions:** A diplomatic mission is a group of people from one state or an international inter-governmental organization such as the United Nations present in another state to represent the sending state in the receiving state.

**High Commission:** A High Commission is an embassy of one common wealth country in another common wealth country.
CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter presents a background to the study, the statement of the problem, the research objectives, research questions, significance of the study, scope of the study and limitations of the study.

1.1. Background of the Study

There is no consensus among scholars regarding the meaning of a diplomatic mission. Smith (2002) argues that a diplomatic mission is a group of people from one state or an international inter-governmental organization such as the United Nations present in another state to represent the sending state/organization in the receiving state. Sharp (2009) notes that the collective term for a group of diplomats from a single country who reside in another country is a diplomatic mission. In practice, a diplomatic mission usually denotes the permanent mission, namely the office of a country's diplomatic representatives in the capital city of another country.

Cohen (2000) observes that diplomatic missions have for a long time been known as key players in promoting bilateral cooperation between states since their inception in the states of Northern Italy of Florence and Venice in the early Renaissance in the 15th centuries. Catto (2003) notes that states often formed alliances that were strengthened by diplomatic missions and that diplomatic missions served as political bonds among states which provided each other with mutual support in potential situations of crisis. The nature of bi-lateral cooperation was also economic in nature. Intense trade activities of the Italian states played a crucial role in the development of diplomatic missions which would later foster an increase in trade.
Despite the fact that the core functions of diplomatic missions have remained the same, Chris (2009) argues that the 20th and 21st centuries have seen changes in the way diplomatic missions operate which greatly affects bilateral relations between states. Changes in the economic environment, political order and technological advancements have had profound effects on diplomatic missions.

Lauren (2015) observes that the presence of diplomatic missions may not necessarily lead to stronger bi-lateral relations between states. Lauren (2015) observes that in Russia and Ukraine, despite the two countries having diplomatic missions in each other’s capital, relations between the two states have been hostile. Therefore Lauren (2015) argues that diplomatic missions quite often fail to promote bi-lateral cooperation between states.

Joshua (2010) observes that a salient feature of modern diplomacy is the enhanced role of personal diplomacy by the head of state or government. The direct involvement of heads of government in diplomatic activity has generally reduced the overall role and influence of many diplomatic missions. This has led some scholars to argue that diplomatic missions are dispensable.

Sharp (2009) notes that non-state actors have rapidly increased in number and type, ranging from traditional economic interest groups to resource, environment, humanitarian, aid, transnational religious groups, international foundations, donors, and medical organizations. In pursuit of bilateral cooperation, diplomatic missions have found themselves faced with unprecedented interest groups and factors to consider which has a profound effect on their mandate.
Solomon (2010) observes that the effects of globalization such as the speed of news dissemination and of policy-making, competition for governments from non-state actors and growing democratization have increased demand for accountability worldwide and impacted on the traditional diplomatic practice. Solomon (2010) argues that due to the increased speed of information flow, diplomatic missions are no longer solely relied on for information from the host state and this has also led some scholars to argue too that diplomatic missions are dispensable.

In Africa though, Graham (2000) notes that diplomatic missions have been promoting bilateral cooperation right from pre-colonial times to date. In the pre-colonial state system, several groups of states like the Oyo, Dahomey and Asante maintained relationships with one another to promote peace. Graham (2000) notes that diplomatic missions negotiated treaties, frontiers of trade and authority were delimited, settled past disputes and averted potential crises. This was achieved through sending emissaries, both ad hoc and semi permanent, present giving and receiving and the use of regular courier services. Commerce and politics played a great part in foreign relations as in internal affairs. In West Africa, commercial relations did not only play a part of developing ad hoc diplomacy and expanding foreign relations into a deliberate and long-term foreign policy, but also in the tentative steps which were taken in pre-colonial West-Africa towards permanent or continuous diplomacy.

Anderson (2013) argues that no sooner had African countries obtained their independence than they focused their attention on diplomatic relations and the establishment of diplomatic missions. From Egypt, Nigeria, Uganda to Rhodesia, countries opened up diplomatic missions in major capitals of the world that promoted
economic ties, fought apartheid and racial policies in some states in Africa. The UN (2010) notes that diplomatic missions and states in Sub Saharan Africa have played a great role in promoting development within the African continent. This form of cooperation is commonly referred to as South–South cooperation. It is a concept that refers to the processes, institutions and arrangements designed to promote political, economic and technical cooperation among developing countries in pursuit of common development goals. The UN (2010) further argues that the cooperation has been multidimensional in scope, involving cooperation in areas such as trade, finance, investment, as well as the exchange of knowledge, skills and technical expertise between developing countries. Geographically, it covers bilateral, intraregional and interregional cooperation as well as collaboration among developing countries on multilateral issues designed to enhance their participation and integration in the world economy.

In the East African region, Sezibera (2007) observes that Rwanda has expanded cooperation with the East African states through joining the EAC and having a permanent diplomatic mission at the East African community headquarters and in the respective states that promote the interests of Rwanda. He notes that Rwanda had applied to join the East African Community in 1996 and was admitted on November 30th 2006 and membership became effective July 1st 2007. The benefits that accrue from such diplomatic representation and cooperation include a wider market of over 100 million people, removal of tariff and non tariff barriers to trade that benefits the traders, it has helped to boost cultural ties, common positions in the foreign and security policy fields, partnerships in Key infrastructural developments through the East African Community partner states and cooperation on trans border issues and challenges.
Leonard (2013) notes that Rwanda has enjoyed warm bilateral relations with Kenya since the 1960’s and Kenya officially opened an embassy in Rwanda in 1986. The two states have since established joint permanent commissions in several sectors like trade, education and environmental conservation to strengthen their bilateral cooperation. The Kenya High Commission has been instrumental in promoting cooperation between Kenya and Rwanda. Other areas of cooperation between the two states include security, local governance, Information and communication technology, justice, civil service reforms and the agriculture Sector. (Leonard 2013)

1.2. Statement of the Problem

Smith (2002) observes that diplomatic missions are almost as old as recorded history and that the institution of diplomacy has seen incredible changes over time. Chris (2009) argues that the 21st century has seen changes in the way diplomatic missions operate which greatly affects their operations. There have been changes in technological advancements which have accelerated the speed of news dissemination globally but these changes have been met with financial constraints on the part of diplomatic missions. Moreover, diplomacy is no longer the preserve of diplomatic missions as Ministries of Foreign Affairs, heads of state and the business community all contribute to the conduct of diplomacy.

Leonard (2013) argues that there is an increasing level of multi-lateralism and personal diplomacy globally. In the East African region, the presence of regional bodies like the East African Community and the increasing use of personal diplomacy by the heads of State of both Kenya and Rwanda have partly cut out the work that would have
traditionally been done by diplomatic missions. Leonard (2013) notes that since Rwanda joined the East African Community in 2007, there have been more than ten summits that are attended by heads of State during which deliberations focus on areas like trade and investment that historically were carried out by diplomatic missions. This has inadvertently left diplomatic missions with almost no role to play. Despite the fact that Kenya and Rwanda have enjoyed warm relations for many years, it is important to assess whether in light of the aforementioned changes, diplomatic missions are still indispensable. The problem that is therefore being investigated is whether diplomatic missions are still relevant and what roles they play in promoting bi-lateral cooperation within the East African Community.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of this study was to assess the role of a diplomatic mission in promoting bilateral cooperation.

1.3.2 Specific Objectives

i. To examine the areas of diplomatic cooperation between Kenya and Rwanda.

ii. To analyze the challenges affecting diplomatic missions in their pursuit for bi-lateral cooperation.

iii. To establish the strategies used by diplomatic missions to promote bi-lateral cooperation.

1.4. Research Questions

i. What are the areas of diplomatic cooperation between Kenya and Rwanda?
ii. What challenges affect diplomatic missions in their pursuit for bi-lateral cooperation?

iii. What strategies do diplomatic missions use to promote bi-lateral cooperation?

1.5. Significance of the Study

The findings of the study will assist policy makers in the Ministry of Foreign Affairs to strengthen their cooperation with diplomatic missions and in formulating their foreign policy in their respective countries.

The findings from the study will add to the existing body of knowledge in the area of diplomacy and diplomatic missions and to fill the gap that exists.

The findings from the study will stimulate further research from academicians in the area of diplomacy and diplomatic missions.

1.6. Limitations of the Study

The researcher faced a problem of scheduling interviews with the senior management staff because of the busy nature of their work. The researcher collected data using questionnaires to overcome this problem.

1.7. Scope of the Study

1.7.1 Content Scope

The study explored the roles that diplomatic missions play in promoting bi-lateral cooperation between states because the relevance of diplomatic missions has come into question.

1.7.2 Geographical Scope

The study covered the work of the Kenya High Commission within the geographical confines of Rwanda.
1.7.3 Time Scope

The study was limited to a period between 2000 – 2016. This period witnessed an increase in diplomatic relations between Kenya and Rwanda and therefore there was an enormous amount of literature that the researcher would use.

1.8 Organization of the Study

This research project is presented in five chapters. Chapter one presents the background, statement of the problem, research objectives, significance, scope and limitations of the study. Chapter two presents theoretical literature, empirical literature, critical review and research gap identification, theoretical framework, conceptual framework and summary. Chapter three presents the research design and methodology that was used. Chapter four presents the research findings and discussion while chapter five presents the summary, recommendations and conclusions.
CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction
This chapter presents empirical and theoretical literature on types of diplomatic missions, the roles of diplomatic missions in promoting bi-lateral cooperation, areas of bi-lateral cooperation between Kenya and Rwanda and challenges affecting diplomatic missions in their pursuit for bi-lateral ties. This chapter also presents the theoretical framework, critical review and research gap, the conceptual framework and a summary of the chapter.

2.1 Theoretical Literature
2.1.1 Types of Diplomatic Missions
Sharp (2009) asserts that diplomatic missions may generally be classified into three main types: embassies, consulates and permanent missions. Sharp (2009) notes that an embassy is a diplomatic mission located in the capital city of another country which generally offers a full range of services, including consular services. An embassy where both the host and home country are Commonwealth countries is referred to as a High Commission. Standard nomenclature for the head of such missions is an ambassador or high commissioner respectively. Embassies are set up in host countries of particular importance to the home country.

Sharp (2009) argues that an embassy is responsible for the official representation of the home country in the host country. It is usually housed in large premises which are able to accommodate all officials of the embassy. Such territory enjoys diplomatic immunity under the Vienna Convention on diplomatic Relations of 1961 and it is the closest a
citizen can get to the actual home country. The embassy is the point of reference for the citizens and government of the host country and citizens of the home country.

Solomon (2001) asserts that Services to citizens are usually provided through an autonomous consular section within the embassy. This is implemented by the embassy issuing statements of clarification when required in order to defend the home country and monitoring the situation for any events which might in any way have a harmful impact on the home country. Another function which must be fulfilled by an embassy is to provide information to the home country. Formal information through various local media and other informal information are available to the staff of the embassy. This information must be filtered and adapted to a certain format which will be understandable by the home country.

Solomon (2001) argues that the ambassador has a key role in fulfilling certain functions of diplomatic missions. Apart from heading the mission an ambassador may particularly fulfill the functions of negotiation and bilateral relation development by attending social gatherings and performing visits to individuals and private or governmental organizations. The embassy in general can also assist the function of bilateral relational development in various ways such as organizing activities to promote culture, assisting companies in the setting up of business ventures with the home country and encouraging economic development such as trade agreements.

Solomon (2001) asserts that besides embassies, another type of diplomatic mission is a consulate. The main aim of a consulate is also to represent a home country in a host country, however less functions of diplomatic missions are expected from consulates. A
consulate is established primarily to provide a service to citizens and support the bilateral relation development focusing particularly on trade. A consulate mission is less costly than an embassy as fewer resources are required and consulates are established in host countries of secondary importance to the home country. The functions of protection of interests and provision of information are also possible by consulates however they are much more limited in scope than embassies. Negotiation with the host country is not expected from consulates and is largely handled directly by the Ministry of Foreign Affairs of the home country.

Solomon (2001) argues that consulates may be further subdivided into three types. The first type of consulate is a consulate general which is “located in a major city, other than the capital city. The second type is a normal consulate which is defined as the branch of the embassy that works with foreigners. Martin (2001) observes that the third and last type are honorary consulates, which are headed by Honorary Consuls who are persons who have volunteered their time and resources to assist with the representation of the trade, investment and tourism interests of a country within the area of their jurisdiction.

Martin (2001) argues that the difference between them is in the range of services they offer, with a consulate general providing the most services and an honorary consulate the least. Moreover, whereas consulate general and consulates are driven by citizens of the home country residing in the host country, honorary consulates consist of a single person who is a citizen of the host country.

Steve (2001) asserts that the third type of diplomatic mission is a permanent mission. A permanent mission is a diplomatic mission to an international inter-governmental
organization such as the United Nations representing the home country. As other diplomatic missions, a permanent mission is meant to represent the home country in the host country. Unlike embassies and consulates, a permanent mission is not meant to give a direct service to citizens; however it is required to be very active in the protection of interests and negotiation.

Steve (2001) notes that a permanent mission is meant to negotiate with the international organization and its members on behalf of the home country government. It will also oversee the activities and developments of the international organization and make sure that these are in the best interest of the home country, providing information along the way. The function of bilateral relation development does not apply to permanent missions as the country in which the mission is based is merely a host to the international organization. The nature of international organizations would in fact require the permanent mission to work in the area of multilateral relation development through general agreement with other members of the international organization.

2.1.2 Challenges Affecting Diplomatic Missions in their Pursuit for Bilateral Cooperation

Satow (2000) notes that globalization has not only brought in new actors but also introduced new issues in interstate relations. This has implications for the conduct of modern diplomacy. In the first instance, it increases the complexity of relations and the possibility of conflict. Scott (2009) argues that by forcing actors into increasingly smaller spaces, globalization heightens tension and makes diplomacy a lot more complex. It also widens the scope of diplomacy as it is increasingly difficult to clearly identify the blurred line that connects domestic to international affairs. The impact of globalization has also greatly enhanced the cross border relevance of many issue areas in international politics. Chief among these is climate change. It has also heightened the
relevance of issue linkages. Climate change politics therefore has human rights implications, regional security policy has implications for democracy, good governance has implications for peace and stability.

Rana (2000) argues that among the functions of a diplomatic mission listed in Article 3 of the Vienna Convention on Diplomatic Relations is negotiation. Negotiating with the Government of the receiving state – arguably is the most important. It is the primary method by which a state attempts to control its relations with other states, and is therefore political by its very nature. Nicolson (2000) notes that with the increasing variety of issues to be negotiated with other states, bilaterally as well as in multilateral settings, the degree of complexity – procedural as well as substantive – confronting diplomats has risen to such a level as to challenge the capacity of the diplomatic institution and its personnel to handle it. Managing complexity, it has been suggested, is the major new task for diplomacy.

Satow (2000) notes that without either the specialised knowledge or richness of professional experience that negotiators in highly technical fields such as international health or raw-materials markets usually have, diplomats can be relegated to the near-impossible task of coordinating the work of others, who do the real, substantive work. Rather than settling into this hollowed-out role, diplomats would do well to assert themselves in the following way: as the essential providers of political understanding – particularly of foreign governments and the influences that bear on them and also of the institutional realities of international governance.

Steve (2001) notes that coordination is, of course, necessary for the diplomatic system of a country to work. A diplomat’s political understanding is deeper and more strategic.
It should encompass not only foreign situations but also the administrative mechanisms and surrounding social and economic structures of his/her own country. Cohen (2000) argues that in Asia, the nexus between the domestic and the foreign, with chains of foreign policy activity in different fields constantly revolving, inward and outward, is a complex dynamic. Management of this process – or these many processes – requires, according to theorists of complexity management, an overall, or holistic, approach, alongside a compelling and sound strategy, transparency as to actual costs and benefits, and an ability to make tradeoffs in order to achieve total value.

Chris (2007) argues that with the end of the Cold War between the western countries and the Soviet Union, the nature of conflicts has changed. Increasingly states have to interact with or confront non-state actors – national and international civil society groups, rebel movements, warlords, sometimes even criminal gangs – often operating out of the reach of the state. Catto (2003) argues observes that in East Africa, the changing nature of conflicts has exposed shortcomings in traditional diplomacy. Today's wars rarely take place directly between two states but are caused by factors such as political exclusion and competition for local resources, as well as a range of communal, environmental or economic grievances. Elgavish (2000) argues that in Africa and in particular East Africa, there is need for more comprehensive responses going beyond classic diplomacy, addressing all stages of the conflict. Across the continuum of conflict, from early warning to post conflict state-building and recovery, agents of ‘unofficial diplomacy’ play multiple roles that go beyond traditional diplomacy.

2.1.3 Strategies used by Diplomatic Missions to Promote Bilateral Cooperation

Makumi (2006) asserts that diplomatic missions should strive to be self sustaining as a strategy to ensure that they foster increased bi-lateral cooperation with the host state. He
argues that Kenyan diplomatic missions need to be challenged to generate income through more aggressive creation of trade opportunities so as to increase their cooperation with other states. He notes that the creation of performance contracts can enable diplomatic missions strive to achieve higher targets and in the process contribute to stronger ties with other states.

United Nations (2011) argues that diplomatic missions should utilize communication skills to market their own countries as an investment location and to promote bi-lateral ties. Diplomatic missions can furthermore act as a conduit for feedback from transnational corporations, government, business personnel thus helping their governments to identify the best investment-related regulations, policies and practices in need of reform which fosters more ties. (United Nations 2011) Diplomatic missions should also have their own general action plans setting out what they intend to achieve in the future and what resources are available to them for that purpose.

Kishan (2013) asserts that diplomatic missions should build partnerships through investment Promotion to attract foreign direct investment for the home country is a way of fostering bi-lateral ties between states. Kishan (2013) notes that cultivating potential investors from the target country, organising business delegations, taking part in investment promotion events, facilitating visits of delegations led by ministers and local or provincial leaders from the home country will encourage more trade relations between the two states which brings the two states even closer.
2.2 Empirical Literature

2.2.1 Roles of Diplomatic Missions in Promoting Bilateral Cooperation

Ciuriak (2014) in a study entitled the impact of diplomatic representation abroad on Canada’s exports that used the gravity model found that Canada’s diplomatic missions played a great role in boosting its exports and ties with the host countries. In fact, the study revealed that Canada exported more products to countries where it had diplomatic representation than where it did not have. The study that also focused on the level of economic freedom in destination markets revealed that Canada’s diplomatic missions in countries that have capitalist economies attracted more exports than in countries that have communist or heavily controlled government economies. The study noted that in Australia, United Kingdom, South Africa, Germany and USA, Canada’s exports and ties have been increasing since the opening of the diplomatic missions in those respective countries. The study in Canada links to this study in that both demonstrate the importance of diplomatic missions in boosting ties and development with the host states.

Ľudmila (2015) in a qualitative study entitled diplomatic missions and their roles revealed that the diplomatic missions of the Federal Republic of Germany have been at the core of promoting the Republic’s cultural norms in other states, a practice that boosts ties with the host states. In the study carried out on 93 Germany diplomatic missions that were selected randomly, it was revealed that the cultural attaché section of the mission played an important role in promoting cultural exchange between the host states and Germany which strengthened bi-lateral ties. Ľudmila (2015) argues that in the Republic of Austria, the diplomatic missions and general consulates were instrumental in promoting cultural ties between Austria and France. The Republic of Austria has
globally more than 29 Austrian Cultural Forums, out of which 26 are established by diplomatic missions and 3 by general consulates. The Austrian cultural forums are a part of structures of diplomatic missions of the Republic of Austria or of the general consulates of the Republic of Austria. Each Austrian Cultural Forum is headed by a director who – in the case of Austrian Cultural Forums present by the diplomatic missions of the Republic of Austria – is a member of the diplomatic corps of the relevant diplomatic mission. Ljudmila (2015) concludes that cultural exchanges between the citizens has boosted diplomatic cooperation between the concerned states. All the above studies are linked to this study in a way that they emphasize the role that diplomatic missions play in strengthening ties and championing development between states.

Maija (2012) in a qualitative study entitled the classical and contemporary role of a Latvian bi-lateral Ambassador revealed that the Latvian diplomatic missions were instrumental in boosting education ties with the host states. He contends that through the creation of an education and cultural exchange section at the diplomatic missions, there was a 25% increase for instance in the number of students from Estonia and Belarus studying in Latvia. This brought the states concerned closer and boosted ties in other domains like trade, tourism and free movement of labour from one states to another. The study in Latvia and this study are linked in a way that both emphasize the role that diplomatic missions play in boosting ties between states through a number of development activities.

Joshua (2010) argues that in Latin America, diplomatic missions play an active role in protecting the interests that the sending state might have in the host country. He notes
that when the diplomatic mission represents it’s state and negotiates with authorities in the receiving state, then it acts in the name of specific interests, in order to accredit and promote these interests. The defense function as recognized by international law allows the diplomatic mission to offer diplomatic protection to citizens of the sending state, who are or live in the receiving state.

Steve (2001) further argues that negotiation is another key function of diplomatic missions. On behalf of the home country, diplomatic missions interact with the government of the host country in order to resolve disputes and acquire individual or collective advantage with the aim of achieving international development. Implementation of foreign policy assists the diplomatic mission in fulfilling the negotiation function. Kurbalija (2000) contends that tightly coupled is the function of bilateral relation development in Africa which also seeks to target international development in the form of improved relations in the political, commercial, economic and cultural relations. This has been particularly true with the Kenyan diplomatic missions in Africa. Kenyan diplomatic missions have ensured the dissemination of information in order to promote the home country and create a sense of awareness and culture amongst the citizens of the host country.

Karen (2008) contends that promoting friendly relations, neighborliness and cooperation between states depends on mutual understanding of states’ economical, social and political realities and this is especially true not only in Africa but the world over. By performing this function, the diplomatic mission provides the sending State data obtained by lawful means, regarding domestic life and international politics in the country of residence. The diplomatic mission normally performs its functions using
official and officious contacts, mass media and local journals, literary and scientific publications. Concerning this aspect, the 1961 Vienna Convention on diplomatic relations stresses the lawful character that any information source used by the diplomatic mission must have.

Smith (2002) notes that diplomatic missions perform consular functions, however he observes that it is a recent practice. In Africa, he notes that it developed as the role of consular institution became more important, thanks to growth in commercial relations and tourism. The function of providing consular services is clearly stipulated in the Vienna Convention of diplomatic relations of 1961. In doctrine, this stipulation can mean that the sending state may establish an embassy, a consular division, without permission from the receiving state. This conclusion is drawn from the principle of states’ sovereignty and mutual consent fundamental principle of diplomatic and consular relations.

Leonard (2013) notes that diplomatic missions in Rwanda and Kenya strive to promote friendly relations and cooperation between the sending state and the receiving state. Hence, diplomatic missions fulfill an essential role when investing in the bilateral relation virtues that transform it in the primary positive element in the process of placing international relations on moral, fairness and lawful principles. If one envisions international relations as an immense network, the bilateral relation constitutes the basic rapport of this structure, while the dominating climate of this bilateral rapport, cultivated according to requests of neighborliness, friendship, cooperation, mutual understanding and respect between peoples, can be disseminated in the whole structure of international relations causing their positive development. Leonard (2013) argues that
in the economic field, the diplomatic mission can negotiate cooperation agreements in various domains, can take measures to perform them or intensify by various means material and spiritual changes between the respective peoples.

### 2.2.2 Areas of Diplomatic Cooperation between Kenya and Rwanda

Leonard (2013) notes that Rwanda and Kenya enjoy excellent diplomatic relations underpinned by the 1979 General Cooperation Agreement. He argues that the two countries enjoy very warm and cordial relations and have joint cooperation agreements in many sectors under the joint permanent cooperation framework. Both Rwanda and Kenya have been at the forefront of the East African Community integration.

Garrett (2008) states that Kenya and Rwanda have cooperated in the education sector for several decades. This has been at all levels of education including higher education, vocational and technical education. Exchange programs exist that allow citizens of both countries to study in each other’s institutions and in the process skills and technical expertise are transferred. Steve (2001) argues that the Kenyan ministry of education and the Rwandan ministry of education work closely to foster education in their respective countries and the wider East African region. Kenyan institutions of higher learning notably Mount Kenya University, Jommo Kenyatta University and Kenya Institute of management currently operate in Rwanda where they offer courses that benefit Rwandans.

Garrett (2008) argues that Kenya and Rwanda have been cooperating in the area of trade for many decades. Garrett (2008) further contends that Kenya is Rwanda’s main export destination. The two countries coordinated and participated in the preparation of the mechanism for the operationalization of the Single Customs Territory. Under the model
approved by heads of state each partner state retains the responsibility of managing its customs operations and collecting revenues. Free movement of goods, management of revenue, and the legal and administrative framework have been identified as the three pillars of the Single Customs Territory. The majority of the common market protocol commitments under the free movement of goods have been fully implemented. Tariffs on internally produced goods have been eliminated, there is full compliance with the East African Community Customs Law and Rules of Origin, and the Common External Tariff has been implemented across the board.

Solomon (2001) notes that there are a number of environmental concerns that have boosted the cooperation between Kenya and Rwanda. Some of these concerns have included climate change and in particular global warming, biodiversity, environmental degradation, water, soil and air pollution and resource depletion. Bi-lateral and multi lateral agreements have been signed by these countries to ensure that the environment is protected and that there is legislation that supports environmental sustainability. Notable among these agreements include the Kyoto protocol, convention on biological diversity, Stockholm convention on persistent organic pollutants, Vienna convention on the protection of the Ozone layer among others.

Scott (2009) observes that Kenya and Rwanda engage in security cooperation to tackle cross border crime, terrorism, cyber ware fare, human trafficking among others. Further argues that the Great Lakes region of East Africa is so volatile and faces threats to peace and security posed by Al-Shabab militants in Somalia and other terrorist groups. It is therefore paramount that regional governments work together to tackle this big challenge such that wrong elements are denied a safe haven from where to operate.
2.3 Critical Review and Research Gap Identification

Several scholars reviewed argue that diplomatic missions are instrumental in promoting bi-lateral cooperation between states. In fact, Steve (2001) and Scott (2009) contend that diplomatic missions are the leading promoters of bi-lateral cooperation between states. However, as Rana (2000) argues, it is difficult to measure the role played by diplomatic missions given the fact that states have other arrangements like regional blocs and multi-lateral agreements all of which strengthen cooperation. In fact, diplomacy is no longer the preserve of diplomatic missions as several actors including ministries, religious leaders, sports men and women all contribute to diplomacy between different countries.

Rana (2000) argues that there is an increasing role of personal diplomacy from heads of state, increasing role of multi-lateralism and an increase in the degree of complexity of international affairs all of which affect the nature of work of diplomatic missions. Leonard (2013) seems to support Rana (2000) view when he notes that since Rwanda joined the East African Community in 2007, several summits have been held at the Head of State level that have deliberated on trade and investment, activities that were previously performed by diplomatic missions. This has left diplomatic missions with almost no roles to play. The literature reviewed does not address the roles of the 21st century diplomatic missions and the impact their absence would have on bilateral cooperation. This is the gap that exists in the previous literature reviewed that this study attempted to fill.
2.4 Theoretical Framework

2.4.1 Liberalism

Liberalism is one of the oldest theories in international relations. Its basic ideas were given formal expression in works by Thomas Hobbes and John Locke. (Scott 2009) He notes that liberalism theory views the state as the unit of analysis, but also includes international law, diplomatic missions, international organizations and nongovernmental organizations as increasingly important factors in international relations. Liberalism argues that the universal condition of bilateral cooperation between states is globalization. It argues that States are and have always been intertwined in a domestic and transnational society, which creates incentives for economic, social and cultural interaction across borders. It argues that social concerns that transcend state borders encourage states to engage in bilateral cooperation with others which necessitates the creation of diplomatic missions. Liberal theorists view state relations as a system of interactions holding the potential for mutual gain. Cooperative and peaceful international behaviors are therefore both possible and desirable. Liberals also argue that democratic states tend toward increasingly harmonious interstate relations and work towards mutual benefits.

Scott (2009) notes that liberalism emphasizes that the broad ties among states have both made it difficult to define national interest and decreased the usefulness of military power. Liberalism developed in the 1970s as some scholars began arguing that realism was outdated. Increasing globalization, the rapid rise in communications technology, and the increase in international trade meant that states could no longer rely on simple power politics to decide matters. Liberal approaches to international relations are also called theories of complex interdependence.
Scott (2009) argues that liberalism assumes that state preferences rather than state capabilities, are the primary determinants of state behavior, and the analogy is carried over into the domestic level regarding individual motivations. What makes this work is tolerance of preferences, along with democratic institutions which promote rational calculations among both individuals and states that cooperation between states is better than war. Preferences may vary from state to state, depending on culture, economic system, and type of government. This theory applies to this study in a way that it advocates for the creation of diplomatic missions to boost bi-lateral ties between states.

2.4.2 Idealism

Idealism is a theory in international relations that arose in the early 20th century and was advanced by Woodrow Wilson. (Crawford 2000) The theory assumes that there are universal political and economic ideals that humans should aspire for. In international relations, these ideals are said to be liberty, freedom, democratic systems of representation, free markets, and capitalist trading systems. Crawford (2000) argues that certain forms of idealism also see international institutions (economic and political) as ensuring transparency and reinforcing the incentives for states to cooperate. Post–World War II idealism also incorporated some of the tenets of scientific positivism in the hope of first studying and then isolating variables that contaminated the ability of nation-states to cooperate so that such variables could be eliminated over time.

The theory assumes that human nature is essentially good and capable of good deeds in international relations, human welfare and advancement of civilization are the concerns of all states, International community should work for eliminating such global instruments, features and practices which lead to war, International institutions
committed to preserve international peace and international law and order should be
developed for securing peace, prosperity and development. (Crawford 2000) All these
tenets compel states to seek stronger ties with others through the creation of diplomatic
institutions to boost such ties.

Crawford (2000) further argues that idealism stands for improving the course of
international relations by eliminating war, hunger, inequality, tyranny, force,
suppression and violence from international relations. To remove these evils is the
objective before each state and therefore states will work in unison to achieve such
goals. Idealism accepts the possibility of creating a world free from these evils by
depending upon reason, science and education. The idealist approach advocates
morality as the means for securing the desired objective of making the world an ideal
world. It believes that by following morality and moral values in their relations, states
can not only secure their own development, but also can help the world to eliminate
war, inequality, despotism, tyranny, violence and force. It is therefore such shared that
drives states to work towards cooperation and therefore opening up diplomatic missions
is a way of strengthening such cooperation. This theory applies to this study in a way
that it emphasizes shared ideas, values and cooperation that should be strengthened by
states through the creation of diplomatic missions. Idealism applies to this study
because it compels states to boost bi-lateral ties through the creation of diplomatic
institutions.
2.5 Conceptual Framework

The study focused on the role of diplomatic missions in the promotion of bi-lateral cooperation between states. The independent variable is diplomatic missions while the dependent variable is bi-lateral cooperation between states. The figure below shows the interconnection between those two variables.

![Conceptual Framework Diagram]

Source: Researcher 2016

**Figure 2.1 Conceptual framework**

The conceptual framework shows the relationship between the independent variable – diplomatic missions (Kenya High Commission which represents its government, negotiates with the host state on behalf of the sending state and protects its national interests in the host state) and how those activities affect the dependent variable (bi-lateral cooperation). Through representation, negotiation and protection of national interests...
interests, diplomatic missions are able to boost relations in form of education, trade, security, culture, environment and infrastructure developments. The relationship between the independent and dependent variable is affected by intervening variables like government policies and international organizations. When government policies are conducive, the diplomatic mission is able to perform its full functions leading to cooperation in form of education, trade and security. International organizations also influence the roles of diplomatic missions through lobbying and policy influence leading to better bi-lateral ties between the states. Disputes between the sending and host state also influence the nature of relationship between two states and determine the level at which diplomatic missions are able to promote bilateral cooperation.

2.6 Summary
This chapter has presented literature on the nature of diplomatic missions, the roles of diplomatic missions in promoting bi-lateral cooperation between states, the areas of diplomatic cooperation between Rwanda and Kenya, the challenges that diplomatic missions face in their pursuit for bi-lateral cooperation and the strategies that diplomatic missions use to boost bi-lateral cooperation. This chapter has also explored gaps that exist in previous works. This chapter has also explored liberalism and idealism as theories that help to explain diplomatic missions and bi-lateral cooperation. This chapter has also highlighted the conceptual framework that the study adopted. There seems to be consensus in both empirical and theoretical literature reviewed that diplomatic missions play an important role in strengthening ties.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents information on the research design that the study adopted, the target population, selection method, data collection methods, data collection instruments, administration of data collection instruments, reliability and validity, data analysis and ethical considerations.

3.1 Research Design

The study adopted a case study research design. Neuman (2013) notes that a case study design ensures that different dimensions of the same phenomenon are obtained. The study involved the use of questionnaires and desk review.

3.2 Target Population

The target population of the study was 25 employees of the Kenya High Commission. According to the Kenya High Commission report (2014), there are 25 senior administrative and mid-level staff. Data was collected from the 25 senior administrative and mid-level staff as illustrated in the table below:

Table 3.1 Target population of the study

<table>
<thead>
<tr>
<th>Population Type</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior administrative staff</td>
<td>10</td>
<td>40%</td>
</tr>
<tr>
<td>Mid-level staff</td>
<td>15</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Kenya High Commission Report
3.3 Sample Design

The study adopted the census method. All elements of the population were selected because the target population was small and the need to ensure a high degree of accuracy.

3.4 Data collection methods

The study used both qualitative and quantitative data collection methods.

3.4.1 Data collection Instruments

The instrument that was used in the study was a questionnaire. The questionnaire that was used was both closed and open ended. The use of this questionnaire was to obtain large amounts of data that can be quantified and compared.

3.4.2 Administration of Data collection Instruments

The researcher carried out pre-testing of data collection instrument. The researcher delivered hard copies of the questionnaires to the respondents and collected the completed questionnaires the next day. The questionnaire response rate was 100%.

3.4.3 Reliability and Validity

Neuman (2013) defines reliability as the extent to which a tool or an instrument produces consistent results on repeated trails. He further defines validity as the as the extent to which a tool measures what it intends to measure. Reliability was ensured by using the test retest method through administering the same questions on different occasions. Validity was ensured by pretesting of the questionnaires before they were finally administered to the respondents.
3.5 Data Analysis Procedure

Data obtained from the questionnaires was analyzed by editing, coding and using statistical package for social scientists and advanced excel. The data that was analyzed was presented in tables, graphs and pie charts. During transcription, the raw data was put into themes which corresponded to the themes in the questionnaire and then code categories were identified. Once the data was entered into the computer software, it was able to produce percentages and other statistics for comparison.

3.6 Ethical Considerations

This study followed the ethical guidelines of carrying out research. The researcher obtained ethical clearance from Mount Kenya University to conduct the study. The respondents were given a consent form that showed that they volunteered to take part in the study. The study maintained a high level of confidentiality as the names of the respondents were not revealed. No part of this study was copied from a similar study to avoid plagiarism.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction
This chapter discusses the results obtained from different variables for the study. The results of the study are presented and discussed under three main sections. The first section begins with an examination of the respondent’s bio-data, the second section examines the areas of bi-lateral cooperation between Kenya and Rwanda, the third section examines the challenges affecting diplomatic missions in their pursuit for bi-lateral ties and the strategies used by diplomatic missions to promote bi-lateral cooperation between states.

4.1 Demographic Characteristics of Respondents
This section examined the respondent’s bio-data. Data on age, gender and education was analysed and presented in table form. Information on bio-data is vital in comparing the responses across different age groups, gender and education levels.

4.1.1 Age group of Respondents
Table 4.1 Age group of Respondents

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-40</td>
<td>10</td>
<td>40%</td>
</tr>
<tr>
<td>41-50</td>
<td>12</td>
<td>48%</td>
</tr>
<tr>
<td>51-60</td>
<td>3</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary data

From the data obtained from the respondents, 10 respondents were aged between 30-40 representing 40%, 12 respondents were aged between 41-50 representing 48% and 3
respondents were aged between 51-60 representing 12%. Therefore all respondents were mature and could be relied on for fairly honest responses.

4.1.2 Gender of the Respondents

Data obtained from the respondents in Figure 4.1 reveals that 14 of the respondents were male representing 56% while 11 respondents were female representing 44%. Overall, the male respondents were slightly more than their female counterparts. Having a fair balance between male and female respondents was beneficial because data was obtained from both sexes bringing balance in responses and enabling the researcher to compare data obtained from both sexes.

Source: Primary data

Figure 4.1 Gender of the Respondents

Data obtained from the respondents in Figure 4.1 reveals that 14 of the respondents were male representing 56% while 11 respondents were female representing 44%. Overall, the male respondents were slightly more than their female counterparts. Having a fair balance between male and female respondents was beneficial because data was obtained from both sexes bringing balance in responses and enabling the researcher to compare data obtained from both sexes.
From the data obtained from the respondents, 25 respondents indicated that they had attained university qualifications representing 100%. There was no respondent who indicated primary or secondary level qualifications. Overall, there were only respondents with tertiary qualifications like diplomas and degrees. This was beneficial to the study because data was collected from knowledgeable respondents making the data highly reliable.

The analysis of the demographic characteristics is preceded by the key findings from the study on page 34.
4.2 Areas of Diplomatic Cooperation between Kenya and Rwanda
This section presents data on the areas of diplomatic cooperation between Kenya and Rwanda as obtained from the respondents.

4.2.1 Role of Kenya High Commission in Promoting Bilateral Cooperation

Source: Primary data

Figure 4.2 Role of Kenya High Commission in Promoting Bilateral Cooperation

Figure 4.2 on the role of the Kenya High Commission in promoting diplomatic cooperation shows that 20 respondents noted that the commission promotes education, 25 respondents noted that the commission promotes security, 19 respondents noted that it promotes environmental conservation, 22 respondents noted that it promotes cultural exchange, 21 respondents noted that it promotes trade and 25 respondents stated that the commission promotes infrastructural developments. This therefore implies that the Kenya High Commission has been instrumental in championing a number of interests that are vital to the development of both countries. By acting as a link between the two states, cooperation and the representation of the interests of the Kenyan government is strengthened. When the High Commission strengthens such cooperation, this contributes to economic growth and economic development in the two states.
4.2.2 Level of Cooperation in the Education Sector

Figure 4.3 that shows the level of cooperation between Kenya and Rwanda in the education sector reveals that 13 respondents noted that Kenya and Rwanda cooperate at primary education level, 18 respondents noted that Kenya and Rwanda cooperate at secondary education level, 25 respondents noted that Kenya and Rwanda cooperate at university education level while 20 respondents noted that Kenya and Rwanda cooperate at tertiary education level. This therefore shows that there is a holistic, strong cooperation between Kenya and Rwanda at all levels of education that is vital for the development of both countries. This cooperation also helps to harmonize the education systems which in turn facilitates the free movement of labor from Rwanda to Kenya and vice versa. This creates untapped opportunities and knowledge transfer between the two states that contributes to economic growth and development.

Source: Primary data
4.2.3 Areas of Cooperation in the Education Sector

Table 4.3 Areas of Cooperation in the Education Sector

<table>
<thead>
<tr>
<th>Level of cooperation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality improvement and assurance in higher institutions</td>
<td>25</td>
<td>100%</td>
</tr>
<tr>
<td>Technical skills development</td>
<td>21</td>
<td>84%</td>
</tr>
<tr>
<td>Research development</td>
<td>20</td>
<td>80%</td>
</tr>
<tr>
<td>ICT in education</td>
<td>18</td>
<td>72%</td>
</tr>
</tbody>
</table>

Source: Primary data

Table 4.3 shows that 25 respondents stated that Kenya and Rwanda cooperate in the area of quality improvement and assurance in higher institutions representing 100%, 21 respondents noted that there is technical skills development cooperation between the two states, 20 respondents noted that there is research development cooperation while 18 respondents noted that the two states cooperate on the integration of ICT in education. There are learning exchange visits between education officials in both countries to share experiences and skills that can be used in education institutions. This cooperation that seeks to improve the quality of education is beneficial for both states as it improves the skills of the citizens and making them competitive on the global market. This also facilitates the free movement of skilled labour from one state to another thus creating job opportunities and increasing foreign direct investments in either country. It is such foreign direct investments that contribute to economic growth and development. Quality improvement and assurance in higher institutions helps to produce high quality university graduates who can compete for employment opportunities across borders.
Such graduates therefore become marketable and contribute to the development of their countries.

**4.2.4 Areas of Cooperation in the Security Sector**

![Bar Chart](image)

Source: Primary data

**Figure 4.4 Areas of Cooperation in the Security Sector**

It can be noted from Figure 4.4 that 23 respondents stated that there is cooperation between Kenya and Rwanda in fighting cyber crime, 25 respondents stated that there is cooperation to fight terrorism, 22 respondents stated that there is cooperation to fight human trafficking, 18 respondents stated that there is cooperation to fight drug trafficking and 16 respondents stated that there is cooperation to fight goods smuggling. The security areas of cooperation reveal that crimes in this globalized era know no state boundaries and require close cooperation between states to arrest the perpetrators. Crimes like good smuggling and drug smuggling affect the economies of states because they contribute to revenue losses and lawlessness. It is therefore imperative that states make collective efforts in addressing these crimes. Cooperation to fight cyber crimes, terrorism and human trafficking has helped to maintain peace across borders and to
ensure that cross border criminals find no safe haven and are apprehended because of the existing cooperation.

4.2.5 Areas of Cooperation in Environmental Conservation

Table 4.4 Areas of Cooperation in Environmental Conservation

<table>
<thead>
<tr>
<th>Areas of cooperation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventing global warming</td>
<td>23</td>
<td>92%</td>
</tr>
<tr>
<td>Clean energy</td>
<td>15</td>
<td>60%</td>
</tr>
<tr>
<td>Ecosystems and endangered species</td>
<td>18</td>
<td>72%</td>
</tr>
<tr>
<td>Land management</td>
<td>13</td>
<td>52%</td>
</tr>
</tbody>
</table>

Source: Primary data

Data obtained from the respondents on the areas of cooperation between Kenya and Rwanda in environmental conservation shows that 23 respondents stated that there is cooperation in preventing global warming, 15 respondents stated that there is cooperation in the use of clean energy, 18 respondents stated that there is cooperation on eco systems and endangered species and 13 respondents stated that there is cooperation on land management. Cooperation between states that produces concerted efforts to tackle environmental issues has helped to conserve the environment and protect endangered species. These species are a source of tourist attraction that helps to bring into the states foreign currency that is used to develop the countries. Therefore with regards to environmental conservation, there is need for states to cooperate because the effects of environmental degradation are far reaching and can affect the entire planet. Therefore the concerted efforts by the two states are helpful in preserving the environment.
4.2.6 Areas of cooperation in the Cultural Sector

Source: Primary data

**Figure 4.5 Areas of Cooperation in the Cultural Sector**

In the areas of cooperation in the cultural sector, Figure 4.5 shows that 16 respondents noted that there is cooperation in the area of cultural norms and beliefs, 10 respondents stated that there is cooperation in language programs, 14 respondents stated that there is cooperation in religious affairs while 20 respondents stated that there is cooperation in shared values. This cooperation in many cultural aspects reveals that the two states have got many values, interests and beliefs in common and explains why the two states have had warm bi-lateral ties for many years. Such cooperation also unites communities and citizens and contributes to peace building, tolerance for diversity and differences of opinions. Having shared values of respect for human rights helps to ensure that states don’t violent the rights of the citizens and creates a universally accepted code of conduct with respect to the rights of the citizens. This also helps the international community to monitor consistency with respect to upholding the rights of the citizens.
4.2.7 Areas of Cooperation in Trade

Source: Primary data

Figure 4.6 Areas of Cooperation in Trade

In the areas of cooperation in trade between the two states, it was noted that 25 respondents stated that there is cooperation in the single customs union, 19 respondents stated that there is cooperation in manufacturing, 23 respondents stated that there is cooperation in transport while 24 respondents stated that there is cooperation in the banking and financial sector. It was also revealed that Kenya is Rwanda’s leading export destination within the East African region as well as the main port of entry for Rwanda’s imports. The two states conduct a lot of trade and have worked on easing business through the single customs union. The increasing level of trade is attracting investments, increasing government revenues as well as contributing to the creation of employment opportunities within the two states. The increased foreign direct investments and taxes are used in the provision of social services to the citizens which contributes to economic development.
4.2.8 Areas of Cooperation in Infrastructural Developments

Figure 4.7 Areas of Cooperation in Infrastructural Developments

Figure 4.7 that shows the areas of cooperation in infrastructural developments between Kenya and Rwanda reveals that 20 respondents state that the two states cooperate on the development of roads, 22 respondents stated that there is cooperation in ICT infrastructure, 19 respondents stated that there is cooperation on power generation and interconnectivity while 25 respondents stated that there is cooperation on the railway construction. It was also revealed that some of these projects have been undertaken on a multi-lateral level with countries like Uganda and South Sudan inclusive. These huge infrastructure projects show how committed the states concerned are in as far as bringing development and boosting trade in the East African region is concerned. Modernizing roads linking Mombasa in Kenya to Kigali in Rwanda has reduced the cost of doing business in the region, increased imports and exports of goods and services and
increased revenues. This has increased the gross domestic product of the two states and contributed to economic development and growth.

4.2.9 Rating Bilateral Cooperation between Kenya and Rwanda

Table 4.5 Rating Bilateral Cooperation between Kenya and Rwanda

<table>
<thead>
<tr>
<th>Cooperation</th>
<th>Level of cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>20 years ago</td>
<td>25</td>
</tr>
<tr>
<td>Last 5 years</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: Primary data

Table 4.5 shows that 25 respondents stated that the bi-lateral relations between Kenya and Rwanda were excellent 20 years ago as well as in the last 5 years. This therefore shows that the two countries have had cordial relations for a long time and are keen to continue with the cooperation. It also reveals that the two countries have many shared interests and values that have enabled this relationship to last for many years. The cooperation between the two states has helped to boost investments in trade, education, health, security and so on all of which contribute to the developments of the respective states. This also proves that cooperation between states helps to create opportunities for the citizens leading to the development of the countries.
4.2.10 Increase in bi-lateral cooperation since Kenya opened diplomatic mission

Table 4.6 Increase in bi-lateral cooperation since Kenya opened diplomatic mission

<table>
<thead>
<tr>
<th>Increase in cooperation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>25</td>
<td>100%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: Primary data

Table 4.6 shows that 25 respondents stated that there has been an increase in bi-lateral relations between Kenya and Rwanda ever since Kenya established a diplomatic mission in Rwanda. This represented 100%. None of the respondents stated that the relations between the two states have not increased. It shows that opening a diplomatic mission is a positive step for any country and demonstrates commitment of partnership between countries. This also highlights the different opportunities that the citizens in both countries stand to benefit due to cooperation of both states.
4.2.11 Factors that influence the Commission’s ability to promote bi-lateral cooperation between Kenya and Rwanda

![Bar chart showing factors influencing cooperation between Kenya and Rwanda]

- Proximity between Kenya and Rwanda: 18 respondents (72%)
- Good historical ties: 15 respondents (58%)
- Belonging to the same regional bloc: 22 respondents (88%)
- Competent diplomats: 19 respondents (76%)

Source: Primary data

**Figure 4.8 Factors that influence the commission’s ability to promote bi-lateral cooperation between Kenya and Rwanda**

It can be observed from figure 4.8 that 18 respondents stated that the proximity between Kenya and Rwanda is a key factor in the warm bi-lateral ties between the two states representing 72%. 15 respondents stated that good historical ties account for the warm bi-lateral ties, 22 stated that belonging to the East African community is partly responsible for the warm ties between the two states while 19 respondents stated that the presence of competent diplomats accounts for the positive bi-lateral ties between the two states. It can therefore be argued that no single factor is responsible for the warm ties between Kenya and Rwanda but a combination of factors put together have led to warm ties. This means that states should capitalize on all their collective strength to strengthen cooperation with other states.
4.3 The Challenges Affecting Diplomatic Missions in their Pursuit for Bilateral Cooperation

![Bar chart showing challenges affecting diplomatic missions]

Source: Primary data

**Figure 4.9 Challenges Affecting Diplomatic Missions in their Pursuit for Bilateral Cooperation**

It can be noted from figure 4.9 that 11 respondents stated that institutional bureaucracy is a challenge affecting diplomatic missions, 18 respondents noted that new global actors are a challenge to diplomatic missions, 22 respondents noted that limited resources affect diplomatic missions, 2 respondents noted that scarcity of diplomats is a challenge to diplomatic missions and 5 respondents noted that the changing nature of conflicts affects diplomatic missions in their pursuit for bi-lateral ties. It can therefore be deduced that despite the fact that diplomatic missions play a key role in championing development between states, they face enormous challenges that prevent them from maximizing their full potential. There is need for diplomatic missions to work with their...
foreign ministries in the sending state to address the existing challenges that impede their operations.

4.4 Measures used by Diplomatic Missions to overcome challenges and Promote Bilateral Cooperation

Figure 4.10 Strategies used by Diplomatic Missions to overcome challenges and Promote Bilateral Cooperation

Figure 4.10 shows that 20 respondents stated that the use of ICT helps to promote bi-lateral cooperation, 21 respondents stated that organizing workshops/conferences boosts bilateral cooperation, 19 respondents stated that investment promotion activities boost bilateral cooperation while 23 respondents stated that attending National celebrations in the host country boosts bi-lateral cooperation. This data reveals that with the advent of globalization and changes in the diplomatic practice, diplomatic missions need to be innovative so as to move with the changes in time. Diplomatic missions should always be looking for strategies to boost bilateral ties with their host country. No single strategy
can be solely relied on but a combination of strategies would be effective in strengthening ties between states.

4.4.1 Legal Frameworks that Support Bilateral Cooperation

Source: Primary data

**Figure 4.11 Legal frameworks that support bi-lateral cooperation**

Data obtained from respondents on the existing legal frameworks that support bi-lateral cooperation between Kenya and Rwanda reveals that 10 respondents stated that the Vienna convention on diplomatic relations supports the bi-lateral cooperation, 8 respondents stated that Vienna convention on consular affairs supports the bi-lateral cooperation, 4 respondents stated that the AU Charter supports bi-lateral cooperation and 3 respondents stated that the United Nations Charter supports bi-lateral relations. This therefore emphasizes the importance of an existing legally binding international or regional body of law that guides the relationship between states. It is this body of law that clearly spells out the duties and responsibilities of each state and this facilitates good bi-lateral ties between states.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the data that has been presented, analyzed and interpreted in the previous chapter. Conclusions of the study were made based on the objectives of the study. This chapter also highlights the recommendations of the study.

5.1 Summary of Findings

The study was conducted to assess the role of diplomatic missions in promoting bilateral cooperation between states. The summary of the study was based on the findings that were drawn from the specific objectives identified below:

5.1.1 Areas of Diplomatic Cooperation between Kenya and Rwanda

The study revealed that Kenya and Rwanda cooperate in the education sector, security, environmental conservation, cultural exchange as well as infrastructural developments with over 80% of the respondents. In the education sector, the study showed that the two states cooperate at primary education level, secondary, university and tertiary education level. At university level, 25 respondents representing 100% stated that this is a key area of cooperation between the two states. The study revealed that both Kenya and Rwanda cooperate in quality improvement and assurance in higher institutions representing 100%, technical skills development representing 84%, research development representing 80% and integration of ICT in education representing 72%. In the security sector, the study revealed that 80% of the respondents stated that there is cooperation in fighting cyber crime, terrorism, human trafficking, drug trafficking and goods smuggling. The security areas of cooperation revealed that crimes in this globalized era know no state boundaries and require close cooperation between states to arrest the perpetrators. Crimes like good smuggling and drug smuggling affect the
economies of states because they contribute to revenue losses and lawlessness. It is therefore imperative that states make collective efforts in addressing these crimes. Cooperation to fight cyber crimes, terrorism and human trafficking has helped to maintain peace across borders and to ensure that cross border criminals find no safe haven and are apprehended because of the existing cooperation.

With regards to environmental conservation, the study revealed that both states cooperate in preventing global warming representing over 92%, the use of clean energy, eco systems and endangered species. This cooperation is vital because the effects of environmental degradation are far reaching and can affect the entire planet. Therefore concerted efforts are needed by all states to preserve the environment. Cooperation between states that produces concerted efforts to tackle environmental issues has helped to conserve the environment and protect endangered species. These species are a source of tourist attraction that helps to bring into the states foreign currency that is used to develop the countries. Therefore with regards to environmental conservation, there is need for states to cooperate because the effects of environmental degradation are far reaching and can affect the entire planet. Therefore the concerted efforts by the two states are helpful in preserving the environment. In the area of cultural cooperation, the study revealed that there is cooperation in the area of norms and beliefs, language programs, religious affairs and mutual values.

In the area of trade, the study revealed that there is cooperation in the implementation of a single customs union, transport and in the banking and financial sector representing over 85% of the respondents. It was also revealed that Kenya is Rwanda’s leading export destination within the East African region as well as the main port of entry for Rwanda’s imports. The two states conduct a lot of trade and have worked on easing business through the single customs union. The increasing level of trade is attracting
investments, increasing government revenues as well as contributing to the creation of employment opportunities within the two states. The study also revealed that there was cooperation on infrastructural developments like roads, ICT infrastructure, power generation and interconnectivity as well as railway construction. It was also revealed that some of the infrastructural projects had been undertaken on a multi-lateral level with countries like Uganda and South Sudan inclusive which was bringing development and boosting trade in the East African region. The study revealed that both Kenya and Rwanda have enjoyed warm bi-lateral ties for the last 20 years.

5.1.2 Challenges Affecting Diplomatic Missions in their Pursuit for Bilateral Cooperation

The study revealed that diplomatic missions face a challenge of institutional bureaucracy that slows down the decision making process, new global actors, limited resources and scarcity of diplomats all of which prevent them from maximizing their full potential. Over 70% of the respondents identified bureaucracy and limited resources as the major challenges that they face. There is need for diplomatic missions to work with their foreign ministries in the sending state to address the existing challenges that impede their operations.

5.1.3 Strategies used to Promote Bilateral Cooperation

The study revealed that diplomatic missions use ICT to promote bi-lateral cooperation with over 90% acknowledging that ICT is an important tool is the conduct of diplomatic activity. Over 80% of the respondents stated that organizing workshops/conferences to boost bilateral cooperation, conducting investment promotion activities and attending National celebrations in the host country also facilitate the promotion of bi-lateral cooperation between the two states. The data revealed that with the advent of globalization and changes in the diplomatic practice, diplomatic missions need to be
innovative so as to move with the changes in time. Diplomatic missions should always be looking for strategies to boost bi-lateral ties with their host country. The study also revealed that diplomatic missions use the existing legal frameworks to boost bi-lateral ties like the Vienna convention on diplomatic relations, Vienna convention on consular affairs, the African Union Charter and the United Nations Charter.

5.2 Conclusion
The study revealed that diplomatic missions play a vital role in strengthening bi-lateral ties. The study also revealed that Kenya and Rwanda cooperate in the areas of education, trade, environmental conservation, infrastructural developments, security and cultural exchanges. This demonstrated that interdependence between states is very important in as far as development and prosperity of states is concerned. The study also revealed that diplomatic missions face a number of challenges like institutional bureaucracy, new global actors, limited resources, scarcity of diplomats and the changing nature of conflicts. This therefore demonstrated that despite the fact that diplomatic missions play a key role in diffusing international conflicts and crises, they face increasing challenges and therefore new approaches are needed to resolve global issues.

5.3 Recommendations
Based on the findings of the study, the following recommendations are made:

5.3.1 Governments
The study revealed that diplomatic missions are faced with new realities and changes that pose challenges for them and yet they continue to operate in the same traditional way. Therefore Governments need to equip diplomatic missions with the necessary
tools especially those of information and communication technology that help them to cope with the changes in the 21\textsuperscript{st} century diplomacy.

There is need for governments to reassess the roles that diplomatic missions play and assign them clear roles so as to avoid duplication of activities and at times redundancy.

Governments should facilitate the diplomatic process through eliminating all forms of institutional bureaucracy that slow down the decision making process. There should be direct channels of communication to the Ministry of Foreign affairs that should implement recommendations from the diplomatic missions without any delays.

5.3.2 Diplomatic Missions

The study revealed that the nature and functions of diplomatic missions have changed to embrace new responsibilities and therefore the study recommends that there is need for diplomatic missions to recommend to their sending governments that they need to embrace new responsibilities so as to meet the demands of the 21\textsuperscript{st} century.

The study revealed that diplomacy and diplomatic activity are no longer the preserve of diplomatic missions as several non state actors are increasingly playing an active role in diplomacy. There is need for diplomatic missions to work with the new non state actors like the business community to boost bi-lateral cooperation in the area of trade between states.

The study revealed that the use of information and communication technology boosts the spread of information from one region to the other. Therefore it is recommended that diplomatic missions should embrace the use of technology to cut any bureaucracy and speed up the process of service delivery.
5.3.2 International Community
The study revealed that the nature of diplomacy and the diplomatic functions have changed in the twenty first century. The study revealed that new global actors like the business community and international community are becoming increasingly active in the conduct of diplomacy. Therefore there is need for coordination between the international community and diplomatic representatives to tackle common challenges like terrorism, cyber crime and human trafficking by sharing timely information.

5.4 Suggestions for Further Study
Based on the findings of the study, the following suggestion is made:

Think tanks, institutions and other independent researchers should conduct similar research on diplomatic missions and bi-lateral cooperation between states to fill the gaps that may not have been filled by this study.

There is need for research on changes in the diplomatic function and their impact on bi-lateral cooperation.

There is need for research on the role of diplomatic missions in times of war and crises.

There is need for research on the role of diplomatic missions in promoting commercial diplomacy.
REFERENCES


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Advisory Series 6*, UN Conference on trade and Development, New York USA.
APPENDICES
APPENDIX 1: LETTER OF INTRODUCTION

Mount Kenya University

KIGALI CAMPUS

SCHOOL OF POST GRADUATE STUDIES

RESEARCH AUTHORIZATION

31<sup>st</sup> March, 2015

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

MR. KAUSA RICHARD -MIR/0070/13

This is to confirm that the above named person is a bona fide student of Mount Kenya University (Kigali Campus). He is currently carrying out research work to enable him complete his Master in International Relations and Diplomacy degree program. The title of his research is:

DIPLOMATIC MISSIONS AND BI-LATERAL COOPERATION BETWEEN STATES
A CASE STUDY OF THE KENYAN HIGH COMMISSION IN RWANDA

The information received will be confidential and for academic purpose only.

Any assistance accorded him to complete this study will be highly appreciated.

Thank you.

Mount Kenya University
Co-ordinator

Tom Matu, PhD
COORDINATOR SCHOOL OF POST GRADUATE STUDIES

Signed: [Signature]

[Stamp: Mount Kenya University]

[Stamp: School of Post Graduate Studies]

Date: 03/08/2015
APPENDIX 2: CONSENT FORM

Dear Respondent,

My Name is KAUJA RICHARD, a student at Mount Kenya University. I am conducting research entitled “The role of a diplomatic mission in promoting bilateral cooperation” A case study of the Kenya High Commission in Rwanda. I humbly request your support by taking few minutes of your precious time to answer the questions below. This will assist me in data collection and I assure you that your answers will be treated with utmost confidentiality. Please do not write your name anywhere on this questionnaire. Thank you in advance for your kind cooperation.

Please tick the box if you accept to voluntarily take part in this study
APPENDIX 3: QUESTIONNAIRE FOR SENIOR AND MID LEVEL STAFF

SECTION A

1. Gender of respondent
   Male     
   Female   

2. Age of the respondent
   20-30   
   30-40   
   40-50   
   50-60   
   Above 60

3. Education level
   Primary 
   Secondary 
   Tertiary 

SECTION B

4. There has been an increase in the bi-lateral cooperation ever since Kenya opened its diplomatic mission in Rwanda

Agree  [ ]  Disagree  [ ]

Explain your answer…………………………………………………………………………..

5. What is the Kenya High Commission currently doing to promote diplomatic cooperation between Kenya and Rwanda
   a) Promoting education
   b) Promoting security
   c) Promoting environmental conservation
   d) Promoting cultural exchange
   e) Promoting trade
   f) Promoting Infrastructure developments
   g) Others please specify………………………………………………………………………

6. At what levels of education is Kenya cooperating with Rwanda
   a) Primary education level
   b) Secondary education level
   c) University education level
   d) Tertiary education level
   e) Others please specify………………………………………………………………………

7. In what areas of education is Kenya cooperating with Rwanda
   a) Quality improvement and quality assurance in higher institutions
   b) Technical skills development
   c) Research development
   d) ICT in education
   e) Others please specify………………………………………………………………………

8. In what areas of security is Kenya cooperating with Rwanda
   a) Cyber crime
   b) Terrorism
c) Human trafficking
d) Drug trafficking
e) Goods smuggling
f) Others please specify

9. In what areas of environmental conservation is Kenya cooperating with Rwanda
a) Preventing global warming
b) Clean energy
c) Ecosystems and endangered species
d) Land management
e) Others please specify

10. In what areas of culture does Kenya cooperate with Rwanda
a) Cultural norms and beliefs
b) Language programs
c) Religion
d) Values
e) Others please specify

11. In what areas of trade does Kenya cooperate with Rwanda
a) Banking and financial sector
b) Air transport
c) Manufacturing
d) Single customs union
e) Others please specify

12. What infrastructural developments is Kenya working on with Rwanda
a) Roads
b) ICT infrastructure
c) Power generation and interconnectivity
d) Railway
e) Others please specify

13. What challenges is the Kenya High Commission facing in its pursuit for bi-lateral cooperation
14. What measures have you taken to overcome the above challenges?

…………………………………………………………………………………………
……………………………………………………………………

15. What factors influence the Commission’s ability to promote bi-lateral cooperation between Kenya and Rwanda

a) Proximity between Kenya and Rwanda
b) Good historical ties
c) Belonging to same regional bloc
d) Competent diplomats
e) Others please specify………………………………………………………………

16. What existing legal frameworks support the promotion of bi-lateral cooperation between Kenya and Rwanda

a) Vienna Convention on Consular Affairs
b) Vienna Convention on Diplomatic Relations
c) African Union Charter
d) United Nations Charter
e) Others please specify………………………………………………………………

17. How do you rate the bi-lateral cooperation between Kenya and Rwanda

a) 20 years ago
Excellent { } Good { } Average { }
Please give your reasons………………………………………………………………

b) The last 5 years
Excellent { } Good { } Average { }
Please give your reasons………………………………………………………………
18. What strategies do diplomatic missions use to promote bi-lateral cooperation
   a) Use of information communication and technology
   b) Workshops/conferences
   c) Investment promotion activities
   d) Attending national celebrations in host country
   e) Other please specify…………………………………………………………………