

**EFFECT OF COORDINATED BORDER MANAGEMENT ON HUMAN  
TRAFFICKING AND HUMAN SMUGGLING BASED ON THE OPINIONS OF  
SELECTED BORDER OFFICERS AT THE BUSIA AND NAMANGA ONE STOP  
BORDER POST**

**BY**

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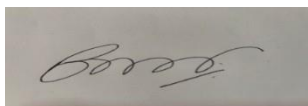
**A RESEARCH PROJECT PROPOSAL SUBMITTED IN PARTIAL FULFILLMENT OF  
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**2023**

**DECLARATION**

**This research project is my original work and has not been presented for any award in any other university or institution.**

**Signature**



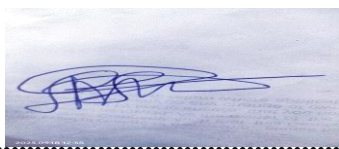
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**This research project has been submitted for examination with my approval as the University supervisor.**

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## **DEDICATION**

I dedicate this work to my dear loving wife Catherine, daughters Sherry and Abigail. Your support and encouragement made my study a success. You went without the services of a husband/father and never complained when I was pursuing the Post Graduate Diploma.

### **ACKNOWLEDGEMENT**

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**ABBREVIATIONS AND ACRONYMS**

CBM - Coordinated Border Management

EAC- East African Community,

OSBPs – One Stop Border Posts

SPSS – Statistical Packages for Social Sciences

UN-United Nation

## **Abstract**

Organized crime continues to be a menace across states, regions and the international arena, necessitating the design and application of various models of managing risks and crimes. Consequently, managing organized crimes has become a multi-disciplinary and multi-stakeholder endeavor in which the opinions of all stakeholders account. Moreover, the multiplicity of stakeholders, interests, policies, legislations, systems and procedures for addressing transnational crimes such as human smuggling and trafficking highlight the need for a coordinated approach to the challenge of transnational organized crimes. Human smuggling and trafficking are commonplace examples of transnational organized crimes that states and agencies struggle to address. One-stop-border-posts (OSBPs) such as Busia (Kenya-Uganda) and Namanga (Kenya-Tanzania border) are entry points that perpetrators of transnational organized crimes prefer using. This study set to establish the effect of coordinated border management (CBM) on the opinion of personnel on human smuggling and trafficking at Busia and Namanga OSBPs. The study targeted 30 personnel working at the Busia and Namanga OSBPs, sampling 24 personnel working directly on human smuggling and trafficking divisions at the OSBPs. The researcher used a structured questionnaire survey to elicit responses from the participants. The data was organized and analyzed using Microsoft Excel, SPSS to generate correlational, and regression statistics. The study established a positive and significant relationship between international cooperation, inter-agency cooperation and intra-agency coordination based on the opinions of selected border officers handling transnational organized human trafficking and smuggling cases at the two OSBPs. The application of these tenets of CBM, opined the respondents, results in reduced frequency of smuggling, reduced number of victims of human smuggling and trafficking and lower numbers or severity of human smuggling and trafficking activities at the OSBPs.

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## SECTION ONE: INTRODUCTION

### 1.1 Background to the Study

Organized crime is a global business enterprise that generates billions of dollars to individual criminals and criminal groups (UNODC, 2022). According to UNODC (2022), organized crime generated about US\$870 billion in 2009, corresponding to 1.5 percent of global GDP or 7 per cent of the global export merchandise for the same year. The sub-category of transnational organized crime remains a global and local menace, considering its apparent and hidden costs crime to society. These threats manifest globally and have local or national effects, in their different forms and extremity (UNODC, 2022).

Global Initiative (2020) cites the countless lives lost to organized crime, drug-related health problems, deaths, and violence examples of the costs of transnational organized crimes. What is more, perpetrators of organized crimes such as human traffickers use crude, unscrupulous and inhumane methods and motives to smuggle and traffic humans and migrants (Global Initiative, 2020).

The proliferation of organized crimes across borders has prompted stakeholders to design and implement new approaches to border management and control. Coordinated border management (CBM) is an example of such approaches to border management. However, studies have not

been done to compare and establish the effect of CBM based on opinions of Border Officers dealing with transnational organized crimes like human trafficking and human smuggling across border posts.

Theoretically, CBM targets better border management. Normally, CBM has been used to facilitate trade by reducing or eliminating border challenges. Its core principle is collaboration among border agencies, to ensure faster movement and clearance of persons and goods as well as enhanced connectivity. According to Konar-Leacy (2017), the principles of CBM are coordination, collaboration and connectivity.

In East African and among the Kenyan community, the desire to facilitate trade and enhance security drives the paradigm shift in border management and control. In addition to reducing costs of trade and market connectivity, the Kenyan authorities and the EAC recognizes the importance of national security to its citizenry. Specifically, Kenya needs to reengineer, streamline and harmonize its border security processes and empower personnel working in security and border agencies. The effective coordination of border procedures would also help national and regional authorities share information and risks for shared decision-making.

### **1.1.1 Transnational Organized Crime**

Transnational organized crime is an ever-changing phenomenon has driven and shaped the design and use of new forms and approaches to fighting crime. Presently, the effects of transnational crime permeate and transcend social, cultural, political, geographical and economic spheres of life. The common types of transnational crimes are smuggling of migrants, drug trafficking, human trafficking, money laundering, counterfeit of goods and cultural property and cybercrime (Lisakafu, 2018).

In a report on initiatives to evaluate the levels of crime and resilience in UN member states, Global Initiative (2020) presented data on these types of organized crimes and the most appropriate responses. By establishing the links between CBM and transnational organized crime, it is envisaged that countries and regions would design practices and procedures that would help reduce the pervasiveness and the threat of transnational organized crime. This hypothesis is anchored on

the premise that organized crime underlies the myriad geopolitical challenges such as political instability and force migration.

There has been a worrying trend of intensifying the reach, scale and impact of transnational organized crime in 2020 and 2021. Reportedly, many UN member states have high levels of transnational organized crime, which manifest across countries and regions to differing levels. What is more, reports the Global Initiatives (2020), some of the worst forms of transnational organized crimes and exploitations are planned and executed within or using state apparatus and networks. The report also points out the ineffectiveness of the myriad global- and national-level resilience to organized crime. The low resilience is attributable to several factors or issues, namely weak justice systems, crackdown on freedom of press and the civil society and rampant corruption.

### **1.1.2 One-Stop Border Posts**

One Stop Border Posts (OSBP) refers to the use of a single facility to enable goods, vehicles and people undergo the requisite controls and checks practiced or required by a nation or a region. OSBPs operate under legal and institutional frameworks and procedures established and jointly agreed by the adjoining states or regions. OSBP is an example of the integrated measures by which countries and regions prevent, control and manage transnational organized crime (Lisakafu, 2018). In the East Africa Community region, government agencies and personnel use the concept of one-stop-border post (OSBP) in border management and operations (The East African Community, 2018). According to Alusala (2018), the concept of OSBP is used in policies, operations, processes and tasks associated with immigration control. According to the United Nations (2021), the benefit of OSBPs manifest mainly in their facilitation of trade across member state. Functions of OSBP such as promotion of efficiency in the movement of persons and goods, which reduces the cost of doing cross-border businesses, is one avenue by which this benefit is achieved. Examples of established OSBPs in Kenya are Busia, Moyale, Lungalunga, Taveta,

Isebania, Malaba and Namanga. In the opinion of Alusala (2018), the OSBPs at Busia and Namanga have the unique feature of consolidating the conventional two-stops into one, enabling the two countries to share spaces at the entry-exit points.

According to the East African Community (2018) the commissioning of the Namanga OSBP in December 2018, heralded an era of facilitated growth of small trade between Kenya and Tanzania. However, notes [www.eac.int](http://www.eac.int) (2018), the operationalization of the OSBP had negative implication. One such impact is the proliferation of illegal business activities from one country to the other. These activities include, but are not limited to gun running, drug trafficking, trading in wildlife parts and smuggling (United Nations, 2022). As a result, the threat of organized crime rising was, and remains high-level for Namanga and other OSBPs such as Busia and Lungalunga. Unlawful gangs that engaged in crimes and unlawful businesses has increased at the OSBPs across the East African Community.

### **1.1.3 Coordinated Border Management**

International cooperation, intra-service and inter-agency operations are some principal practices or strategies suggested as effective coordinated border management (CBM) (United Nations (2021; Lisakafu, 2018). Whereas these elements of coordinated border management have been in existence, there is need for researchers and relevant practitioners or professionals to invent and apply new features. In the opinion of Konar-Leacy (2017), these features and principles would help promote or achieve integrated and comprehensive administration and support for cross-border agencies and administrators. Consequently, opines Lisakafu (2018), national and international agencies may strengthen their implementation of CBM. As Alusala (2018) observes, through the principal constructs of CBM, namely international cooperation, intra-service and inter-agency, border agencies have the opportunity to cooperate and coordinate further. However, the United Nations (2021), notes different border points, government and agencies have achieved different

levels of success in applying these elements of CBM, implying differing levels of knowledge on one another's protocols and operations. Consequently, border points have enhanced their CBM initiatives to different levels.

## **1.2 Statement of the Problem**

The secretive nature of transnational organized human trafficking and smuggling makes it quite difficult for the concerned agencies and individuals to know how perpetrators organize or operate these cross-border crimes (United Nations Office of Drug and Crime, 2022). Hence, there is need for each country and region to address the knowledge gap and develop corresponding and effective counter-measures. In this context, governments need to develop indices for transnational human trafficking and smuggling. However, according to the United Nations Office of Drug and Crime (2022), many countries do not have unique and data-driven analytical tools to evaluate metrics for and measures against transnational human trafficking and human smuggling. Consequently, many countries do not have data or scores on criminality, criminal markets and criminal actors and their resilience to organized smuggling and trafficking of humanbeings (United Nations Office of Drug and Crime, 2022).

One Stop Border Post (OSBP) is an example of the measures by which states and regions may prevent, control and manage transnational organized smuggling and trafficking of humans (Konar-Leacy, 2017). It may only require the application of the principles and best practices of the CBM framework and distinguishing CBM from OSBPs. The latter can exist without the stakeholders implementing the CBM framework. In a report linking new one-stop border posts in Kenya and organized crime, Alusala (2018) highlights the need for sound management systems for the OSBPs to achieve the objective of facilitating trade. While OSBPs have played an integral role in

enhancing cross-border trade among EAC member states, it has increased the vulnerability of the region to transnational organized human smuggling and trafficking and increased criminality in general. The vulnerability makes a shift in the CBM approach at the OSBPs necessary.

Evidently, there is need for security personnel and agencies that hitherto worked separately to adopt an approach of aligning and coordinating security strategies, resources and operations to prevent, control or manage transnational human trafficking and smuggling syndicates. Moreover, Konar-Leacy (2017) and Lisakafu (2018), joint or coordinated border management may deter criminals such as drug traffickers and human traffickers from abusing improved border accessibility. The study sought to answer the question of whether coordinated approach to managing OSBPs would promote the joint identification and mitigation of the risks of transnational human smuggling and human trafficking.

Manifestly, existing studies and literature do not adequately establish the correlation between CBM and perceptions, opinions or feelings of involved stakeholders such as security and immigration personnel on transnational human smuggling and trafficking, especially for specific border posts. In addition, the application of frameworks such as CBM in unique borderposts such as OSBPs has not been exhaustively studied and linked with the opinions of Borderofficers who routinely deal with organized crimes. Thus, studies and literature linking CBM with changes in personnel opinions or perceptions on transnational smuggling and trafficking of humans at specific border posts are inadequate.

### **1.3 Research Questions**

The questions formulated for the study acted as the foundation of the general and specific objectives of the study as outlined below:-

#### **1.3.1 The researcher sought responses to the following research questions;**

1. What is the effect of international cooperation based on the opinions of border officials dealing with transnational human smuggling and human trafficking in Busia and Namanga OSBPs?
2. What is the effect of inter-agency coordination based on the opinions of border officials dealing with transnational human smuggling and human trafficking in Busia and Namanga OSBPs?
3. What is the effect of intra-service cooperation based on the opinions of border officials dealing with transnational human smuggling and human trafficking in Busia and Namanga OSBPs?

### **1.4 Research Objectives**

This section outlines the general objective and specific objectives of the study

#### **1.4.1 General Objective**

To Establish the effect of Coordinated Border Management on human trafficking and human Smuggling Based on the opinions of selected border officers at Busia and Namanga One Stop Border Posts (OSBPs)

#### **1.4.2 Specific Objectives**

The specific objectives of the study, derived from the variables of the study were:

1. To establish the effect of international cooperation based on the opinions of border officials dealing with transnational human smuggling and human trafficking cases at Busia and Namanga OSBPs
2. To establish the effect of intra-service cooperation based on the opinions of border officials dealing with transnational human smuggling and human trafficking cases at Busia and Namanga OSBPs

3. To establish the effect of inter-agency cooperation based on the opinions of border officials dealing with transnational human smuggling and human trafficking cases at Busia and Namanga OSBPs.

### **1.5 Justification of the Study**

This study was justified by the findings of the review of inadequate existing literature on the phenomenon of coordinated border management. First, the establishment that most studies and literature have explored the effect of CBM and its principles at OSBPs in a general sense justifies the present region-, country- and OSBP-specific study. The study was also justified by the apparent lack of comparative studies on the application and effectiveness of CBM on border points within partner states and its effectiveness to curb specific transnational crimes. That Busia and Namanga are model OSBPs with huge and constant flow of goods, people and vehicles make them ideal for the study on human smuggling and trafficking. That Busia is the border between Kenya and Uganda while Namanga signifies the Kenya-Tanzania border. That through this study, the unique circumstances, functions and benefits of CBM in the two OSBPs and its implications were based on the opinions of border officers charged with the responsibility of deterrence of transnational organized crimes such as human trafficking and smuggling may be established. In fact, the reviewed literature revealed that more research should target and compare more OSBPs within the partner states and the need for them to adopt new stakeholder-driven policies and frameworks in border management for specific crimes. The findings of the study may be of value to stakeholders in trade, security and administration, namely government agencies in customs, security and health sectors and private businesses and citizens.



## **SECTION TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section reviews literature on the topic or phenomenon under study. The section is organized or themed based on the study's theoretical underpinnings and independent variables, namely international cooperation, inter-agency coordination and inter-service cooperation.

### **2.2 Theoretical Framework**

The study was founded on the theory of situational crime prevention and the routine activities theory.

#### **2.2.1 Theory of Situational Crime Prevention**

The theory of situational crime prevention postulates that crime prevention should focus on the location a crime occurs instead of the persons who engage in criminal acts (Tewksbury, 2014). In this postulation therefore, the theory is quite relevant and applicable to this study, which focuses on crime prevention at OSBPs. What is more, the situational crime prevention theory is appropriate foundation for the study because it emphasizes environmental and managerial reforms. The purpose of such changes, as envisaged in this study, is to reduce the opportunities for criminals to execute their acts.

#### **2.2.1 Routine Activities Theory**

The routine activities theory asserts that crime occurs when three main conditions are available, namely absence of protection, motivated perpetrators and suitable target (Tewksbury, 2014). Evidently, entry and exit points such as OSBPs present potential offenders with suitable targets and channels that motivate them to engage in crime. In the absence of effective guards or counter-measures against crime, criminals are likely to be motivated to commit offenses (Tewksbury,

2014). The routine activities theory's emphasis on the need for capable guards, measures, strategies or policies makes it ideal as a foundation for the study. Through the principles and postulations of the routine activities theory, the current research may justify the need for stronger security measures at OSBPs.

### **2.3 International Cooperation and Transnational Human Smuggling and Trafficking**

International cooperation refers to the entirety of activities and policies by which state, regional and global agencies and individuals support one another to promote or achieve economic, cultural, social, geographical, military, diplomatic development. Other components of international cooperation are or relate to humanitarian and peace initiatives. Plachta (2003) considers security initiatives a key area of international cooperation. International cooperation has several important roles in society, especially with reference to its emphasis on local community engagement, protection of environment and humanity and protection of liberties, freedoms and rights.

Its multiple uses and broad relevance and applicability make international cooperation an extensively studied concept. Similarly, the literary coverage of the concept is quite rich. Nonetheless, the applicability and relevance of international cooperation necessitates the contextualized study of cooperation. That is, it is important that researchers study and report international cooperation in the context of specific events, phenomena or countries. A review of literature reveals that international cooperation and its relationship with transnational crime is a recurrent theme in the public, professional and academic discourse. However, there is need for further study and deeper insights into the linkages between international cooperation and its impact on transnational organized crime at specific border points.

In an article, Umakhanova (2017) identifies some critical issues relating to international cooperation in criminal cases. One such issue is extradition of criminals in relation to the use of national laws on international cooperation in criminal cases. According to Umakhanova (2017),

there is need for nations to improve the policies, strategies and mechanisms for international cooperation in criminal cases. Subsequent to this improvement, opines Umarkhanova (2017), the national and regional legal bases for international cooperation in criminal cases may be developed. In fact, proposes Umarkhanova (2017), international law should be granted priority over national legislation in international cooperation in criminal cases. This suggestion is explained by the fact that the nature of organized crime necessitates the urgent initiation and application of new, comprehensive and effective agreements on international cooperation

In concurrence with Umarkhanova (2017), Plachta (2003) recommends a few issues for inclusion in agreements on international cooperation in criminal cases. These issues include exchange of information on suspected criminals and exchange of information on preparing and committed crimes. Through the latter suggestion, such agreements would help in the execution of court verdicts.

In an article published on the website of Global Initiative Against International Organized Crime, Jahn and Dandurand (2021) give an insight into the future of international cooperation against transnational organized crime. Essentially, observe Jahn and Dandurand (2021), the effectiveness and the success of the efforts against organized crime hinges largely on multilateral cooperation. However, reports Jahn and Dandurand, the current cooperation regimes are rather ineffective. Consequently, countries are unable to address the rapid and complex trends and changes in organized crime. In fact, the ineffectiveness of international cooperation has driven many countries to resort to national solutions to fight transnational organized crime (Jahn and Dandurand, 2021). The apparent lack of support for multilateral cooperation has resulted in a rather disjointed criminal justice system at the international level, creating an insufficient and reaction fight against transnational organized crime.

Jahn and Dandurand (2021) identify and predict five key scenarios for the future of cooperation in international criminal justice. These scenarios are attributed to the likely impact of international cooperation on transnational organized crime. While they are unique, the proposed scenarios interrelate. The scenarios are summarized as together, unbound, going alone, retreat and renewal. While together refers to a scenario in which stakeholders acquire the willingness to perfect the existing cooperation regimes, unbound is a scenario of increasing preference for regional and bilateral agreements (Plachta, 2003). Jahn and Dandurand (2021) also foresee a scenario in which countries would retreat and use informal and other alternative measures or activities to curb transnational organized crime. Moreover, there will be cases in which countries will undertake radical review and renewal of multilateral agreements or laws on international cooperation.

#### **2.4 Intra-Service Cooperation and Transnational Human Smuggling and Trafficking**

Intra-service is a concept that finds immense use in government, especially in the armed services, including police and the military. In most cases, intra-service relates to branches of the armed services. The literature review revealed that intra-service is perhaps the least studied and reported concept with reference to the prevention or management of transnational organized crime. Therefore, the current and future studies may focus on this rich area. According to the US Department of Interior (2022), in the context of crime prevention, intra-service cooperation may imply the transfer of an official from one position to another within the same agency or department. Intra-service also means department-level coordination of roles, responsibilities and activities. Despite this sharing, the management continues to oversight and account for performance. However, the rest of the team or department develop and implement departmental vision, strategy and initiatives collectively.

According to Tewksbury (2014), the effectiveness of intra-service strategies or initiatives depend largely on the leadership. In this context, agency management or leaders should play their role in defining strategies and initiatives that enhance the performance of their departments. What is more, service or departmental leaders should provide strategic leadership and direction for intra-service cohesion and effectiveness. Leaders are further implored to give input and review departments' resource requests, allocation and utilization.

In an article on intra-agency coordination published in the Harvard Law Review, Nou (2015) discusses intra-agency from the perspective of the quest for control by those in positions of authority. In this perspective, Nou (2015) points out the preoccupation of governments and administrative legislation with external constraints on agencies or departments. In the opinion of Nou (2015), political principals are the main source of external constraint on agencies. Nonetheless, agencies have equally significant internal controls that affect coordination and delivery of their mandate. Thus, leaders and managers of agencies or departments should use their powers, resources and discretion to design, implement and impose own systems, structures and interests. Despite the neglect that agency heads routinely face, their effort would significantly help institute intra-agency and inter-agency coordination (Nou, 2015).

## **2.5 Inter-Agency Coordination and Transnational Human Smuggling and Trafficking**

The need for two or more agencies, entities or departments to design, develop and implement policies, strategies and activities of working jointly to solve a problem or meet a need is apparent across spheres of social, economic or political engagements. According to Rungay (2007), inter-agency partnerships permeate all levels of private and public sectors and agencies, highlighting its importance and wide embrace across society. Quite many scholars and professionals have

researched and written about inter-agency coordination and its importance. For instance, writes Canton (2008), inter-agency coordination helps society, communities or organizations to acquire sense of ownership in projects and other initiatives. Inter-agency is a concept that finds meaning when people, enterprises and governments recognize their common concern. In addition, the concept of inter-agency has grown as agencies and personnel therein recognize that they serve the same people (Social Exclusion Unit, 2002).

In an article on inter-agency collaboration, the National Technical Assistance and Evaluation Center for Systems (2022) outlines the essential components of inter-agency coordination. According to the agency, inter-agency is founded on strong engagement mechanisms for all phases of a project or a programme. For instance, stakeholders must be encouraged to get involved at the design, implementation, evaluation and delivery phases of an initiative for inter-agency coordination to be realized. Instead of focusing on the public sector, inter-agency collaboration should consider the local communities, community based organizations, families and individuals (Social Exclusion Unit, 2002). What is more, asserts Rungay (2007), inter-agency coordination only requires shared vision, common goals and mutual benefits among stakeholders.

According to Rungay (2007), building, maintaining and sustaining inter-agency coordination requires several functions and structures. These functions include governance and management structures, monitoring and evaluation and communication. In the opinion of Canton (2008), the envisaged communication should create a credible and open process for addressing challenges and carrying out activities for inter-agency collaboration. The success of inter-agency collaboration also hinges largely on the setting and communicating of clear and regular channels for cross-agency work. Similarly, inter-agency coordination has high chances of succeeding when monitoring and evaluation are properly used to update partners with relevant information on the

effects of their input or efforts. Consequently, partners are able to adjust their plans for enhanced effectiveness and better outcomes.

Equally important for inter-agency success, reports the National Technical Assistance and Evaluation Center for Systems (2022), is governance structures, which are instrumental in focusing agencies' vision, strategic planning and policy or practice changes. Governance also helps in financing and monitoring inter-agency operations. In addition, governance structures help clarify roles, accountability and authority. Like governance, management of inter-agency undertakings requires structures for strategic planning, training and cross training of personnel and protocols.

In a study on the role of state inter-agency coordination in the fight against terrorism in Africa, Muiga (2019) researched the performance of the counter-terrorism strategies in Kenya. In the Muiga (2019) focused on the effectiveness of inter-agency coordination in the country's counter-terrorism policy and strategy. Muiga (2019) integrated qualitative and quantitative data. The study was founded on the fact that Kenya faces constant threat of terrorist attack, thus requires appropriate counter-terrorism measures. In addition to the strategies used in Kenya and other parts of Africa being inadequate, Muiga (2019) notes that the level of inter-agency cooperation remains low in the continent. The other key finding of the study was that Kenya's counter-terrorism is overtly state-focused with little participation from the public. This approach has created gaps within neighbourhoods through which terrorism move and hides. In concurring with Muiga (2019), Lisakafu (2018) recommends combined and coordinated effort by state and non-state actors in the fight against terrorism in Kenya and the East African region.

In an article on how inter-agency cooperation can enhance compliance with the law, Canton (2008) cites areas that need interagency attention as include general crime prevention, domestic violence, child safety, drug misuse and mental health. Despite its wide applicability, interagency faces

myriad challenges and complications. According to Canton (2008), the main challenge is that most agencies and countries have different priorities and responsibilities. Second, different agencies and stakeholders have different power and influence. The differences in power and influence imply that some countries, agencies and individuals set the agenda, leaving others out. In some instances, observes Rungay (2007), agencies or countries send representatives of lower or higher authority, credibility and influence to policy and decision-making meetings. Thus, the level of commitment to interagency policies and decision vary in such scenarios.

There also cases in which senior agency or government officials make decisions and set performance indicators for own countries or agencies, which take priority of common agreements and targets. Hence, concludes Canton (2008), internal priorities and imperatives hinder sensible interagency cooperation. Similarly, the involvement of multiple stakeholders makes interagency arrangements and workings quite complex and slow-paced.

The fact that agencies and staff may have different levels of training and professional background and experience also presents challenges to interagency initiatives and activities. In the opinion of Konar-Leacy (2017), whereas this is often viewed as strength, it may also create misunderstanding or cause professional rivalries, jeopardizing work relationships.

## **2.6 Summary of Literature Review and Literature Gap**

The link between the concept of inter-agency and crime management is quite broadly covered in literature and research. Thus, the study may help fill the gap by availing data, information and knowledge on the correlation between interagency coordination and the specific transnational organized crimes of human smuggling and trafficking in specific locations or jurisdictions. Filling this conceptual gap, may offer knowledge useful not only for academia but also for policy and strategy formulation by governmental security agencies. Similarly, individual staff at OSBPs



handling specific crimes may apply the conceptualized knowledge in understanding their mandate better. Similarly, international cooperation is broadly researched and reported in print and electronic literature. However, it is worth noting that many authors use documentary review to found their sources. Thus, the present study fills the methodology gap by mixing surveys and case studies to enrich literature on the variables and issues under study. The review of past literature and research showed that intra-service is the least researched and reported variable in the study. What is more, the relationship between intra-service and the management of transnational organized crime is lacking, making the present study quite effective in filling the evidence, empirical and theoretical gaps.

## 2.7 Conceptual Framework

### INDEPENDENT VARIABLES

### DEPENDENT VARIABLE

#### Coordinated Border Management

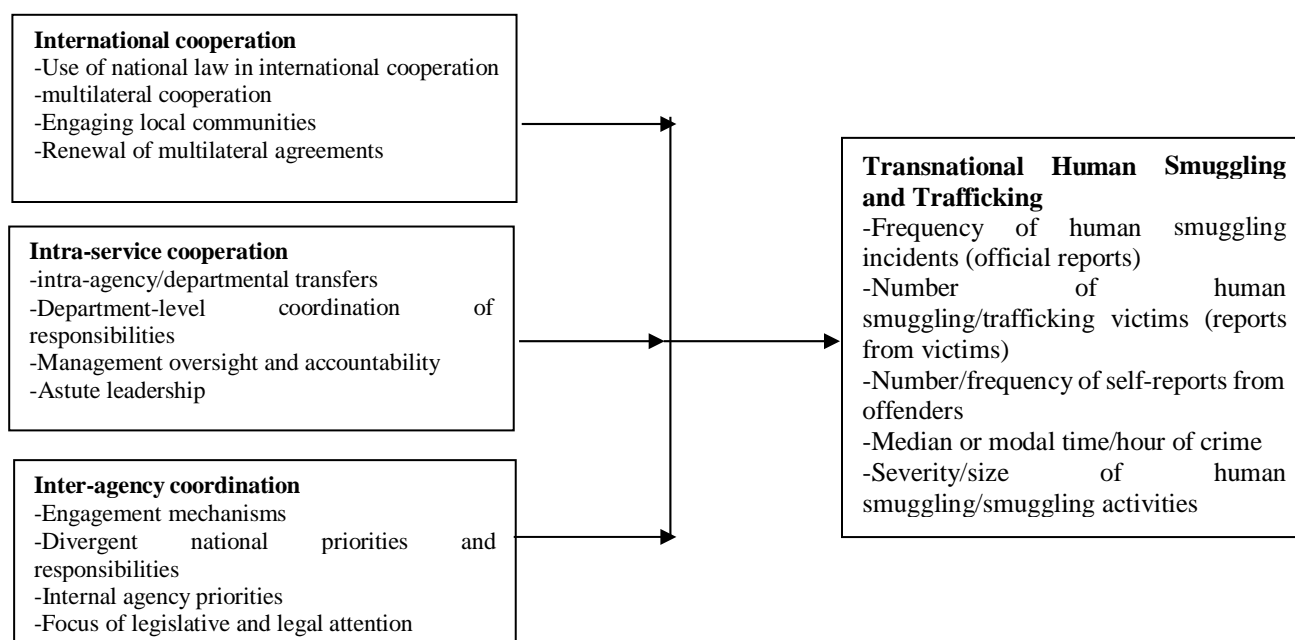


Figure 2.1: conceptual framework (source: own)

## **SECTION THREE: METHODOLOGY**

### **3.1 Introduction**

This chapter reports on the methodology for the study. It contains sections on research design, study area, target population, sample size and sampling, data collection and analysis and ethical considerations.

### **3.2 Research Design**

The researcher used the correlational design in the study. Through this design, the study may accurately establish the relationship between coordinated border management and transnational organized crime at the Busia and Namanga OSBPs. There are several reasons for the choice of correlational design. First, correlational research is suitable for research intent on establishing and showing not only the direction or nature of relationship among variables but also the extent of the relationship. Thus, it is believed the design would help establish the magnitude of the effects of CBM on the opinion of personnel on transnational human trafficking and smuggling, thus the effectiveness of the resulting strategies and frameworks.

The second reason for the choice of the correlational design is that its principles and practices support the accurate identification and quantification of the intervening variables in the relationship between an independent and a dependent variable. Third, the fact that the correlational design is not experimental limits the ability of a researcher to interfere with or control the independent and dependent variables. This limited ability of the researcher to manipulate the variables, thus the outcome, implies more accurate determination and quantification of the relationship among variables.

### **3.3 Research Methodology**

The research used a quantitative method approach that used structured questionnaire survey to collect data from participants. The researcher sampled a population at the East African OSBPs of

Namanga and Busia. In the survey, questionnaires were used to collect data, using items relevant to the independent variables and dependent variable of the study. The reasons for adopting this approach is that whereas the questionnaire survey improves the accuracy and the relevance of the collected data, the use of case study would help ascertain and reflect the reality at the OSBPs with reference to CBM and transnational organized crime. That is, the use of questionnaire survey on the two OSBPs helped the researcher obtain data directly from the individuals engaged in or affected by activities at the border posts. Moreover, the mixed method had the potential of equipping the researcher with information and data that represented the true experiences of the stakeholders at the OSBPs. Therefore, the choice and use of the mixed method was based on the strengths of survey and case study and their complementary nature.

### **3.4 Target Population**

The study's target population was 30 security and immigration personnel at the Namanga and Busia OSBPs. The border posts are within the East African region with Namanga being a Kenya-Tanzania border post while Busia is Kenya-Uganda border post. Hence, the study was conducted in the geographical space that covers Kenya, Tanzania and Uganda.

### **3.4 Sampling Frame**

The researcher collected primary data from individual personnel and agencies at the Busia and Namanga border posts. The research targeted 24 employees of various Border agencies dealing with human smuggling and human trafficking at the two OSBPs. The sample frame consisted of data on the OSBPs' initiatives against organized human smuggling and trafficking, including inter-agency coordination, intra-service cooperation and international cooperation. The study targeted only the CBM and related strategies and objectives set by the agencies at the border posts. Using the Krejcie and Morgan formula for sample size determination, the researcher used a sample size of 24 from the population of 30 security personnel dealing with human smuggling and trafficking

at the OSBPs under study.

### 3.5 Data Collection and Analysis

The primary data for the study was collected from the respondents using structured questionnaires. The questionnaire was organized in sections, aligned with the independent variables of international cooperation, intra-service cooperation, intra-agency coordination, and the transnational human smuggling and trafficking. The reason for the choice of structured questionnaire is that it restricted respondents' input to only relevant data, allowing focus on the aim, objectives and questions of the study.

Correlational and regression analysis was conducted on the data. First, the data for all the questionnaire items for each variable was entered on Microsoft Excel and averages of the participants' responses calculated for each variable. These values would represent a respondent's average choice or opinion on each variable. The average scores per variable, for each respondent, were then entered in SPSS for regression and correlational analysis. The correlational analysis yielded Spearman's rho to show the direction of the correlation between international cooperation, intra-service cooperation and inter-agency coordination and transnational organized crime. The regression analysis showed the scale of impact of a change in one of the independent variables on the dependent variable.

The regression analysis model was:

$$HS\&T = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon \dots\dots\dots(3.1)$$

Where:

HS&T is opinion of personnel on transnational human smuggling and trafficking

$X_1$  is international cooperation

$X_2$  is intra-service cooperation

$X_3$  is inter-agency coordination

$\beta_0$  is the intercept of the regression model.

$\beta_1 - \beta_3$  are coefficients of regression model with all the variables are constant.

$\varepsilon$  is the error of the regression model

### **3.6 Ethical Considerations**

Conducting a correlational survey has inherent ethical standards by which a research must abide.

The researcher recognized and sought to uphold these standards during and after the study. These ethical considerations included informed consent by the target participants before they responded to the questionnaires. What is more, the researcher informed the respondents of the aim of the study and their rights to refuse to participate. Equally importantly, the researcher informed the participants on the uses to which the research and its findings would be put. Other important ethical considerations for the study included ensuring confidentiality by protecting participants' identity and opinions. Overall, the researcher ensured voluntary participation, anonymity, informed consent, scientific validity and subject selection and favorable risk-benefit ratio.

## SECTION FOUR: RESULTS AND DISCUSSIONS

### 4.1 Introduction

This chapter reports the findings of the study, as obtained from the questionnaire interviews. The contents of the chapter are the findings and discussions of the results.

### 4.2 Descriptive Statistics

The researcher conducted an analysis of the descriptive statistics or frequencies of the responses obtained from the participants. Table 4.1 summarizes the descriptive statistics obtained.

*Table 4.1: descriptive statistics*

		Statistics			
		International_cooperation	Intra_service_cooperation	Inter_agency_coordination	Personnel_opinion_on_human_smuggling_and_trafficking
N	Valid	24	24	24	24
	Missing	0	0	0	0
Mean		2.1347	2.2569	1.9653	2.1012
Median		2.1667	2.3333	2.0000	2.1429
Mode		2.50	2.00 <sup>a</sup>	2.14	2.14
Std. Deviation		.75203	.65934	.53998	.40730
Skewness		1.514	.267	.147	-.624
Std. Error of Skewness		.472	.472	.472	.472
Kurtosis		4.586	.302	-.607	-.080
Std. Error of Kurtosis		.918	.918	.918	.918
Sum		51.23	54.17	47.17	50.43

a. Multiple modes exist. The smallest value is shown

As shown in table 4.1, mean and median of 2.1347 and 2.1667 respectively show that majority of the respondents agreed that international cooperation has correlations with the opinion of personnel on organized transnational smuggling and trafficking of humans. The mode of 2.5 supports these findings on the correlation between international cooperation and the opinion of

personnel on human smuggling and human trafficking at Busia and Namanga OSBPs. Kurtosis score of 4.586 shows that the data for the variable of international cooperation was quite peaked and highly skewed, at 1.514. This situation was unlike intra-service cooperation, inter-agency coordination and human smuggling and trafficking with Kurtosis of between -1 and + 1, hence normally distributed. Same observation are made for skewness with where intra-service cooperation, inter-agency coordination and human smuggling and trafficking have values between -1 and +1, hence not skewed. International cooperation also had the highest standard deviation, meaning the data for this variable was more dispersed compared to the other variables.

### 4.3 Correlational Analysis

The research conducted correlational analysis using Spearman's rho value to establish the nature or direction of the relationship between the independent variables and the dependent variable.

*Table 4.2 summarizes the findings of the correlation among the variables*

		International_c operation	Intra_service_c operation	Inter_agency_ coordination	Personnel_opinion _on_human_smug gling_and_traffick ing
Spearman's rho	International_cooperation	1.000	.513*	.558**	.755**
	Correlation Coefficient				
	Sig. (2-tailed)	.	.010	.005	.000
	N	24	24	24	24
	Intra_service_cooperation	.513*	1.000	.494*	.602**
	Correlation Coefficient				
	Sig. (2-tailed)	.010	.	.014	.002
	N	24	24	24	24
	Inter_agency_coordination	.558**	.494*	1.000	.562**
	Correlation Coefficient				
	Sig. (2-tailed)	.005	.014	.	.004
	N	24	24	24	24
Personnel_opinion_on_hum an_smuggling_and_trafficki ng	.755**	.602**	.562**	1.000	
Correlation Coefficient					
Sig. (2-tailed)	.000	.002	.004	.	
N	24	24	24	24	

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The Spearman's rho value of 0.755 in table 4.2 shows, in the strong positive correlation between international cooperation and personnel opinion of human smuggling and trafficking at the Busia and Namanga OSBPs. That is, a positive change in international cooperation results in positive change in personnel opinion of human smuggling and trafficking these OSBPs. Moreover, p value of 0.000 shows that the relationship is significant at 95% level of significance. That is, changes in international cooperation practices within OSBPs positively improves the opinion of the interviewed personnel on human trafficking and smuggling at the posts.

The Spearman's rho value of 0.602 shows a mildly strong positive correlation between intra-service cooperation and personnel opinion of human smuggling and trafficking crimes at the Busia and Namanga OSBPs. P value of 0.02,  $p < 0.05$  show the relationship is statistically significant at 95% level of significance. The Spearman's rho of 0.562 shows mildly positive correlation between inter-agency coordination and personnel opinion of human smuggling and trafficking at the Busia and Namanga OSBPs. P value of 0.04,  $p < 0.05$  indicates statistically significant relationship at 95% level of significance. The low p values or  $p < 0.05$  implies the probability of changes in personnel perceptions of human smuggling and trafficking at the OSBPs occurring by chance is small. Hence, the events or changes in opinion were significant and not random.



## 4.4 Regression Analysis

The researcher conducted regression analysis to establish the magnitude of the impact of the independent variables on the dependent variables.

### 4.4.1 Model Fit

Table 4.3 shows the fitness of the study's regression model with the data used.

*Table 4.3: regression model fit*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.780 <sup>a</sup>	.609	.550	.27310	.609	10.386	3	20	.000

a. Predictors: (Constant), inter-agency coordination, intra service cooperation, international cooperation

The correlation 'R' value of 0.780 in table 4.3 shows, strong association between the predictor variables of inter-agency coordination, intra service cooperation and international cooperation and the response variable of the opinion of personnel on human trafficking and smuggling. The 'R Square' score of 0.609 shows that the correlation explains 60.9% of the variation of the data in the study. Importantly, when other variables are taken into account, the 'Adjusted R Square' value shows that correlation accounts for 55% of variations in the data. Hence, the model fitted the data well, implying it predicts values that are close to the observed values.

### 4.4.2 Regression of International Cooperation on Personnel Opinion on Human Smuggling and Trafficking

The researcher conducted regression to show the magnitude of effect of international cooperation on the opinion of personnel on human trafficking and smuggling at the Busia and Namanga OSBPs. Table 4.4 shows the various statistics for the regression.

**Table 4.4: regression analysis for international cooperation and opinion of personnel on human smuggling and trafficking**

Model	Coefficients <sup>a</sup>						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.939	.235		4.000	.001	.449	1.429
1 International_cooperation	.235	.108	.433	2.169	.042	.009	.460
Intra_service_cooperation	.167	.122	.271	1.371	.018	-.087	.422
Inter_agency_coordination	.144	.135	.192	1.074	.029	-.136	.425

a. Dependent Variable: Personnel\_opinion\_on\_human\_smuggling\_and\_trafficking

The constant 0.939 in table 4.4 shows the value of the dependent variable when the independent variables are zero. The Beta-coefficient (B) of 0.235 in table 4.4 shows that a unit change in international cooperation corresponds to or causes 0.235 changes in personnel opinion on human smuggling and trafficking at the Busia and Namanga OSBPs. The Sig value of 0.042,  $p < 0.04$  shows the effect is statistically significant, implying the event or changes on the dependent variable were not by chance for the data used. Thus, it is concluded, for the different objectives of the study;

**Objective 1:** To study the effect of international cooperation on the opinion of personnel on transnational human smuggling and human trafficking in Busia and Namanga OSBPs

Given these findings, the original regression model becomes;

$$HS\&T = 0.939 + 0.235X_1 + \beta_2X_2 + \beta_3X_3 + 0.235 \dots\dots\dots(4.1)$$

Where:

HS&T is opinion of personnel on transnational human smuggling and trafficking

$X_1$  is international cooperation

$X_2$  is intra-service cooperation

$X_3$  is inter-agency coordination

$\beta_0$  is the intercept of the regression model.

$\beta_1 - \beta_3$  are coefficients of regression model with all the variables are constant.

$\varepsilon$  is the error of the regression model

The results support the conclusion that international cooperation affects the opinion of personnel on transnational human smuggling and trafficking at the Busia and Namanga OSBPs. In essence, the findings highlight the important role of international cooperation in shaping stakeholders' opinion of transnational and organized human smuggling and trafficking crimes and activities. A country may establish or practice international cooperation at OSBPs within local officials on both sides of the border, with other states or international organizations. In all cases, cooperation involves relevant individuals and organizations engaged in customs, border guarding and inspection.

As new and more advanced forms of human smuggling and trafficking emerge, there is need for countries and local or international security agencies and departments to strengthen international cooperation amongst themselves. The strengthening of cooperation should target systems, personnel, processes and technologies to achieve the desired impact on human smuggling and trafficking across international borders such as OSBPs. The findings of the present study support those by Aniszewski (2009) who established that international, regional and bilateral cooperation improves the fight against terrorism, human trafficking and other crimes by harmonizing systems and approaches to transnational organized crime. Similarly, like the present study, Umarkhanova (2017) established that treaties on narcotics, transnational organized crime, terrorism and corruption are examples of effective instruments of international cooperation by security agencies

at border points. Likewise, international cooperation promotes universal compliance with security treaties for entry points such as OSBPs, which provide for legal frameworks for law enforcement. Consequently, countries or regions can jointly undertake extradition, investigations, legal assistance and recovery tasks.

The findings of the study also give insights into the impracticality of a country relying only on its financial, human, machinery or intelligence resources to prevent or address crimes. This assertion is especially true for constantly evolving crimes such as human smuggling and trafficking. The main challenge in this approach to fighting transnational crimes, which international cooperation may reduce or solve, is differences in legislation and criminal justice systems. Moreover, countries and agencies seem to have equal knowledge about or understanding of the available regional and international treaties or frameworks for international cooperation on transnational crimes such as human smuggling and trafficking.

#### **4.4.3 Regression of Intra-Service Cooperation on Opinion of Personnel on Human Smuggling and Trafficking**

The researcher conducted regression to show the magnitude of effect of intra-service cooperation on opinion of personnel on human smuggling and human trafficking at the Busia and Namanga OSBPs. Table 4.5 shows the various statistics for the regression.

**Table 4.5: regression analysis for intra-service cooperation and opinion of personnel human smuggling and trafficking**

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.939	.235		4.000	.001	.449	1.429
	International_cooperation	.235	.108	.433	2.169	.042	.009	.460
	Intra_service_cooperation	.167	.122	.271	1.371	.018	-.087	.422
	Inter_agency_coordination	.144	.135	.192	1.074	.029	-.136	.425

a. Dependent Variable: Personnel\_opinion\_on\_human\_smuggling\_and\_trafficking

Table 4.5 shows a Beta-coefficient of 0.167 for the effect of intra-service cooperation on the opinion of personnel on organized human smuggling and trafficking and the Busia and Namanga OSBPs. This statistics implies that a unit change in intra-service cooperation results in 0.167 changes in the opinion of personnel on human smuggling and trafficking at the Busia and Namanga OSBPs. The  $p = 0.018$ , where  $p < 0.05$ , shows statistical significance in the effect of inter-agency on personnel opinion on human smuggling and trafficking for the study's sample.

**Objective 2:** To establish the effect of intra-service cooperation on the opinion of personnel on transnational human smuggling and trafficking in Busia and Namanga OSBPs

Given these findings, the original regression model becomes;

$$HS\&T = 0.939 + \beta_1 X_1 + 0.167 X_2 + \beta_3 X_3 + 0.235 \dots\dots\dots (4.2)$$

Where:

HS&T is opinion of personnel on transnational human smuggling and trafficking

$X_1$  is international cooperation

$X_2$  is intra-service cooperation

$X_3$  is inter-agency coordination

$\beta_0$  is the intercept of the regression model.

$\beta_1 - \beta_3$  are coefficients of regression model with all the variables are constant.

$\varepsilon$  is the error of the regression model

These findings led to the conclusion that intra-service cooperation affects the opinion of personnel on transnational smuggling and trafficking of people at the Busia and Namanga OSBPs. These findings are evidences that cooperation among units within a government ministry, department or agency is integral to changing stakeholders' perceptions on models, strategies or frameworks for pursuing coordinated border management. As Aniszewski (2009) concurs, governments have a key role in deciding the most appropriate or effective aspects or elements of integrated border management to apply for specific scenarios of transnational organized crimes. Considering the unique contributions of each personnel, unit or agency, stakeholder engagement is of paramount importance in the design and implementation of coordinated border management. Through their unique resources, abilities, and knowledge on crime trends at OSBPs, different personnel and units within governments may work in unison and contribute their synergies in the management or prevention of transnational organized crimes such as human smuggling and human trafficking.

Government units or agencies involved in fighting transnational organized crimes may cooperate vertically or horizontally. In the former case, units cooperate or coordinate across administrative levels or structures. In such an arrangement, the cooperation may be between ministry or departmental headquarters and offices or operatives at the OSBPs. In the case of horizontal intra-service cooperation, units at the same hierarchical or administrative levels coordinate their operations, systems and decisions. The avenues for intra-service cooperation that may help shape the opinion of personnel on human smuggling and human trafficking crimes are local OSBP tasks,

processes, information or data and sharing of financial resources and personnel (Aniszewski, 2009). These resources and processes may be shared at the local units, regional units or central government levels.

#### 4.4.4 Regression of Inter-agency Cooperation on Opinion of Personnel on Human Smuggling and Trafficking

The researcher conducted regression to show the magnitude of effect of inter-agency cooperation on personnel opinion on human smuggling and human trafficking at the Busia and Namanga OSBPs. Table 4.6 shows the various statistics for the regression.

**Table 4.6: regression analysis for inter-agency coordination and opinion of personnel on human smuggling and trafficking**

Coefficients <sup>a</sup>								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	.939	.235		4.000	.001	.449	1.429
	International_cooperation	.235	.108	.433	2.169	.042	.009	.460
	Intra_service_cooperation	.167	.122	.271	1.371	.018	-.087	.422
	Inter_agency_coordination	.144	.135	.192	1.074	.029	-.136	.425

a. Dependent Variable: Personnel\_opinion\_on\_human\_smuggling\_and\_trafficking

Table 4.6 shows that unit change in inter-agency coordination yields 0.144 changes in the personnel opinion on human smuggling and trafficking at the Busia and Namanga OSBPs. This relationship or effect is statistically significant at 95% level of significance, as indicated by p value of 0.029,  $p < 0.05$ .

**Objective 3:** To establish the extent to which inter-agency coordination affects opinion of personnel on transnational human smuggling and trafficking in Busia and Namanga OSBPs

Given these findings, the original regression model becomes;

$$HS\&T = 0.939 + \beta_1 X_1 + \beta_2 X_2 + 0.144 X_3 + 0.235 \dots\dots\dots (4.3)$$

Where:

HS&T is opinion of personnel on transnational human smuggling and trafficking

$X_1$  is international cooperation

$X_2$  is intra-service cooperation

$X_3$  is inter-agency coordination

$\beta_0$  is the intercept of the regression model.

$\beta_1 - \beta_3$  are coefficients of regression model with all the variables are constant.

$\varepsilon$  is the error of the regression model

It was therefore established that, inter-agency coordination affects the opinion of personnel on human smuggling and human trafficking at Busia and Namanga OSBPs. Inter-agency coordination may take the form of close relationships and cooperation at local, regional and central bodies or governments. The involved agencies or departments may have the same, related or different jobs. However, the impact of such coordination on personnel opinion requires that the tasks or mandates given to the coordinating personnel or agencies are related to or target border or security management at OSBPs. As deduced from the responses, inter-agency coordination affects personnel opinion on transnational organized crimes such as human smuggling and trafficking by supporting the integration of resources, procedures and systems for managing risks. Information and communication technology (ICT) is a key avenue for inter-agency coordination in modern border points. Through the integration and coordination of ICT and other systems for managing



borders, authorities have developed and applied more advanced and sophisticated systems for addressing transnational organized crimes at OSBPs, positively influencing personnel opinion in the process (Aniszewski, 2009).

Inter-agency coordination affects personnel opinion of organized crimes at international borders through several of its mechanisms or strategies. For instance, coordination of control and inspection procedures have enabled security and customs personnel at OSBPs and other types of borders to become more thorough in their operations, preventing and detecting more cases of human smuggling and trafficking (Aniszewski, 2009). Voluntary or had hoc inter-agency coordination has especially been productive in addressing emergency or sudden cases of insecurity at border points, including planning for flow of people and goods during peak seasons. Similarly, ad hoc inter-agency coordination is quite effective in scenarios where huge amount of resources must be assembled to address a particularly huge or unexpected security challenge.

According to Umarkhanova (2017), the requisites of effective inter-agency coordination include political will, leadership and direction, clear and integrated policies and requirements and unambiguous procedures and regular updates for all agencies and governments. By promoting the comparison and compatibility of missions, inter-agency coordination eliminates competition and overlaps or redundancy. Furthermore, unambiguous missions, policies and responsibilities help stakeholders identify area on which to build future cooperation and coordination.

## **SECTION FIVE: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This section concludes on the findings of the study and gives practice and research recommendations for the audiences.

### **5.2 Summary of Findings**

The study revealed that the application of the principles and practices of coordinated border management affects the opinion of personnel on transnational organized smuggling and trafficking of humans at the Busia and Namanga OSBPs. Specifically, the study established that border officials opinions on frequency and severity of human trafficking and smuggling change as authorities or states embraced more cooperative and coordinated approaches to managing transnational crimes. In fact, it was shown, the interviewed personnel concurred that collaborative relationships and operations among or between security agencies resulted in reduced frequency of proliferation of human smuggling and trafficking activities at and through OSBPs, thus victims of these crimes. Moreover, the study revealed that applying CBM strategies such as engaging internal and external stakeholders under government leadership changed personnel perceptions on reporting of crimes by victims and offenders at OSBPs

### **5.3 Conclusion**

The present study established that transnational organized crimes, including human smuggling and trafficking, have become increasingly advanced and complex with perpetrators using new techniques to evade law enforcers and customs officials. Consequently, as evidenced in the study, stakeholders recognize and call for models and approaches of risk and security management that support or provide for integration, cooperation and coordination of resources, systems and operations. The present study on the effects of CBM, which is a cooperation-themed model of

border management, highlights the role of the variables of integration on managing transnational crimes. In its focus on human smuggling and human trafficking, the study revealed that international cooperation, inter-agency coordination and intra-agency cooperation affect transnational organized crimes, albeit to different extents. Moreover, other factors not captured in the study are believed to affect transnational organized crimes.

Statistically, the relationship between each of the independent variables with the dependent variable was significant at 95% level of significance. These statistics implied that the changes in the opinion of personnel on human smuggling and human trafficking at the Busia and Namanga OSBPs were not by chance. Instead, the changes were attributed to changes in international cooperation, intra-agency cooperation and inter-agency coordination strategies or activities, as deduced from the sampled data.

Through its tenets of international cooperation, intra-agency cooperation and inter-agency coordination, the coordinated border management model presents many benefits and opportunities for border points such as OSBPs. These benefits include elimination or reduction of contradictions and redundancies among policies, procedures, units, departments, ministries and states. The CBM approach also integrates or introduces the systems-approach to personnel involved in managing transnational organized crimes such as human smuggling and human trafficking.

#### **5.4 Recommendations**

The findings of the study highlighted the opinions of personnel at the OSBPs on the effects, thus importance of the tenets of CBM on the transnational organized crime of human trafficking and smuggling. Therefore, practitioners in risk and security management should consider integrating stakeholder views on these principles in their strategies and plans for transnational organized crimes. A multi-stakeholder and multi-disciplinary approach or team, composed of personnel and

units from customs, police, foreign affairs and immigration among others, is recommended in the implementation of CBM model in transnational organized crime initiatives.

Empirically, researchers should focus on designing and studying the impact of the specific variables of CBM on stakeholder perceptions or opinions on specific elements of transnational organized crime or risk management. Most importantly, the uniqueness of each country, region or border point makes the stakeholder-driven research the best approach for future research linking CBM with the effective management of different security risks. Thus, future and further research should develop conceptual frameworks and study variables that capture and use stakeholder input to address the immediate needs or circumstances of the border point of interest.

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## APPENDIX A: QUESTIONNAIRE

I kindly request for your participation this survey. The aim of the survey to collect data on a study to establish the impact of coordinated border management (CBM) based on the opinions of border officials on transnational organized human trafficking and smuggling at the Busia and Namanga one-stop border posts (OSBPs).

Please respond by ticking the box that describes your level of agreement or lack of agreement with the statements in each section. Use the ‘**KEY**’ below to guide your response.

### **KEY**

1 – Strongly Agree

2 – Agree

3 – Neither Agree nor Disagree

4 - Disagree

5 - Strongly Disagree

### **SECTION A: INTERNATIONAL COOPERATION BASED ON OPINIONS OF BORDER OFFICIALS ON TRANSNATIONAL ORGNIZED CRIME**

	<b>ITEMS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	The use of national laws on international cooperation helps manage cases of human smuggling and trafficking originating at OSBPs					
<b>2</b>	The effectiveness and the success of interventions against human smuggling and trafficking at OSBPs depend largely on multilateral cooperation					
<b>3</b>	Engaging local communities promotes protection of human liberties, freedoms and rights at OSBPs					
<b>4</b>	Radical review and renewal of multilateral agreements/laws on international cooperation would improve the fight against human smuggling and trafficking at OSBPs					



**SECTION B: INTRA-SERVICE COOPERATION BASED ON OPINIONS OF BORDER OFFICIALS ON TRANSNATIONAL ORGANIZED CRIME**

	<b>ITEMS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5</b>	Transfer of officials within the same agency or department improves the prevention and management of human smuggling and trafficking at OSBPs					
<b>6</b>	Department-level coordination of roles, responsibilities and activities is essential in managing human smuggling and trafficking at OSBPs					
<b>7</b>	Management oversight and accountability for performance is important in the implementation of intra-service strategy on human smuggling and trafficking at OSBPs					
<b>8</b>	Astute leadership is vital for the effectiveness of intra-service strategies or initiatives against human smuggling and trafficking at OSBPs					

**SECTION C: INTER-AGENCY COORDINATION BASED ON OPINIONS OF BORDER OFFICIALS ON TRANSNATIONAL ORGNIZED CRIME**

	<b>ITEMS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9</b>	Strong engagement mechanisms are important for the effectiveness of all phases of projects or strategies against human smuggling and trafficking crimes at OSBPs					
<b>10</b>	Agencies and countries having different priorities and responsibilities hinder the fight against human smuggling and trafficking crimes at OSBPs					
<b>11</b>	Internal priorities and imperatives hinder sensible interagency cooperation against transnational human smuggling and trafficking at OSBPs					
<b>12</b>	Focusing legislative and legal attention on general crime prevention, child safety, drug misuse and mental health is key to fighting human smuggling and trafficking at OSBPs					

**SECTION D: HUMAN SMUGGLING AND HUMAN TRAFFICKING BASED ON OPINIONS BORDER OFFICIALS**

	<b>ITEMS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13</b>	Governments and agencies developing and using common security standards/policies has reduced the frequency and severity of smuggling and trafficking of humans across OSBPs					
<b>14</b>	Collaborative relationship between security agencies limits proliferation of human smuggling and trafficking activities at and through one-stop border posts					

<b>15</b>	Engaging internal and external stakeholders under government leadership encourages self-reports by victims and offenders of human trafficking and smuggling at/through OSBPs					
<b>16</b>	Collaboration by governments, businesses and individuals at OSBPs helps reduce number of victims of smuggling and trafficking of humans at OSBPs					

*Thank You*